



SOUTH AFRICAN LOCAL
GOVERNMENT ASSOCIATION

SALGA

Inspiring service delivery

OVERVIEW OF SALGA INNOVATION PROGRAM

IN SUPPORT OF MUNICIPALITIES TO ENHANCE SERVICE DELIVERY

Portfolio Committee on COGTA
08 November 2017

DISCUSSION POINTS

- **STRATEGIC PLAN 2017-2022**
- **SALGA INNOVATION PROGRAMME**
 - **Enabling Environment for Innovation**
 - Municipal Barometer
 - Innovation Publication
 - Bridging the Digital Divide: The Age of Innovation and Data Intelligence
 - Broadband Connectivity
 - Water & Sanitation Innovations
 - **Municipal Innovation Incubator**
 - Digitization, Capacity Building & Data Mining Solution
 - **Innovation Awards**
 - **Innovation Programmes & Partnerships**

Strategic Plan 2017-2022

EMBARKING ON THE TASK OF TRANSFORMING LOCAL GOVERNMENT

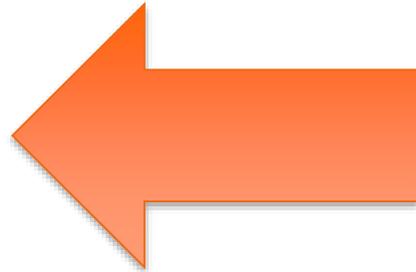


Objects of Local Government

1. Provide democratic and accountable government for local communities;
2. Ensure the provision of services to communities in a sustainable manner;
3. Promote social and economic development;
4. Promote a safe and healthy environment; and
5. Encourage involvement of communities & community organisations in matters of LG

A key mission was to build a system of developmental local government that is:

- Caring
- Accountable
- Responsive
- Innovative
- Participatory
- Capable
- Resilient
- Viable
- Development oriented
- Service delivery oriented



SALGA is expected to play a leading supportive role in the wholesale transformation of local government to be developmentally oriented

(White Paper on LG 1998)

SALGA MANDATE

Transform local government to enable it to fulfil its developmental mandate.

Lobby, Advocate & Represent

Lobby, advocate, protect and represent the interest of local government at relevant structures and platforms.

Employer Body

Act as an employer body representing all municipal members and, by agreement, associate members.

Capacity Building

Build the capacity of the municipality as an institution as well as leadership and technical capacity of both Councillors and Officials.

Support & Advice

Support and advise our members on a range of issues to assist effective execution of their mandate.

Strategic Profiling

Build the profile and image of local government within South Africa as well as outside the country.

Knowledge & Information Sharing

Serve as the main hub of LG knowledge and intelligence and to facilitate peer learning within the sector.

Inspiring Service Delivery

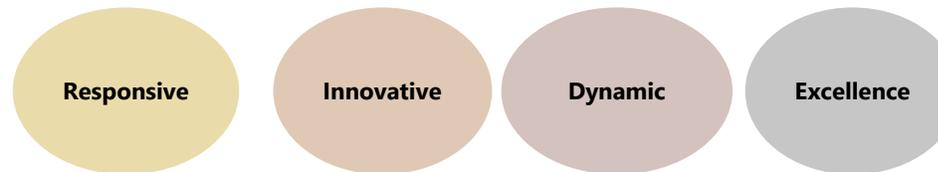
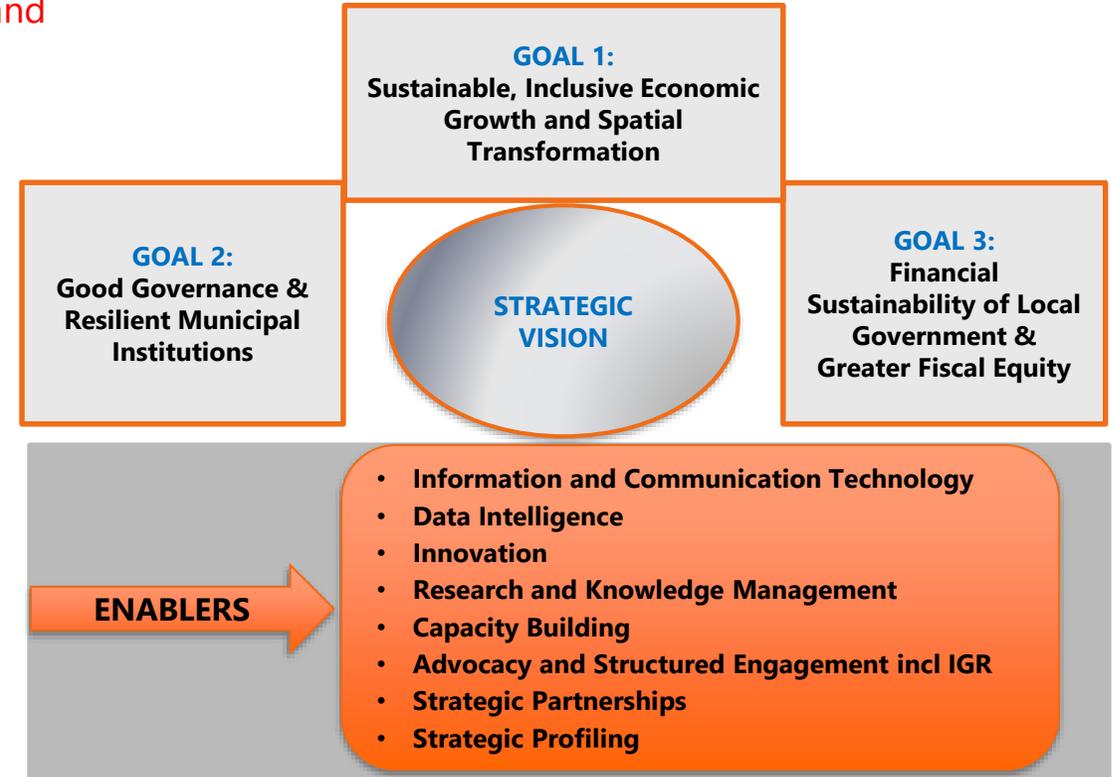
STRATEGIC CONTEXT

2011-2016

VISION

An association of municipalities, that is at the cutting edge of quality and sustainable services

2017-2022



STRATEGIC SHIFTS

There are **implicit strategic shifts** underpinning the adoption of the new strategy in creating a balanced environment to optimise Local Government's ability to function optimally:

1. **Protector & Disruptor** – using political capital and diversity more effectively to be constructively “disruptive” where the system is not working
2. **Inclusive and collaborative operational governance machinery** (internal and external)
3. **Increased integration and consolidation of our agenda** across silos and individual sectors
4. **Greater focus and responsiveness** to the needs of our members through a more differentiated approach to service delivery rather than a “one-size fits all” approach.
5. **Optimal utilisation and increased mobility** of SALGA resources

Innovation Strategic Framework

WHAT IS INNOVATION?

