

A photograph of a middle-aged Black man with a shaved head, wearing a dark grey suit, a white shirt, and a green tie. He is smiling slightly and has his hands open in a gesture, as if speaking or presenting. The background is a vibrant green with a subtle geometric pattern of overlapping triangles.

LET'S FIX SOUTH AFRICA

LOCAL GOVERNMENT MANIFESTO 2021

LET'S FIX SOUTH AFRICA BY FIXING OUR LOCAL GOVERNMENTS

The work of fixing South Africa starts at home with our local governments. Functional municipalities are the foundation of a prosperous state; to get South Africa on the right track again, we must start by fixing the basics of service delivery at municipal level.

ActionSA was formed to unite patriotic South Africans that are committed to professional and ethical public service behind the project to fix our beloved country. We believe in decisive action that will improve the quality of life for all South Africans. We believe that the needs of the residents of our municipalities must be central to everything we do as a government. We believe that through an unwavering dedication to ethical leadership, we will build municipalities that enable our proud, resilient, and enterprising people to prosper.

The time for talk and empty promises is over. Now is the time for action. **Let's fix South Africa.**



OUR OFFER

ActionSA will fix South African local governments by prioritising:

- 1 Customer-centric government that delivers service with pride:** our residents are our customers and have the right to quality and reliable service delivery by a government that cares for *all* its residents, and takes pride in service excellence.
- 2 Ethical and professional public service:** we will reform our municipalities by appointing only ethical and competent officials that have proven their commitment to public service. Corruption and incompetence will have no place in our governments.
- 3 Efficient and effective administrations:** we will end the era of bloated, inefficient administrations that outsource core services to tenderpreneurs or inefficient municipal entities. We will cut down on 'Millionaire Managers' while insourcing front-line staff.
- 4 Caring and inclusive governance:** We will adopt a pro-poor plan of action that ensures all residents have access to quality basic services and primary healthcare in municipalities that cater to all their residents.

5

A business-friendly environment where jobs are created: we will remove red-tape making it easier for businesses to succeed, modernise our administrations, and support entrepreneurs so that the private sector can flourish and create more job opportunities.

6

Safety and security: No country can prosper without the Rule of Law. Criminals should live in fear, not law-abiding citizens. We will ensure that there are more police officers on the ground, give them proper training, and use technology to assist in preventing crime



1. WE WILL FIX OUR MUNICIPALITIES WITH CUSTOMER-CENTRIC GOVERNANCE THAT DELIVERS SERVICE WITH PRIDE

We can only fix South Africa if we fix basic service delivery and invest in critical infrastructure. ActionSA will place the service delivery needs of our residents at the centre of everything we do, and ensure that municipal budgets respond to the pressing needs of residents.

Customer-centric governance that delivers service with pride

- ✓ **Service standards charters:** we will place the needs of residents first by setting minimum acceptable turnaround times for the resolution of service delivery issues, like pothole repairs and water leaks. We will do this by adopting service standards charters that hold officials and departments accountable for non-performance.
- ✓ **Service-driven municipal budgets:** we will reprioritise municipal budgets to ensure financial resources are directed primarily to service delivery, while cutting on non-strategic expenditure like marketing, catering, and travel. Every cent of rates and service charges we collect must go towards improving our municipalities for their residents.
- ✓ **Responsive customer service:** we will overhaul the customer service experience to ensure that municipal staff and all our public facilities are equipped to provide caring, responsive, reliable and efficient service to residents. We will always be guided by an unwavering focus on service delivery and putting the needs of our residents first.
- ✓ **Fair and equitable service fees:** we will prioritise operational efficiency to reduce the cost of delivering services. Savings will be transferred to residents through minimising annual increases, to ensure that residents receive value for their money.



ACTION THAT KEEPS THE CITY CLEAN

As the Executive Mayor of Johannesburg, **Herman Mashaba** launched the **A Re Sebetseng** campaign.

This monthly citywide cleaning campaign was launched in partnership with the private sector and the City's residents, and **aimed at encouraging citizens to help clean up the City and take care of the environment** by promoting a culture of reducing, re-using and recycling waste.

