



# MILEstones

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## About MILE

The Municipal Institute of Learning, (MILE) is a knowledge management initiative of the eThekweni Municipality that was established to position Durban as a city of learning.

Its programmes aim to enhance the capacity of local government practitioners not just within eThekweni, but across the global

south. Its mandate also includes providing municipal technical support to selected municipalities, collaborating with local universities and fostering strategic national and international learning partnerships.

This edition focuses on MILE learning activities held since the release of the Spring 2014 issue and it also

provides a glimpse of future events that are scheduled to take place.

For more information visit the MILE website:

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

## Latest News

### 3rd eThekweni-University Research Symposium



The 3rd annual eThekweni-University Research Symposium (EURS 2014) co-hosted by the Mangosuthu University of Technology (MUT) was held on the 27-28 November 2014 at the Elangeni Hotel, Durban. "The overarching theme of this symposium of "Innovative Cities" was well located in eThekweni's vision of a learning city with the 2 day program providing a common platform for city practitioners and academic to engage on issues of mutual interest.

The key thematic areas for collaborative and strategic research in the city will be harnessed towards Water and Sanitation, Public Health, Energy, Information Technology, Human Settlements, and Social Infrastructure. Intense and fruitful presentations and research outputs

were discussed, offering creativity and innovation in response to local government challenges.

By June next year the City will launch the eThekweni Municipal Academy (EMA) that will build on the solid foundation laid by the Municipal Institute of Learning (MILE). Further, the United Cities of Local Government in Africa (UCLGA) has identified MILE to be its strategic partner coordinating all of their city-to-city learning initiatives on the entire continent. These developments were finalised at the UCLG World Council meeting in China in late November 2014 – one that will consolidate our learning agenda with our partners in academia..

MILE Programme Manager: Academic Collaboration, Collin Pillay said this heralds an exciting era for research and learning allowing more universities and research institutions within the eThekweni region and beyond to enjoy greater access to local government practitioners. It's an exciting moment for the city as its academic partners begin to embrace and support the city's vision as a centre of learning and innovation.

# Informal Economy Learning Exchange



The Municipal Institute of Learning (MILE) in partnership with the eThekweni Municipality's Business Support and Market Unit hosted an Informal Economy Learning Exchange on 02 December 2014. The objectives of which were to provide an arena for engagement on informal economy policy matters amongst policy developers and practitioners. A further objective was to explore the context and environment of informal trade in South Africa, to exchange perspectives on various options towards growing and supporting informal trading in a city environment and to explore areas of collaboration among various key role-players and stakeholders in Informal Economic Growth and Development.

The Learning Exchange provided participant's, from Msunduzi Municipality and the Gauteng Province Department of Economic Development (GPDED) the platform to share and learn using eThekweni Municipality as a case study.

In his opening address the Deputy Head of Business Support and Market Unit Mr Thulani Nzama, stated that the learning exchange aims to explore the township economy, township interventions as well as initiatives put forth like the Neighbourhood Development Grant (NDG) in growing the informal sector.

The Learning Exchange involved sharing of perspectives from the three participating groups, namely; eThekweni Municipality, Msunduzi Municipality and Gauteng Province Department of Economic Development (GPDED). What emanated from this sharing and facilitated

discussion session was the importance of consultation with role players, the importance of the negotiation of plans before implementation and by-in from stakeholders. According to Mr Nzama, before the year 2002 there were unstructured informal traders and now the paradigm has shifted to include a structured formal way of managing traders. A further point of notice was the fact that informal trade was increasing and the Municipality recognised the impact traders had on the economy and as a result of this economic growth, legislation, such as the Small Business Act, was prepared to facilitate this process.

With a formalised establishment of informal traders came many challenges and GPDED Director of Policy, Ms Barbara Ziyane, highlighted that some of the challenges they experience are issues of negotiation with informal traders. A further challenge identified was managing conflict between informal traders, issues of law enforcement and most importantly the lack of understanding between Municipalities.

Key initiatives from the respective participating groups were identified and the GPDED emphasised rolling out The Gauteng Community Revitalisation Strategy which aims to influence Township Development and Informal Trade in townships. A further initiative that GPDED is looking to introduce is Unemployment Insurance Fund (UIF) and Injured On Duty (IOD) for informal traders. An initiative that Msunduzi Municipality intends on implementing is introducing and involving informal traders as Shareholders.

A key lesson learnt during this Learning Exchange was the fact traders are different and their thinking is different therefore what Province and respective Municipality's suggest for them may not be what the informal traders want. From this point and the robust discussions that ensued, it became evident that a bigger platform is required to bridge the gap that exists within the informal sector. An International Learning Exchange is envisaged for the next financial year to move this agenda forward productively.