- What is innovation? There is **no universally binding definition of Innovation**. Each organization or sector must reach a definition that has the greatest operational value from its perspective.
- However, common to these definitions is the concept of “**newness**” – new services, products, processes and implementation leading to improved results and performance;
- Services or processes do not have to be entirely new, they may instead represent **substantial improvements** upon existing offerings or ways of delivering services that significantly improve the quality or efficiency of public services.
- In the context of local government, Innovation can be defined as ***the creation and implementation of new or improved processes, products, services and methods of delivery which result in significant improvements in efficiency, effectiveness and quality of municipal services and governance***

City of Cape Town wins international transport award



Citizen reporter



The City of Cape Town receives an international award for its Transit-Oriented Development Strategic Framework. Picture: City of Cape Town (@CityofCT) on Twitter

The City won the award for its transit-oriented development strategic framework, which was implemented in March last year.

The City of Cape Town's Transport and Urban Development Authority (TDA) on Wednesday night received an international award for its transit-oriented development strategic framework.

PROBLEM STATEMENT

- Misalignment of national and local priorities on Innovation (.i.e. National System of Innovation not informed by local priorities)
- Lack of strategic focus and direction on Innovation in Local Government;
- Where innovation programmes for local government exists, there is lack of effective coordination and support;
- Fragmentation of innovation programmes and projects that may lead to duplication of efforts;
- Limited resources and support for innovation in local government.

MOTIVATION FOR MUNICIPAL INNOVATION

The local government landscape is going through changes shaped by political, economic, social, technological, environmental and demographic factors at global, continental, national, regional and local levels. Some of the agenda / changes shaping local government are:

Global & African

- Sustainable Development Goals, the Global Paris Accord on Climate Change; Habitat III Agenda; New Urban Agenda
- Africa Agenda 2063; Fourth Industrial Revolution; Internet of Things.

National & Local

- National Development Plan; MTSF 2014-19
- Back to Basics; Integrated Urban Development Framework
- Municipal IDPs; SALGA Strategic Plan 2017-22

PILLARS OF THE INNOVATION FRAMEWORK

ENABLING ENVIRONMENT FOR INNOVATION

Creating an enabling environment for creating and exploring innovation that benefits local government through means such as the following:

- *Developing skills & resources for innovation;*
- *Innovation index (indicators) for local government*
- *intellectual property management tools*
- *project management*
- *technology integration.*

MUNICIPAL INNOVATION INCUBATOR

A platform to identify, support and scale up promising ideas and potential solutions is an important part of an innovation ecosystem.

Some ideas will come still in formative stages needing work. Incubators will help to rapidly transform these ideas into innovations that can be used in the sector but also with a view to realize their economic potential

INNOVATION AWARDS

Innovation provides means to find better ways to existing problems and leveraging on the existing and new opportunities. Innovations can originate from anywhere, within and outside of local government.

This award will identify innovation relevant for local government and provide means to replicate and distribute to improve municipal services and governance.

INNOVATION PROGRAMMES & PARTNERSHIPS

Innovation programmes established to promote innovation, support capabilities, processes and tools for innovation and facilitate the dissemination, sharing and replication of innovation and good practice across the sector.

SALGA will develop partnerships and networks with government and non-government institutions for the benefit of the sector.

**PILLAR 1:
ENABLING ENVIRONMENT
FOR INNOVATION**

Broadband Connectivity

PROBLEM STATEMENT

- Broadband connectivity and digitisation present an opportunity for municipalities to employ an Integrated Approach to the management of their Utilities' Infrastructure.
- The framing of the 2017 – 22 Strategic Framework recognises the importance and need for municipalities to start thinking about effective ways of managing their utility infrastructure more effectively and efficiently
- Currently the silo management of each utility infrastructure leads to high maintenance costs and slower response times as incidents do not get reported in real-time and get attended to immediately leading to huge losses in the case of a burst water pipe
- The Strategic Framework recognises the following problem statement:

CHALLENGES

- Less funding from National Government for Infrastructure expansion and modernisation
- Silo management of Utilities Infrastructure
- Major revenue losses from water leaks and electricity theft
- Lack of an Asset Lifecycle Management Approach

OPPORTUNITIES

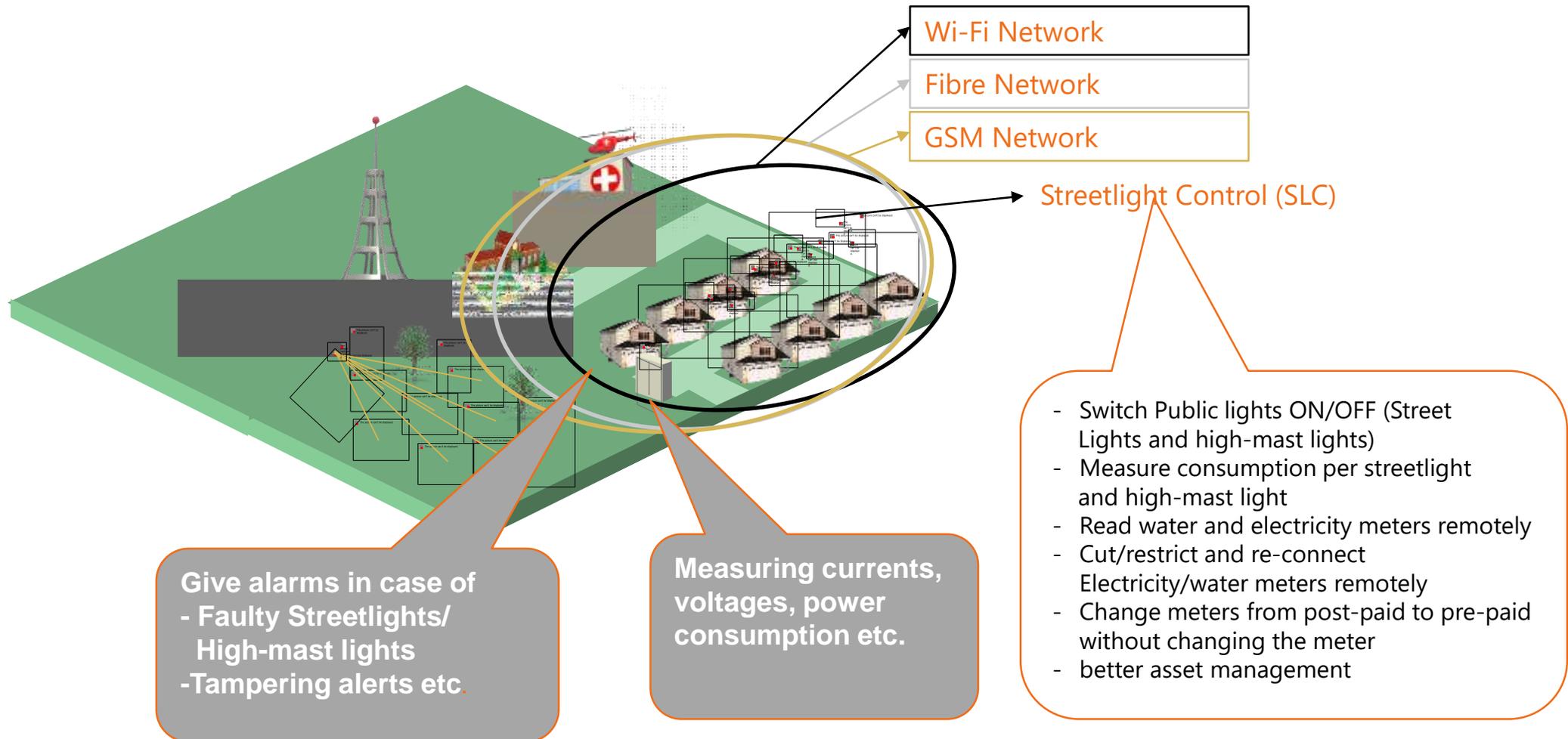
- An Integrated Approach underpinned by broadband connectivity and digitisation will ensure real time monitoring, control and management of infrastructure
- Revenue savings from quicker response on incident management
- An additional revenue stream in the form of a 5th Utility from Broadband services