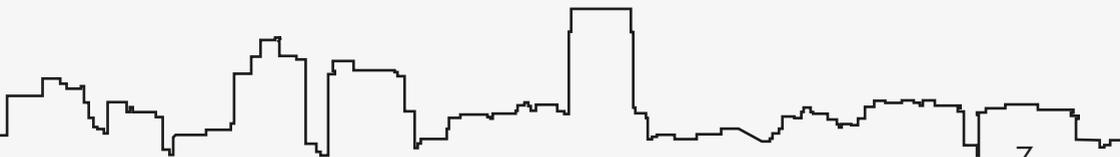


Sustainable and future-oriented government

- ✓ **Battling climate change:** we will commit ourselves to international imperatives fighting climate change and integrate sustainability into operating models. We believe that we have a responsibility to future generations and will take that into account in our governance.
- ✓ **Clean and neat public spaces:** we will unite communities to work with our municipalities to ensure that we take better care of the environment by promoting a culture of reducing, re-using, and recycling waste. We will tackle illegal dumping and ensure our streets and public spaces are well maintained.
- ✓ **Community clean up campaigns:** our municipalities will work in partnership with our communities, civic organisations, and the private sector to keep our communities clean, safe, and healthy. Everyone must play their part in fixing and maintaining our municipal environments.
- ✓ **Green spaces:** we will invest in tree-planting and greening initiatives to ensure our residents have access to high quality green open spaces, while reducing our municipal carbon footprints.
- ✓ **Clean air and water:** we will commit our municipalities to take progressive action to improve air quality, and ensure that all residents have access to potable drinking water that meets stringent health standards.
- ✓ **Protecting our biodiversity:** South Africa's natural beauty and diversity is a legacy that we must protect for future generations. We will protect our fauna and flora against irresponsible exploitation. Anyone causing damage to the environment through negligence or malice will be held accountable.
- ✓ **Resilience:** we will ensure that our municipalities have feasible disaster-risk management plans in place – backed by trained and capacitated Emergency Services departments – to ensure that our residents are protected against external shocks like environmental disasters and pandemics

Investment into critical infrastructure and basic services

- ✓ **Water supply:** we will actively work toward stabilising the water supply by repairing and maintaining existing infrastructure and investing in new infrastructure. This will include a dedicated budget to replace or refurbish ageing supply networks to provide the additional capacity required for new development
- ✓ **Sanitation:** we will work towards achieving universal access to basic sanitation for all our residents while we will continue to invest in upgrading ageing municipal sewerage networks. Everyone should have the dignity of adequate sanitation.
- ✓ **Roads and bridges:** our service standards will include aggressive targets for fixing potholes. We will increase investment into the maintenance and upgrading of our road network and bridges to provide an efficient transport network.
- ✓ **Stability of electricity supply:** we will address electricity interruptions by ensuring our municipal transmission grids are properly maintained, while cracking down on illegal connections and cable theft.
- ✓ **Electricity network upgrades:** we will invest in replacing ageing infrastructure and pursue procurement from independent power producers to increase competition and reduce tariffs for our residents. We will ultimately work toward ensuring our residents are no longer reliant on Eskom for electricity.
- ✓ **Refuse collection:** all communities, formal and informal, will have access to regular refuse removal services, with increased shifts in high-density areas.
- ✓ **Prevention of illegal dumping:** we will aggressively work to prevent illegal dumping and prosecute individuals and organisations guilty of infringing the by-laws. We will increase fines for perpetrators to ensure that they serve as a meaningful deterrent.



2. WE WILL FIX OUR MUNICIPALITIES WITH ETHICAL AND PROFESSIONAL PUBLIC SERVICE

We need committed, ethical and professional public servants to succeed with our vision of fixing South Africa. We will declare corruption as Public Enemy Number 1, prosecute the corrupt, prevent further corruption through improved controls and oversight, and encourage and protect whistle-blowers.