# Urban Safety and Crime Prevention Learning Exchange



The eThekweni Municipality's Safer Cities Department in partnership with the Municipal Institute of Learning (MILE) and Imagine Durban hosted the Urban Safety and Crime Prevention Learning Exchange from 03 – 05 December 2014 at the Inkosi Albert Luthuli International Convention Centre. The Honourable Mayor, Councillor James Nxumalo set the scene and agenda for the Learning Exchange by emphasising that the issue of crime has pre-occupied South Africa for many years. The Mayor highlighted that in addressing issues of crime we need to look holistically at the challenge, not only focusing on crime prevention but also dealing with practical methods to address these challenges.

The Learning Exchange provided City Officials, Academics and Private Sector representatives various perspectives on safety and crime prevention strategies. According to Mr Steven Maselesele, Director of Social Crime Prevention at the National Department of Social Development, when addressing safety and crime one needs to assess the impact the City has as a human entity. What reverberated from the perspectives provided on Day 1 of the Learning Exchange was that local government has a role to play in ensuring Community Safety.

Presentations on Day 2 provided an informative background of Crime Prevention Strategies. Professor Monique Marks from the Durban University of Technology provided her account of Crime Prevention and Safety by exploring the concept of Social Policing. According to Prof. Marks, the law enforcement approach is limited and is a temporary measure to fix the problem.

Of paramount to note is that environmental design and the use and design of public spaces is key in moving the agenda forward on Urban Safety and Crime Prevention. Mr Tinus Kruger, a Research Group Leader from CSIR introduced the Crime Prevention through Environmental Design Strategy (CPTED). According to Mr Kruger, crime and safety needs to be addressed at the planning, design and management level of the City. This then allows for mixed land use, reduction of vacant land and equitable provision of facilities vis a vis reducing crime by providing safety through the build environment.

Day 3 of the learning exchange explored international strategies to addressing crime and safety. The objective was to make connections between institutions and citizens. Ultimately in order for citizens to take a role in their City they have to feel safe. The Urban Safety and Crime Prevention Learning Exchange provided a platform for practitioners and academics, to address issues around crime and strategies required in implementing safety. What emanated from this learning exchange was that crime is a social problem and in order to address this social problem an integrated and collaborative relationship is essential.

# Situational Leadership Management Seminar with Clive Ramathibela Smith



On Thursday, 20 November 2014, Corporate and Human Resources Cluster in partnership with the Municipal Institute of Learning (MILE) hosted their quarterly Management Seminar. The focus of this Seminar was Situational Leadership. According to the Deputy Head of Human Resources Department, Ms Pam Matthias, the purpose of these quarterly seminars is to ensure we have a platform to be able to interact as leaders and future leaders.

Providing his account of Situational Leadership was well known and esteemed guest speaker Mr Clive Ramathibela-Smith, of Inkunzi Investments. According to Mr Ramathibela-Smith, as young people and old we need a change in focus in thinking. Change in leadership is getting people to think alike and changing past behaviours. Mr Ramathibela-Smith went on to further add that true leaders are defined by the way they think and apply their mind. He used the analogy of the late playwright William Shakespeare. According to Mr Ramathibela-Smith, a leader is someone who, like Shakespeare, thinks out of the box. Mr Ramathibela-Smith emphasised that what is incredible about African leadership is where it started; i.e. poverty. He used the illustration of the speech the former president Nelson Mandela delivered at the Rivonia Trial. "Something sparks a change in your inner thinking and that's where change begins", said Mr Ramathibela-Smith. Mr Ramathibela-Smith asked all present a burning question: How we do we change our line of thinking now? He further emphasised that change is always scary because you have to

make a choice. Mr Ramathibela-Smith left with us with inspirational and yet provoking last words when he said leadership is about assessing what we have done to be where we are right now. During the second half of the Seminar, the City Manager Mr Sibusiso Sithole provided his account of Situational Leadership. The City Manager emphasised that we should all aspire to be at level 5 leadership. "Just as we all aspire to have the highest degree of maturity we should also aspire to be good leaders", he said. The City Manager went on to state that we have to strive for respect because we have enabled ourselves to build teams and to influence and be influenced. The City Manager highlighted that good leadership means being a leader that is imbued with humility. Leadership, according to the City Manager means being transformative in outlook, portraying intellectual development in terms of where the organisation is going and displaying an ethical basis of how leadership should be practiced. Furthermore good leadership is having the ability to be able to understand that there is so much to be learnt, it is the ability to synthesis the information you get. The City Manager stated that being a good leader does not only include resolving a problem, it requires one understanding the causes of a particular problem in order to make a fully informed decision.