AN INTEGRATED APPROACH TO UTILITIES INFRASTRUCTURE MANAGEMENT UNDERPINNED BY BROADBAND CONNECTIVITY AND DIGITISATION

- The modernisation project by municipalities of implementing more energy efficient street-lighting should include Wi-Fi routers and Cameras to ensure rapid deployment
 - Municipalities to target grant funding from MISA, DOE (EEDSM Programme), GIZ (SAGEN Programme) to lower their CAPEX portion amount required for the capitalisation of the project
 - Use the cost-saving from the energy efficiency programme to install smart and digital meters to enable Machine-to-machine communication
- SALGA to develop a Devolution Strategy focusing on Broadband Services as a utility services within the LG environment
- SALGA to develop a revenue enhancement model derived from a possible offering of broadband services by municipalities

Future Municipalities with remote Utility Infrastructure Management Capabilities using Broadband Networks





BROADBAND SERVICES AS A 5TH UTILITY IN MUNICIPALITIES

1. Electricity
2. Water
3. Sewage
4. Waste collection
- 5. Broadband Services**





BUSINESS CASE FOR ADDING BROADBAND SERVICES AS A 5TH UTILITY IN MUNICIPALITIES



- Implementation of Broadband Services by Municipalities will serve two purposes
 - An Integrated Approach to the management of Utilities' infrastructure
 - Alternative and new revenue sources for Municipalities
- The South African Telecommunications market is approximately over R300-billion and its expected to grow exponentially in the next five years
- A percentage share of this market will help Municipalities to have additional revenue that could assist in
 - Modernise old and dilapidated infrastructure
 - Extend services to more people without access to basic services
 - Create local economic development opportunities
 - Improved and efficient management of infrastructure through real-time monitoring
 - Through broadband networks Municipalities would have implemented the most important foundational element for Smart Cities Development
- Transform Municipalities into e-services based entities
- Improve citizen engagement through e-and m-participation models

Bridging the Digital Divide: The Age of Innovation and Data Intelligence

INTRODUCTION

- The advent of Smart and Digital technologies presents Local Governments around the world with the opportunity to improve efficiency and drive down costs through the implementation of such technologies.
- These technologies enable streamlining, optimisation and modernisation of municipal functions in ways in which Local Governments are able to do the following, amongst other things:



- Therefore coupled in the 4th Industrial Revolution are enormous opportunities for Local Governments to transform and modernise their functions and operations.

SALGA'S SMART CITIES DEVELOPMENT FRAMEWORK

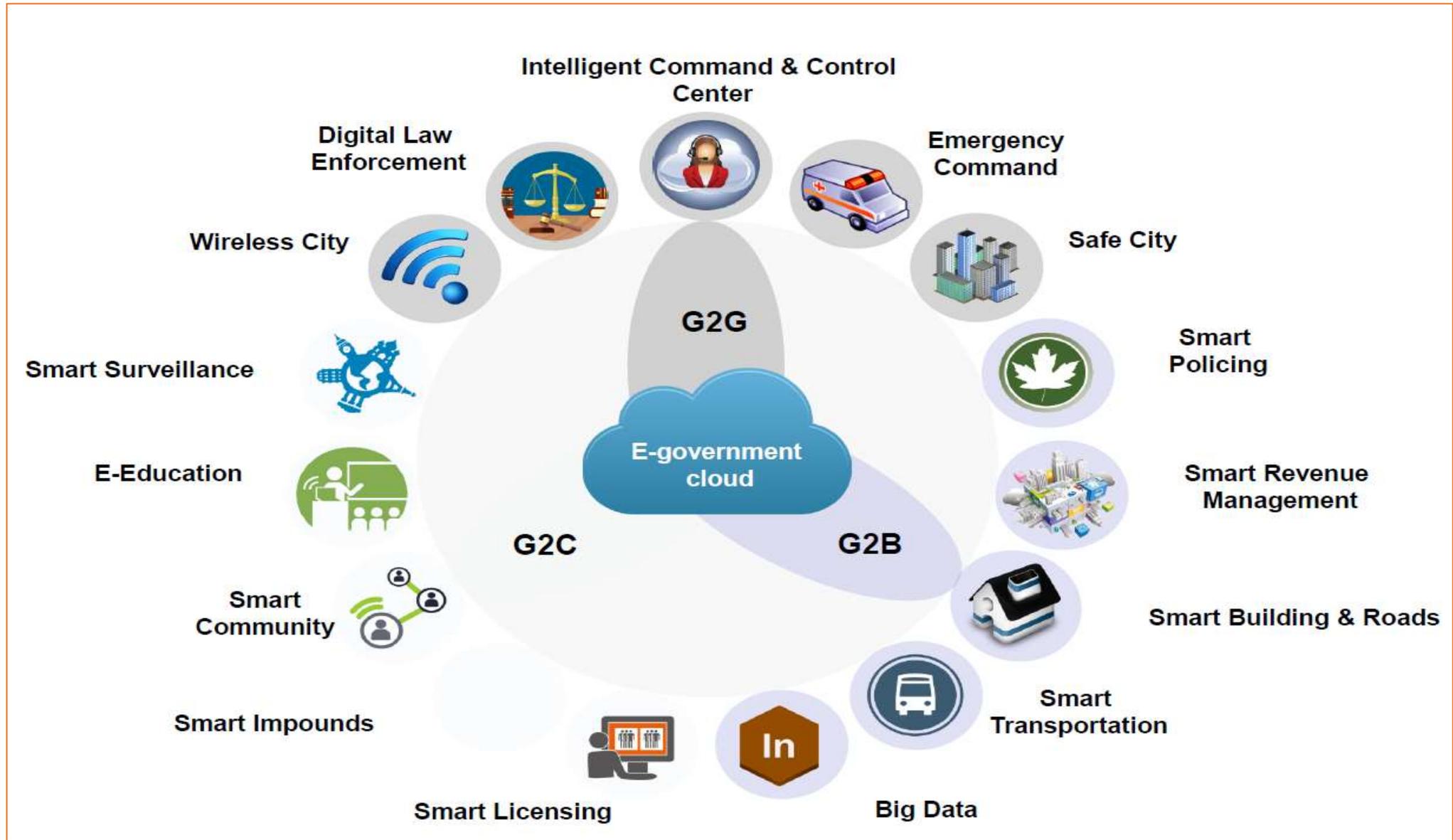
SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
SALGA
Inspiring service delivery
SALGA'S Smart Cities Framework