Zero tolerance for corruption

- ✔ **Forensic and investigative services:** we will establish dedicated independent forensics units in each of our municipalities, with the mandate to investigate all potential corrupt activities. No one will be above the law.
- ✔ **Lifestyle audits:** all political office bearers, senior officials and officials working in building plan approvals, supply chain management, electricity connections, and other positions where bribes are likely to be offered, will be subjected to lifestyle audits.
- ✔ **Protecting whistleblowers:** we will encourage whistleblowing by providing protection and security to whistleblowers and reward whistleblowing that leads to the successful prosecution of the corrupt.
- ✔ **Corruption risk assessments:** upon taking office, we will mandate administration-wide corruption risk assessments to identify and fix any processes that provide the opportunity for corruption.
- ✔ **Improved transparency:** we will improve the transparency of our municipalities' financial management and adopt stringent financial controls. We will partner with non-governmental organisations and civil society to ensure that there are dedicated independent corruption watchdogs in our municipalities. Residents deserve accountability from those responsible for spending their rates and service charges
- ✔ **Adopting a corruption blacklist:** we will ban service providers, employees or individuals convicted of corruption from ever doing business with or being employed by our municipalities.

Reformed human resource management

- ✓ **Professionalising of our administrations:** from day one, appointments will be made on merit and competency. Political patronage and cadre deployment will have no place in our administrations.
- ✓ **Skills audits:** we will conduct skills audits to identify any officials improperly appointed to their positions and ensure that all officials are capable of fulfilling their duties.
- ✓ **Talent acquisition:** we will reform recruitment practices to ensure that we hire only competent and ethical employees to work for our municipalities, while working to recruit skilled graduates into the public sector.
- ✓ **Performance management:** we will implement innovative performance management systems that rewards service with pride and holds officials that fail to serve residents adequately, accountable for their non-performance.
- ✓ **Accountability:** we will improve measures aimed at holding officials accountable for not doing their jobs, such as enforcing performance agreements with specific targets and deliverables at all levels of the administration. We will implement consequence management to remedy poor performance.



ACTION THAT STOPS CORRUPTION

Mashaba declared corruption as 'Public Enemy Number 1' upon taking office and established GFIS – the City's first independent forensic investigative unit aimed at combating corruption.

During Mashaba's term, **the unit investigated 6,000 cases involving transactions of more than R35 billion.** The Hijacked Buildings Unit with GFIS also identified 643 hijacked properties in the city, and returned 44 of these to their rightful owners.



3. WE WILL FIX OUR MUNICIPALITIES WITH EFFICIENT AND EFFECTIVE ADMINISTRATIONS

We believe that we have to transform the way our municipalities operate and will strive to make the organisations more efficient and effective at delivering services to residents.

Organisational transformation

- ✔ **Organisational reform:** we will immediately implement organisational reform to ensure that our administrations are lean and responsive with a focus on front-line service delivery. We will do away with top-heavy administrations by reducing senior and middle-management roles while increasing front-line staff, thus directing our expenditure to service delivery.
- ✔ **Insourcing:** where feasible, we will insource front-line service delivery workers being exploited by tenderpreneurs and third-party agreements.
- ✔ **Process optimisation and digitalisation:** we will utilise the power of information technology to improve our municipalities' internal processes and eventually move toward paper-free administrations and adopt e-governance.

Financial sustainability

- ✔ **Financial standards compliance:** we will actively work towards achieving unqualified audits for all our municipalities by appointing competent financial officers and reforming financial management practices.
- ✔ **Sound financial management practices:** we will take active steps to maximise revenue and cut operational costs not directly related to service delivery. This will ensure that our municipalities' financial indicators are within the benchmarks set by National Treasury, and more money is available to invest in basic infrastructure and services.
- ✔ **Fixing billing issues:** we will ensure residents receive accurate bills and improve the ease of making payments. When queries do arise, we will ensure they are dealt with efficiently.