In keeping with the theme of Situational Leadership and making changes to benefit the entire organisation, the City Manager and the Head of the Skills Development Unit, Dr Mpilo Ngubane announced the transformation of the Skills Development Unit (SDU) into the eThekweni Municipal Academy (EMA). This establishment comprises the integration and centralisation of the old SDU and all training centres within the Municipality to the new Unit EMA. The objectives of EMA is to breed a centralised, integrated and client centric Unit. A further aim is to expand the learning footprint and to be recognised as a centre of knowledge management. Also in attendance was Provincial Executive Officer (PEO) of SALGA-KZN Mr Sabelo Gwala.

The City Manager concluded by robustly emphasising that we live in times that are changing and as leaders we need to be changing.

# Greater Kokstad Municipality Working Towards Energy Efficient Development



On Thursday 13 November 2014 a team of officials from the eThekweni Municipality left Durban at 06h00 to drive down to the Greater Kokstad Municipality. They were going to facilitate a two day workshop for officials from the Greater Kokstad Municipality on Energy Efficiency in Development Management.

This is part of MILE's Municipal Technical Support programme to assist less capacitated municipalities. On the 1 September 2014 officials from the Greater Kokstad Municipality who attended the MILE Master Class on Energy Efficiency in Development Management requested technical support from MILE.

Experts in field of development management formed part of the MILE team deployed to assist

the officials from the Greater Kokstad Municipality. The two day workshop covered the following four areas:

1. Monitoring and Compliance of Legislation - SLA/ Agreements with Electricity and Water Departments, Joint Operations (Multi- Disciplinary Task Team with various Enforcement Agencies), Rates Penalty

2. Enforcement and Prosecution - Introduction and Completion of Documentation, Peace Officer's Training and Accreditation, Issuing of Section 56 (Admission of Guilt) and Section 54 (No Admission of Guilt), Magistrate and High Court Matters

3. Revenue management - Schedule of Fines from Magistrate, SLA with the Judiciary, Rates Penalty

4. Departmental Linkages and Filing - Pre-Approval Process Linkages, Pre Certificate of Occupancy Linkages, Filing of Hard Copies and Microfilm/ Digital

Greater Kokstad Municipality have requested that the MILE team return in the first half of 2015 to further assist them with issues pertaining to enforcement and prosecutions, issuing of fines, court procedures.

# Greening the Economy Learning Exchange: Facilitating investment to green the economy through joined-up government



On 6 - 7 November 2014, the Economies of Regions Learning Network (ERLN) together with the Economic Development and Investment Promotions Unit (EDIPU) and the Municipal Institute of Learning (MILE) hosted the Green Economy Learning Exchange.

One of the objectives of the Learning Exchange was to explore public and private sector investment in greening the economy. A further objective was to explore how national, provincial and local government policy and action can be aligned and integrated to create optimal conditions for investment.

The Learning Exchange explored various initiatives put forth in greening the economy and the Renewable Energy Project was one of the case studies emphasised

by Ms Karen Breytenbach from National Treasury, Mr Alistair McMaster of the Eastern Cape Department of Economic Development, Environmental Affairs and Tourism (DEDEAT) and Mr Mark Tanton, Managing Director of Red Cap Investments.

Participants explored Unilever and the Moses Mabhida Stadium and the initiatives these industries have in place in “greening the economy”. Central to the debate on greening the economy is the role and support that Government plays. Synonymous with the role of Government is that of policy. Policy and strategy drive agenda’s forward, a point emphasised by Ms Sharlin Hemraj from National Treasury. Important to further note is that when speaking about greening the economy issues such as Climate Change, Energy and Sustainability were emerging concepts.

Ms Susanna Godehart from eThekweni Municipality’s Energy Office illustrated the development of the Eco-Industrial Park (EIP) whose aim is to attract companies that invest into environmentally friendly industrial and commercial developments. The EIP is strategically aimed to be situated in Cornubia. Providing a provincial perspective on initiatives put forth to green the economy was Ms Liesel Beires from Kwa Zulu Natal Department of Economic Development, Tourism and Environmental Affairs.

# City Hosts the South African Port Cities and Coastal Towns Learning Exchange



On Monday, 3 November 2014, the Economic Development and Investment Promotions Unit (EDIPU) in partnership with the Municipal Institute of Learning (MILE) hosted the South African Port Cities and Coastal Towns Learning Exchange at The Elangeni Hotel, Durban. This learning exchange was held in an effort to allow for deep engagement and discussion for different sectors to unpack the potential of the new concept the 'Blue Economy'. The Learning Exchange was chaired by Dr Ajiv Maharaj, Deputy Head of EDIPU.