MUNICIPAL FUNCTIONS

		Water & Wastewater Management	Energy	Transportation	Disaster & Emergency	Billing & Finance	Human Settlements	Waste Management	Health & Social	Roads & Stormwater	Communications	Policing	Economic & Environment	City Planning & Development	Policy & Legislation	Standards	Governance	
Technology Enabler	Instrumentation & Control																	
	Connectivity																	
	Interoperability & Interconnectivity																	
	Security & Privacy																	
	Data Management & Interchange																	
	COMPUTING RESOURCES - Unified Comms																	
	Business Intelligence & Analytics																	
	Cloud Computing																	
	Green Economy																	
	Climate Change																	
Green Building & Transport																		
Zero Waste																		
Lighter Footprint																		



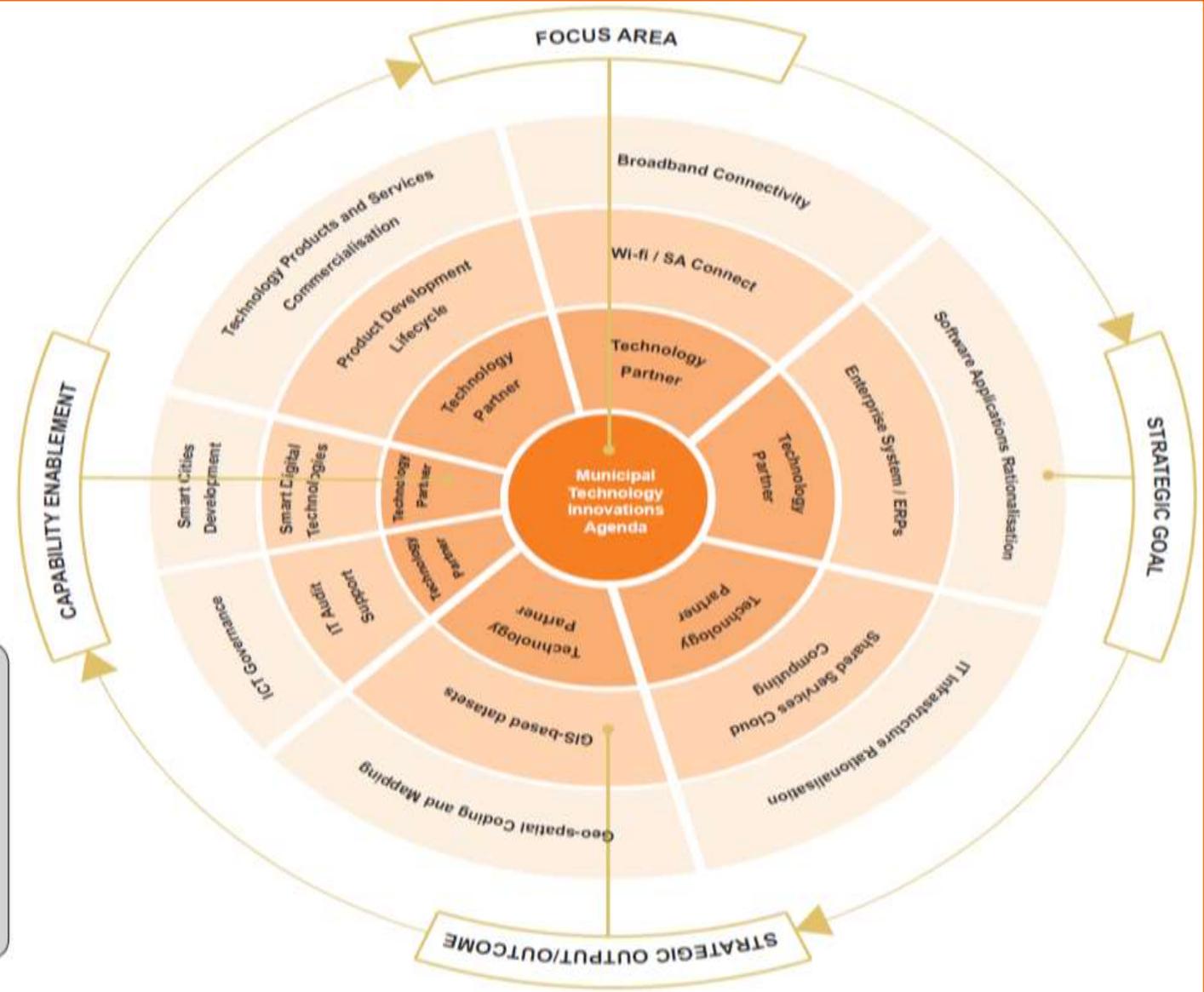
SALGA'S SMART CITIES FRAMEWORK OUTPUTS



MUNICIPAL TECHNOLOGY INNOVATIONS

VALUE-ADD OUTCOMES

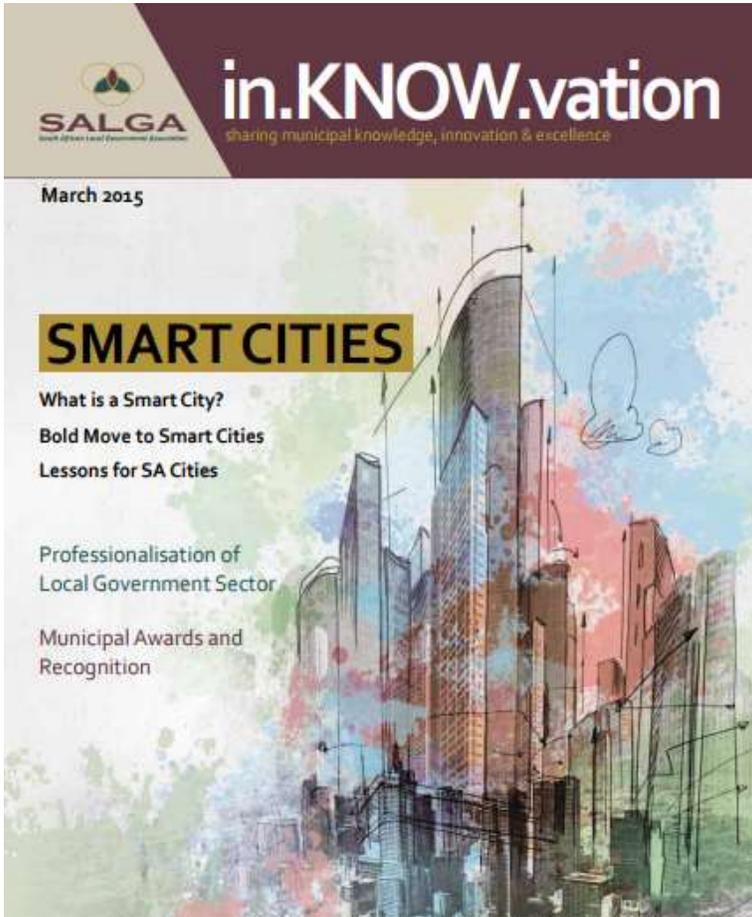
1. Operations Optimisation
2. Asset Optimisation
3. Service Delivery Enhancement
4. Process, Workflow Efficiency & Effectiveness
5. Situational Awareness
6. Lower Operating Costs