- ✔ **Electronic audit trails:** our municipalities will conduct their business on modern information systems that allow for comprehensive and accessible audit trails of government decisions and processes.
- ✔ **Revenue enhancement:** we will streamline revenue collection practices and processes to ensure that residents that can afford to pay for services can do so easily, safely and reliably. We will also take a zero-tolerance approach towards residents or businesses abusing and exploiting municipal services without paying their fair share.
- ✔ **Procurement reform:** we will reform procurement practices to ensure value-for-money in service provision. By benchmarking tender prices against market prices, we will ensure that inflated prices and underperformance by service providers will be a thing of the past.
- ✔ **Funded projects:** we will make sure all our projects are adequately planned and funded. We will only invest in projects that will add value to the municipality with a strategic focus on basic infrastructure, including roads, water, sanitation, and electricity. We will monitor how public money is spent on infrastructure development to ensure value for money.



ACTION THAT IMPROVES SERVICES

Mashaba introduced the Diphetogo initiative, a Sesotho word meaning “real change”. The initiative sought to introduce strict austerity measures in the City aimed at cutting non-strategic expenditure to unlock more money for service delivery.

This resulted in over R2 billion being cut from bloated, non-strategic departmental line items, and redirected to infrastructure investment. As a result, the percentage of the capital budget spent on roads, water, sanitation, electricity, transport and housing increased from 58% at the start of Mashaba’s term, to 71% by the end of it.

4. WE WILL FIX OUR MUNICIPALITIES WITH CARING AND INCLUSIVE GOVERNANCE

We believe our municipalities have the responsibility to contribute to building a more inclusive society while caring for the most vulnerable members of our society.

Pro-poor governance

- ✓ **Free basic services:** residents in need will have access to an allocation of free basic services. Our allocation to indigent residents will be as generous as possible within our financial constraints. We will also lobby National Government for a greater share of national revenue to provide free basic services sustainably.
- ✓ **Rates policies:** we will adopt fair and equitable rates policies that do not place unreasonable financial burdens on our residents, especially vulnerable groups like pensioners and child-headed households.
- ✓ **Improved access to social services:** we will ensure that access to clinics, libraries, and recreational facilities in lower-income areas is expanded by increasing the number of facilities providing services. We will introduce mobile facilities where possible to ensure that we can rapidly provide services without requiring significant capital investments.
- ✓ **Extended operating hours at municipal facilities:** where feasible, facilities providing social services like clinics and libraries will operate on extended hours and on remain open on weekends and public holidays.
- ✓ **Expanded social support:** we will ensure that residents have access to an expanded basket of social support programmes. We will provide treatment and support for infectious diseases like tuberculosis and HIV/AIDS, psychological counselling, and assistance with substance abuse at municipal facilities.

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Improved access to primary healthcare: in addition to extending clinic operating hours, we will invest in mobile clinics to increase access to primary healthcare in clinics without permanent facilities.
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Bulk infrastructure and services for informal settlements: we will provide sanitation, water, electricity, and regular refuse collection to more informal settlements and work toward universal access to basic services. All residents must live in dignity.
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Accelerated access to housing opportunities: we will adopt innovative programmes to ensure greater access to housing opportunities, such as site-and-service programmes, and the release of public land for private sector development aimed at affordable housing. We want to ensure that residents of all income groups can access affordable rental stock and own property.
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Title deeds: we will reform the process of title deed transfers to ensure that transfers are sped up and that the process is fairer and more transparent.



ACTION THAT EMPOWERS

Mashaba committed to fast tracking the handover of title deeds as part of his administration's pledge to run a pro-poor government.

From 2016/17 to 2018/19, **the multi-party government transferred 8,587 title deeds to beneficiaries**, providing them with security of tenure and economic capital they could leverage.