The session was officially opened by The Speaker, Honourable Cllr Logie Naidoo, who emphasised that the port is the life blood of the City's Economy. Cllr Naidoo further went on to add that "the initiative of our Government through Operation Phakisa is an initiative to use the Blue Economy to grow our economy". According to The Speaker, the Learning Exchange will ensure mutual benefits and a way to ensure growth and development for all.

The Learning Exchange was also graced by our City Manager Mr Sibusiso Sithole. The City Manager highlighted that with the modern economy one of the most important drivers is around transport and logistics. The City Manager further went on to add that, "Ports are still critical as engines of the economy. If Johannesburg has gold, our gold is the Port".

One of the key note addresses was delivered by Professor Trevor Jones from the University of Kwa-Zulu Natal. Prof Jones highlighted the role of Host Cities in the development and success of a Port. In this case, key representatives envisaged the role the City of Durban plays as the Host City to the Port of Durban. A further key note address was delivered by Dr Andrew Mather, Acting Head of the Engineering Department.

In support of the Port Cities initiative the PEO of SALGA-KZN, Mr Sabelo Gwala emphasised that there is broad consensus around the world that local citizens contribute to what is happening locally. This alluded to the fact that the success of the Durban Port is also due to the support of local citizens.

Following the Learning Exchange, participants and international delegates convened to share and learn in the 14th International World Port Cities Conference which took place from 4 – 6 November 2014 at The Elangeni Hotel.

# MILE hosts second Seminar in the Director Development Program

On Wednesday, 22 October 2014, the eThekweni Municipality's Internal Audit and Risk Assurance Services Unit and Municipal Institute of Learning (MILE) hosted the second Seminar in the Director Development Program. The theme for this seminar was 'Cultivating Good Governance in the eThekweni Municipality'. One of the aims of the seminar is for the City's leaders i.e. Councillors, Heads of Departments and Senior Management to clearly understand their roles and responsibilities and the consequences of inaction. Deputy Mayor Honourable Councillor Nomvuzo Shabalala, as Programme Director, set the tone for all leaders by highlighting that the seminar is in line with the Presidents campaign to get government "back to basics". The Mayor, James Nxumalo, emphatically stated that Good Governance fosters accountability and responsibility. He emphasised that the seminar should be viewed as a meaningful platform for dialogue and as leaders in our communities and Municipality we need to take the lead and the responsibility for good governance.

The Mayor applauded the role played by Internal Audit and Risk Assurance Unit in terms of ensuring compliance and accountability of officials. According to the City Manager Mr. Sibusiso Sithole, Good Governance will not be achieved if Councillors are not involved hence their role in the seminar is integral. The City Manager highlighted the need to de-technicalize all issues related to clean auditing by putting on a human face to good governance. In conclusion, the City Manager highlighted that, good governance and service delivery are Siamese twins; we cannot talk about one without the other. "If we work together, we can see major improvement in our sphere of government". The Seminar was also graced by Cllr Thabo Manyoni, Chairperson of SALGA NEC. Cllr Manyoni argued that behind all good leadership is good governance.

Councillors, Heads of Departments and Senior Management were left enthralled by the Key note address delivered by Dr Claudelle von Eck, CEO of the Institute of Internal Auditors. Her message and words of wisdom for the day will be reverberated for a lifetime. Dr von Eck emphasised that Internal Audit was the guardian of good governance that needed to be held accountable against the standards and code of ethics. One of Dr von Eck's ideologies is that of Ubuntu and she suggested that our responsibilities go beyond ourselves and rather than using a tick box approach to governance we should infuse our roles with a spirit of caring and community.

The last keynote address was delivered by Mr Eugene Zungu, Executive Member of Auditor General South Africa (AGSA). Mr Zungu was just as captivating and his food for thought highlighted that accountability and transparency are important concepts when addressing Good Governance.

In a panel discussion, Councillors, Heads of Departments and Senior Managers were also graced with words of wisdom by Prof Pearl Sithole, Associate Professor of the Community Development Programme at the University of KwaZulu-Natal. Prof Sithole challenged all on how we would respond to rigidity, compliance and enforcement. Mr Sabelo Gwacela, SALGA-KZN CEO, another panellist stressed an urgent need to reconfigure power relations so that those exercising power understand the sustainability of power. From this Seminar it was noted that, accountability, responsibility and transparency were the key concepts that emerged and are integral to promoting and adhering to Good Governance.