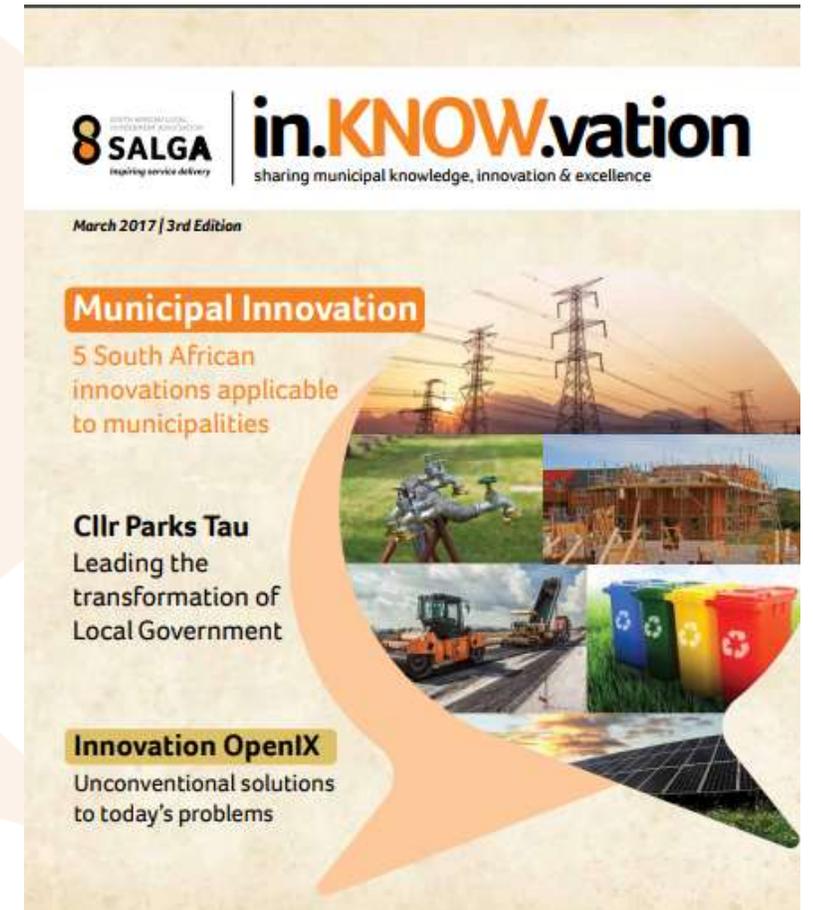
SALGA'S SMART CITIES FRAMEWORK IMPLEMENTATION APPROACH

In.KNOW.vation

Publication



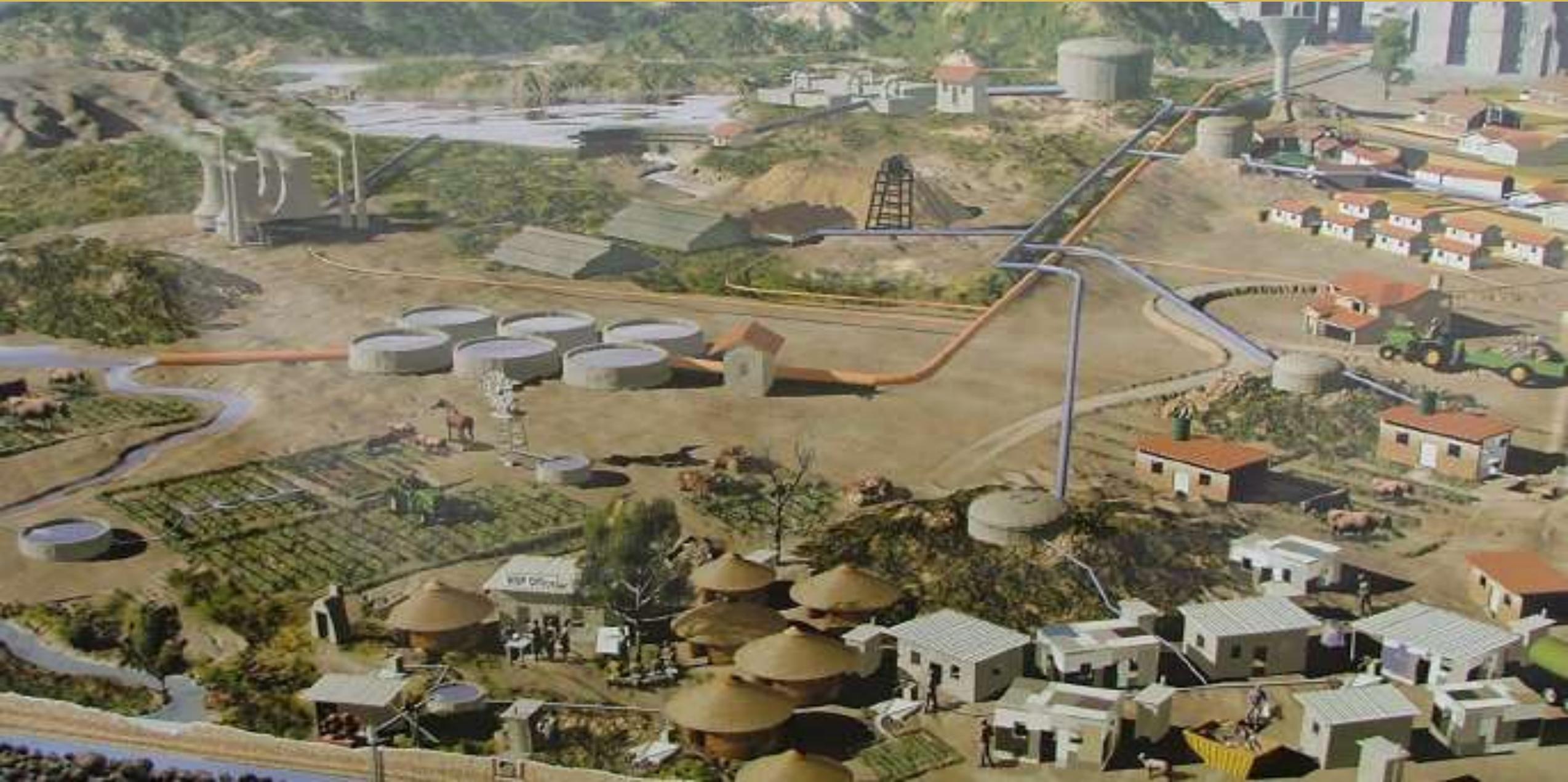
SALGA Innovation Publication

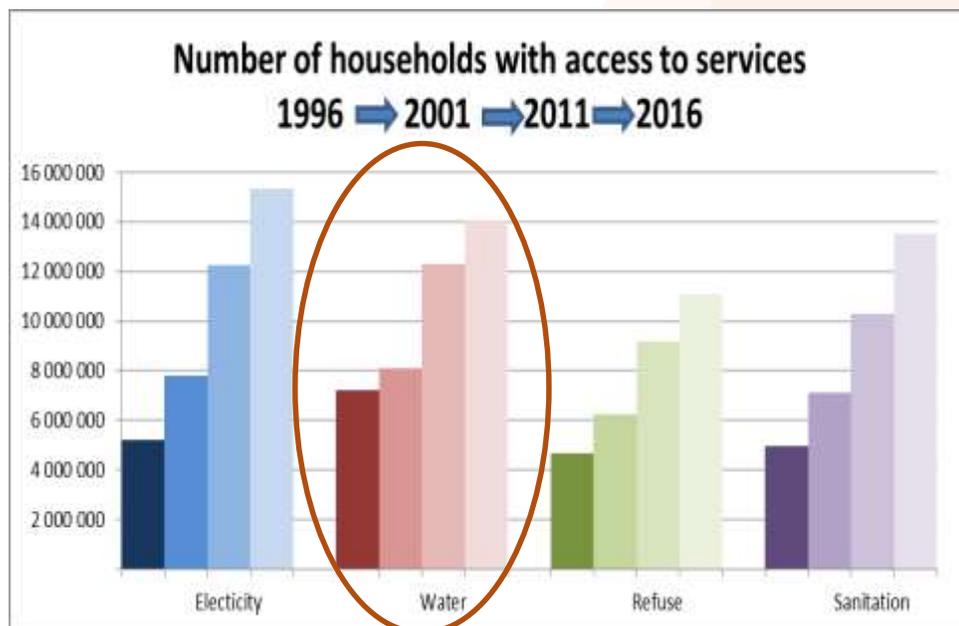


**PILLAR 2:
MUNICIPAL INNOVATION
INCUBATOR**

Water & Sanitation Innovations