Caring, inclusive, and socially just governance

- ✓ **Inclusive municipal planning that drives progress:** we will include our residents in our integrated planning and budgeting processes to ensure that we respond to the pressing needs of residents, increasing the opportunity for upward social mobility and economic progress.
- ✓ **Public transport:** we will reform public transport to ensure that everyone has access to safe, quality, convenient, and reliable public transport routes aligned to economic and social activity.
- ✓ **Land use management:** we will adopt land-use plans that combat urban sprawl and allow for human-centric spatial development through modern geo-informatics systems mapping. This will empower us to make data-driven decisions about future development and resource allocation.
- ✓ **Local labour and the allocation of work opportunities:** we will encourage the use of local labour where feasible, and reform the allocation of short-term work opportunities to ensure fair and transparent allocation. We will also implement measures that empower and up-skill beneficiaries of such opportunities, improving their chances of finding permanent employment.
- ✓ **Broadband expansion:** we will invest in infrastructure projects that provide access to affordable, high-speed internet, especially to poorer communities. We believe each household should have access to a fair allocation of data at a reasonable price. Additionally, we will create more hotspots providing free data to residents.
- ✓ **Early childhood development:** we will expand the scope of our municipalities' ECD offerings so that more parents have access to quality childcare. We will implement affordability measures to ensure that families are not prevented from accessing these services due to limited means.
- ✓ **Gender-based violence:** we will establish shelters and safe houses for victims of gender-based violence and run community-empowerment programmes to address the scourge of GBV. We will also provide sensitivity training for our first responders so that they can better support victims of GBV.

- ✔ **LGBTQI support:** we will establish support mechanisms for members of the LGBTQI community that are subjected to discrimination and hate crimes, and actively foster inclusive and tolerant communities.

Youth development

- ✔ **Paid municipal internships:** we will launch paid internships for recent university graduates in fields such as chartered accounting, engineering, financial management, law, and public management. These internships will provide the opportunity for young graduates to gain meaningful employment experience and contribute to the professionalisation of the public sector.
- ✔ **Youth development and support:** we will provide programmes at Opportunity Centres in partnership with the private sector and other government agencies that provide our youth with tangible support measures allowing them to participate gainfully in the economy. Skills development programmes will be designed to increase the likelihood of employment or entrepreneurship.
- ✔ **Access to extra-mural activities:** we will offer extra-mural cultural, academic, and sports activities at our community centres for young people that allow them to become well-rounded individuals.



ACTION THAT CREATES OPPORTUNITY

Mashaba launched the concept of Opportunity Centres during his mayoral tenure. By November 2019, the City had opened seven Centres in Diepsloot, Roodepoort, Alexandra, Soweto, Klipfontein, the Inner City, and Montclare. The City also launched the Orange Farm Business Centre, similar to an Opportunity Centre, but in partnership with Discovery.

These facilities allowed SMMEs and job-seekers, including the youth, to access advice and support in the pursuit of their business aspirations from a range of private sector and government partners, such as ABSA, Discovery, the South African Institute of Chartered Accountants, SARS and the CIPC.



5. WE WILL FIX OUR MUNICIPALITIES WITH A BUSINESS-FRIENDLY ENVIRONMENT THAT ALLOWS THE PRIVATE SECTOR TO CREATE JOBS

ActionSA believes that the private sector will always be better at creating jobs and economic prosperity than the government. Our municipalities will view the private sector as an equal partner in development. We will create an environment where businesses can thrive and create inclusive economic prosperity for all.

Business-friendly municipalities

- ✔ **Business-specific municipal services:** our municipalities will have dedicated business support units providing assistance to businesses operating in our municipalities. These units will be staffed by cross-functional and professional staff that can provide quick responses to issues preventing businesses from operating at full capacity.
- ✔ **Business and investment support:** we will establish one-stop shops and online business support mechanisms that allow businesses and potential investors to interact with our municipalities seamlessly. Our municipalities must be competitive investment destinations that can attract new businesses and create jobs.
- ✔ **Investment facilitation:** we will implement special programmes aimed at attracting and facilitating investments into our municipalities, with a focus on projects that create opportunities for local labour and long-term employment.
- ✔ **Red tape reform:** we will conduct audits to identify, repeal and replace outdated and restrictive by-laws. Municipal processes must assist, not hinder, economic growth and prosperity by eliminating barriers to success.
- ✔ **Informal trading:** we will overhaul informal trading regulations to make it easier for informal traders to be compliant with municipal rules and by-laws, and so encourage the growth of the informal sector in a well-managed environment.