# City hosts fourth Revenue Management Master Class



Over 60 senior practitioners in the field of municipal financial management from local municipalities, national treasury, local government organisations, African countries

Hosted MILE in collaboration with eThekweni's Revenue Management Unit, the three-day Master Class aimed at strengthening the capacity of local authorities and improving the delivery of services to their citizens.

The objective of the Master Class was to improve the management of cities through better revenue management. Beyond fostering the building of local government practitioner capacity on the continent, the Master Class provided south-to-south cooperation and gave the participants an opportunity to learn from each other.

One of the most pressing challenges facing cities on the African continent in the 21st century is the ability for municipalities to effectively collect and manage city revenues. Local government revenues in many African countries are not enough to develop and provide adequate urban services to the region's fast growing urban populations and most cities have chronic budget deficits.

While there is a need for greater sharing of revenue sources between central and local governments, the yield potential of sources currently available to local authorities is far from being fully exploited.

Participants left the Master Class with practical ideas and tools that will enable them to improve the revenue or new revenue collection systems, identify new sources of revenue and implement a revenue management strategy.

Besides the presentations, the participants had a unique opportunity to share experiences with and learn from senior officials from some of the larger African countries.

# Climate Change Learning Exchange for KZN Municipalities



Municipalities play a critical role in establishing policies that address the vulnerabilities arising from climate change, Africa is most vulnerable to climate change challenges and it is the responsibility of local government practitioners to make a positive difference to tackle these issues within their municipalities.

The Energy Office of the eThekweni Municipality together with the Environmental Protection and Climate Protection Department (EPCPD), MILE and ICLEI hosted a three day Climate Change Learning Exchange from 8 to 10 October 2014.

In support of the Central KwaZulu-Natal Municipalities Climate Change Compact (CKZNCCC), eThekweni Municipality hosted the two and a half day session with over 43 participants from 13 municipalities across South Africa to share learning around Climate Change Adaptation and Mitigation.

With informative presentations, engaging discussion sessions and exciting site visits, participants left the Learning Exchange inspired to make a change.

Phumzile Mhlangu, Environmental Officer at Umzumbe Local Municipality felts the learning exchange to be very useful.

“The learning exchange was a good experience. At Umzumbe we do not have a formal waste management system which impacts negatively to the environment. Geoff’s presentation was an eye opener. Engineering plays a pertinent role in climate change mitigation,” said the enthused Mhlangu.

# Malawian Municipality Gears up for Development



As part of MILE's valued partnership with municipal officials from Malawi which stems back to February 2010, a three day Strategic Planning Workshop was held recently at the Nkhukuti Resort in Nkhata Bay.

Facilitated by MILE, the purpose of the workshop was to allow the newly elected political leadership of Mzuzu City Council the opportunity to provide direction to their strategic planning process, to review the progress made since the last strategic planning workshop in September 2011, to identify the strategic challenges and underlying causes of these challenges that face the City Council, to devise an action plan (with monitoring mechanisms) that addresses the challenges and to identify key areas of collaboration between Mzuzu City Council, eThekweni Municipality and UCLG.

The delegation who participated in the workshop included, the Mayor of Mzuzu City Council Mr W.Mkandawire, MP Mzuzu City, Leonard Njikhoo together with their political leadership consisting of fourteen councillors, the CEO Mzuzu City Council, Mr Thomas Chirwa and his senior officials. Four senior managers from Mzuzu City Council were also part of the facilitation team.

The CEO of Blantyre City Council Mr Ted Nandolo, a Councillor from Blantyre and two senior officials also attended this workshop to be empowered and meet with the MILE team to engage on future initiatives.

At the end of workshop all participants signed the Nkhukuti 2014 Accord agreeing to work towards achieving the adopted vision for Mzuzu City Council- "By 2030 Mzuzu City Council will be a vibrant city for all to live, work, play and invest" as detailed in the ten point strategic action plan. They also adopted a mission statement for Mzuzu City Council – "To facilitate the provision of quality socio-economic and infrastructure services through the participatory mobilisation of resources in order for all citizens to enjoy an improved quality of life."

All participants were inspired by the story of how the eThekweni municipality transformed in 2001 by using an outcome based methodology approach. They were also inspired by the enthusiasm and high energy levels of the MILE facilitators.

The Mayor of Mzuzu City Council Mr Mkandawire said, "This workshop has helped councillors and officials to move in the same direction".

Councillor Chume said, "You are God sent to us, you have shown us what can be done if we work together as a team, you have inspired and empowered us."

Journalists from the mainstream newspapers and TV station in Malawi were present on the last day to interview some of the participants. The draft vision and mission statement together with the ten point strategic action plan and accord was made available to them.