Water and Sanitation Technology & Innovation

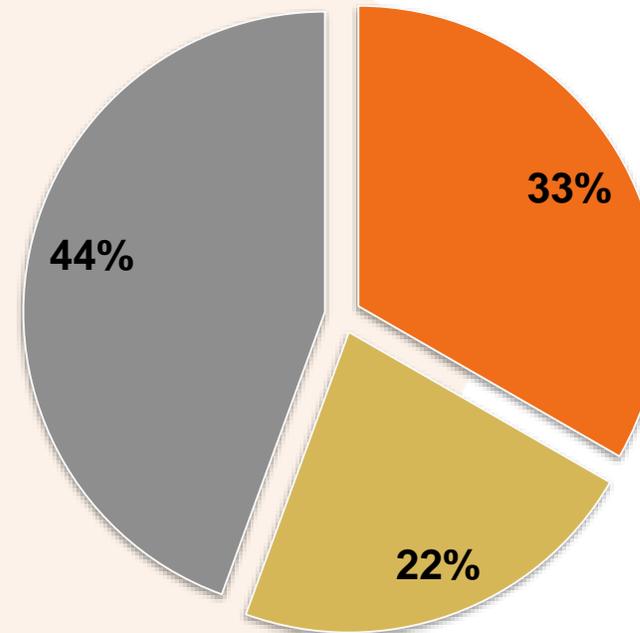




- **2011:**
 - **81%** of South Africans believed their tap water is safe to drink
- **2015:**
 - **88%** of South Africans believe their tap water is safe to drink

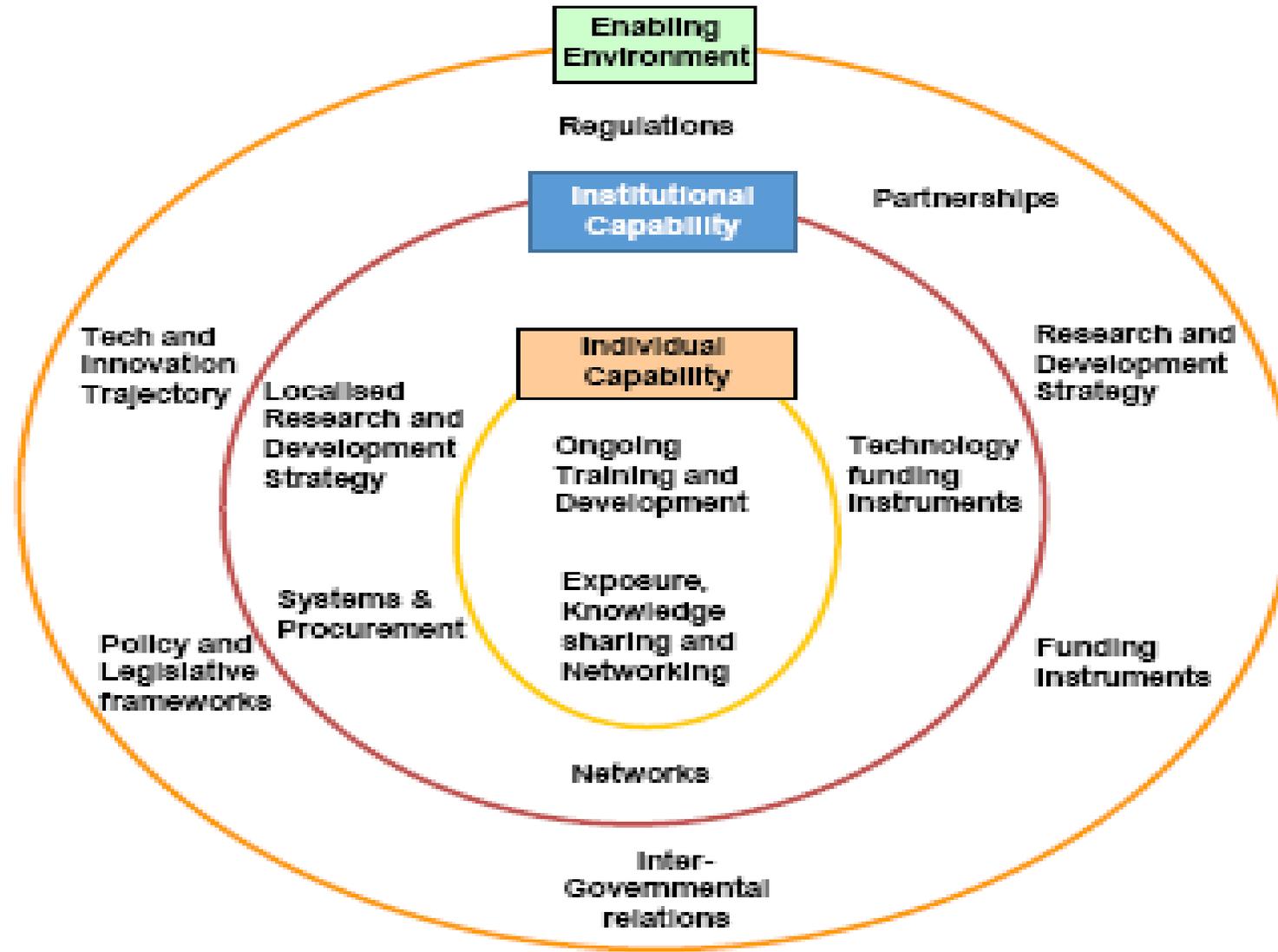
Analysis of 18 site specific decision scenarios indicate:

- 44% of plants employ less suitable (inappropriate) technologies when matched to their resource base, capacity to manage and effluent quality requirements
- 33% of plant technologies are questionable and may not be the best fit for the operational and management environment
- 22% of assessment plant employ suitable and sustainable technology options



- No of 'right fit' technology plants
- No of possibly 'right fit' technology plants
- No of 'inappropriate fit' technology plants

TECHNOLOGY AND INNOVATION STRATEGY



Water Sector's Tech and Innovation
Common Vision and Approach

WATER TECHNOLOGY PLATFORMS & INCUBATORS

- ❑ One of SALGA's 2017 -2022 strategy sub-objectives is to optimize technology to improve service delivery
- ❑ In a quest to take such forward – SALGA in collaboration with its partners development the six technology and innovation platform
- ❑ Each platform has its objectives defined
- ❑ To date a number of stakeholders has bought into the platforms and these are being developed further
- ❑ The National Working Groups responsible for Water and Sanitation and Innovation and Technology have adopted this approach



The Water Innovation Platform (WIP) is a national platform for water and sanitation technology innovation. It was established in 2017 and is currently in its second phase. The platform is a multi-stakeholder partnership between SALGA, the Department of Water and Sanitation, and various water service providers (WSPs). The WIP aims to accelerate the development and deployment of innovative water and sanitation technologies in South Africa.



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Objectives of Each Platform



- Platform to explore challenges and opportunities in advancing the technoscape of municipalities and uptake of new innovations
- A collaborative platform to undertake joint conceptualization, lobbying and fund/investment sourcing efforts
- Platform for information & knowledge exchange and networking amongst municipal leaders and stakeholders

Objectives of Each Platform



- Enable identification and acceleration of potential disruptive innovations
- Enable municipalities and technology developers to develop the skills to manage new technologies
- Utilisation of South African solutions, where possible for water challenges and increase the export potential of new technologies

Objectives of Each Platform



Water Streamliner

- Scan, sort and undertake assessment in regard to the viability and technical claims of proven technologies for the South Africa Market |
- Collation, sharing and profiling of available and proven technologies |
- Provide guidance on how to approach and work with local municipal partners

Objectives of Each Platform

A network diagram with blue and grey nodes connected by lines, overlaid with the text "Water Test Beds" in a bold, dark blue font.

Water Test Beds

- Upfront identification of demonstration sites for local and international technologies
- Matching of relevant technologies and demonstration sites/partners
- Learning and collaboration platform for institutions, municipal engineers, managers and learners

Objectives of Each Platform

Research & Development

- Identify and address common and localized R&D needs of municipalities
- Development of tangible and user friendly products/decision-support tools
- Create knowledge links across municipalities and academic partners

Objectives of Each Platform



Water Inspire Programme

- Develop a pipeline of appropriate and relevantly skilled engineers, technicians and scientists in municipalities
- Provide training, exposure and learning opportunities for emerging professionals across municipal processes and emerging technologies
- Support the re-skilling of current engineering and professional municipal capacity

Building on the gains, Harnessing the knowledge and Replication



Energy Generations from water supply- Water Research Commission:

Tshwane is piloting the hydro – power through pressurized water systems and the results of such will be made available in due course



Pour Flush Toilet – It uses 1.2 Litres of Water:
(Conventional toilets use 7-15 Litres)

Recently SALGA invested in a project with the Water Research Commission to pilot the flush toilet in schools & Amathole. The results of such will be made available in due course



Sludge to Energy: City of Joburg (Northern Works & Muldersdrift). SALGA harnessing the experiences to consider replication



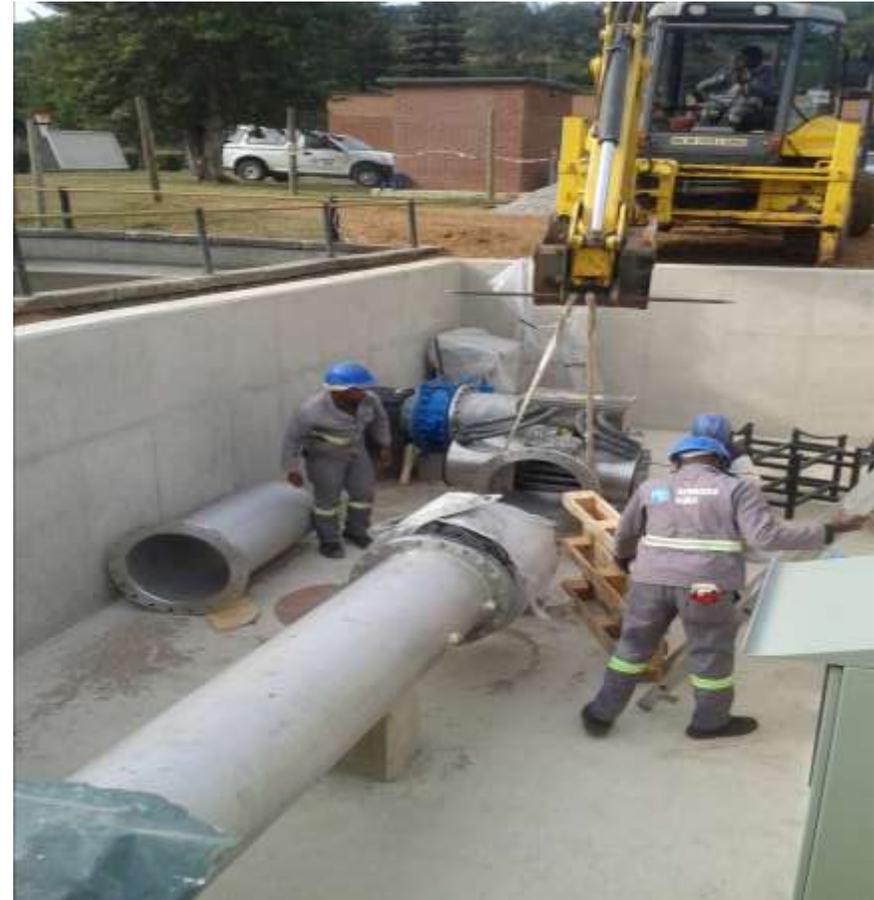
Dewats Plant – EThekweni

Bio Gas Model

- ❑ SALGA in collaboration with GIZ has developed an Anaerobic Capability Model with an objective of producing energy from sludge
- ❑ Municipal Digesters have such capability however such is not taken up at scale
- ❑ SALGA intends working with its partners to popularize the approach as a means for generating energy that could be used to power water and wastewater treatment plants
- ❑ A guideline to this effect is being finalized