- ✔ **Opportunity Centres:** we will establish Opportunity Centres in convenient locations where entrepreneurs and SMMEs will have a single point of access to all regulatory services, business support and shared resources in partnership with the private sector and other government agencies.
- ✔ **Waste-pickers:** we believe waste-picking plays a significant role in job creation and our recycling efforts. We will prioritise the inclusion of waste-pickers into the recycling economy while also ensuring that they comply with municipal rules and regulations.

Economic hub development

- ✔ **Property release:** we will conduct property audits to identify abandoned and hi-jacked buildings and expropriate such buildings for public benefit. The buildings will then be released to the private sector for developing mixed-used developments that include affordable housing and student accommodation.
- ✔ **Improvement districts:** we will implement improvement districts in priority economic nodes with greater potential for economic growth. We will foster prosperity through better collaboration between communities and the government.
- ✔ **Re-purpose government assets for social benefit:** we will make underutilised government assets and facilities available to the private sector and civil society. Our facilities must serve our residents and add value to their communities.



ACTION THAT UNLOCKS GROWTH

Mashaba launched the Inner City Revitalisation Programme following his campaign pledge to restore Joburg's CDB to its former glory. The programme aimed to hand over unused city-owned buildings to the private sector for mixed-use development, including affordable housing and student accommodation.

154 properties were released to developers, plus 37 factories that were identified for later release

An estimated **R32 billion in investment was unlocked**

An estimated **21,000 construction jobs were expected to be created**

This would have **yielded approximately 14,500 affordable housing opportunities**

6. WE WILL FIX OUR MUNICIPALITIES BY PROVIDING SAFETY AND SECURITY

We believe that criminals, not law-abiding residents, are the ones that must live in fear. All residents have the right to be safe and feel safe in their communities.

Law enforcement

- ✓ **Increased police presence:** we will increase the number of municipal law enforcement officers on the ground in communities. We will ultimately strive to have a minimum of one municipal law enforcement officer for every 1,000 residents in our municipalities.
- ✓ **Inter-governmental operations to improve services to legal immigrants:** we will work with the Department of Home Affairs and the South African Police Service to address illegal immigration while ensuring that legitimate asylum-seekers, refugees, and skilled migrants can legally and fully enjoy access municipal services.
- ✓ **Addressing illegal immigration through inter-governmental relations:** we will actively work with the Department of Home Affairs, National Treasury, and other relevant government entities to ensure that it is easier for foreign nationals to enter our country legally or to get protected legal status. Where the national government fails to process undocumented foreign nationals, we will lobby for additional grant funding and the delegation of powers to our municipalities so that we can do the work ourselves.
- ✓ **By-law enforcement:** we will launch multi-disciplinary enforcement projects to ensure our municipalities' by-laws are enforced without fear or favour. This includes conducting audits of businesses to ensure that they are compliant with the applicable legislation and regulations, and that all employees working in our municipalities have the legal right to do so.

- ✔ **Improved crime prevention:** we will use training and technology, such as expanded CCTV networks monitored by well-trained and professional staff, to improve our officers' ability to prevent crime.
- ✔ **Establish and expand K9 Narcotics Units:** we will ensure that our municipal police services have dedicated K9 Narcotics Units targeting drug-related crimes and the trafficking of illegal substances.
- ✔ **Municipal courts:** we will establish modern and well-resourced municipal courts to ensure the speedy resolution of by-law infringements.

Community safety

- ✔ **Public lighting:** we will identify crime hotspots and ensure those areas are adequately lit to improve visibility and safety.
- ✔ **Community safety partnerships:** we will collaborate with communities, government agencies and the private sector on community safety projects



ACTION THAT FIGHTS CRIME

Mashaba initiated the largest single expansion of the Johannesburg Metro Police Department (JMPD) since its inception.

The City recruited an additional 1,500 officers – an increase of over 60% – aimed at improving visible policing and creating a safer City for its residents.

The City also launched JMPD's first dedicated K9 Narcotics Unit to fight drug-related crime.



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