- ❑ In July 2017 SALGA took over the Center of expertise technology and Innovative projects that was funded through the Dutch Government
- ❑ The Centre worked in collaboration with 3 Metros in identifying Innovative Technologies and importantly piloting such
- ❑ Initiated projects through the Centre will be taken forward by SALGA in collaboration with the 3 Metros and importantly lesson from such will be replicated with all municipalities



Example of Ultra Violet Treatment Technology initiated by the Centre of expertise in Durban

Our Partners



Centre of expertise

Government of the Netherlands



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Bio Gas Opportunities Water



german
cooperation
DEUTSCHE ZUSAMMENARBEIT

implemented by:

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

Technology Platforms and
Roadmap



WATER
RESEARCH
COMMISSION



Non –Revenue Water



Science and Technology
Water and Sanitation

Sanitation Technology and Capacity
Building



water & sanitation

Department:
Water and Sanitation
REPUBLIC OF SOUTH AFRICA

Non Revenue Water in collaboration
with JICA

Various Platforms

WEIR

Water engineer Inspire programme:
Training, skills development, knowledge exchange

R&D Agenda

Coordination
platform for
regional and
national R&D
initiatives

WADER

Water
technologies
demonstration
programme for
emerging
technologies

Streamliner

Facilitating
(inter)national
established
technology into
SA water sector

Water technology Forums

Platform to
coordinate,
prioritize and
share results

Interfacing with
other sectors &
national level

Test beds

Facilities to test new technologies

Digitization, Capacity Building & Data Mining

Municipal Barometer



www.municipalbarometer.co.za

WHY DATA INTELLIGENCE?

- Demands from citizens & environmental conditions require the LG sector to effectively and rapidly respond to the changing needs;
- SALGA & municipalities thus require intelligence to respond to the ever changing needs and circumstances; as well as a baseline to inform decision making processes for improved municipal governance and performance.
- The Municipal Barometer has been established as an intelligence tool that provides the sector with data intelligence needed to exercise informed decisions on issues affecting the Local Government sector;
- The data from the Municipal Barometer could be used to respond to challenges, lobby, advocate, profile, innovate, monitor performance, benchmark and forecast decisions etc.

THE MUNICIPAL BAROMETER



- The MB was established in response to the following challenges:
 - ✓ limited availability of local level data;
 - ✓ limited access to data that is currently available;
 - ✓ various institutions provide data, however, their activities are often fragmented and uncoordinated; and
 - ✓ huge costs that municipalities pay to get data
- The Municipal Barometer tracks nine outcomes based thematic indicators: demographic trends, access to basic services, access to social services, good governance and accountability, municipal finance, coherent municipal planning, economic growth and development, environmental resilience and capacitated municipalities.
- Data is sourced from key data agencies, sector departments etc.

MB AIMS & OBJECTIVES



AIM OF THE MUNICIPAL BAROMETER:

The Municipal Barometer is anchored on a Local Data Partnership which is aimed at :

1. Ensuring that readily available, timely, local level data and intelligence are easily accessible to municipalities, SALGA, and relevant stakeholders for by improved decision making, planning, programming, and oversight in order to improve municipal governance and performance.

OBJECTIVES LOCAL DATA PROGRAMME:

1. Identifying & addressing municipal data needs at minimal costs;
2. Collating, collecting and dissemination of existing and new data;
3. Manage access to data through a single comprehensive yet simple web-based portal; and making local level data accessible to municipalities and their stakeholders;
4. Building the capacity of municipalities to locate, access, interpret and utilize data;
5. Assess municipalities' individual performance and benchmark municipalities against each other;
6. Enhance SALGA research agenda on issues affecting LG;
7. Influence Local Government developmental agenda;
8. Facilitate dialogues on critical issues affecting municipalities.
9. Profile the performance of the sector by profiling individual Municipalities.

PROGRESS TO DATE

- **The MB is accessible from this link:**
www.municipalbarometer.net
- **Databank:**
 - which consist of close to a million sub indicators across 8 of the thematic areas.
 - Data is disaggregated to municipal level
 - Environmental Resilience does not have data yet.
- **Benchmarking Tool:**
 - compares past municipal performance of individual municipalities as well as how municipalities perform against each other on a national scale.
- **Municipal Automated Reports:**
 - Consists of a number of reports from simple factsheets to detailed and complicated reports. Reports are available with the click of a button

PLANS GOING FORWARD



- Upload ward level data;
- Upload most recent data;
- Indicators Refinement and alignment Project;
- Data modelling for forecasting and scenario based planning;
- Development of a SMART MOBILE APPLICATION;
- Development of Spatial Transformation Indicators
- Development of an Unrest Risk Scale.
- Research on Unauthorised Expenditure;
- Development of Financial Ratio Analysis Report;
- Review of Municipal Barometer and Development of the MB strategy

Municipal Barometer - CSIR/SALGA Collaboration: Innovative settlement based analytics & spatial indicators as evidence for policy, planning & evaluation



Challenge

- There are different dynamics driving population growth, spatial change & vulnerabilities in towns and cities. Huge impact on municipal viability and service delivery.
- Cities & towns are agglomeration points of service delivery, spatial transformation and inclusive well-being economy creation. Key to municipal and government priorities and collaboration. Cities & towns are also key anchors within regional networks with different roles and strengths, to be understood better to achieve the above mentioned.

Research and development: Municipal Barometer

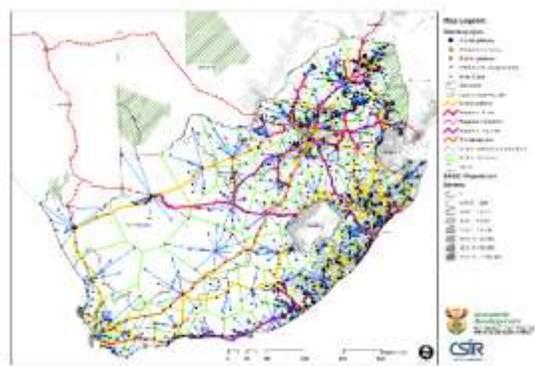
- Municipal Barometer (CSIR & SALGA) collaboration building on CSIR & StepSA (CSIR, DST) foundation for spatial specific indicator development.
- Developing town based evidence and indicators to support planning and monitoring

Outcome

- National profile of population dynamics, spatial change in cities and towns,
- Basis to identify implications, inform & prioritise town investment, spatial transformation, small town growth etc.
- Evidence to prioritise and improve developmental impact, not just institutional performance.

Impact

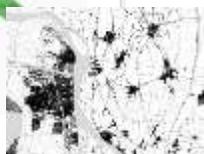
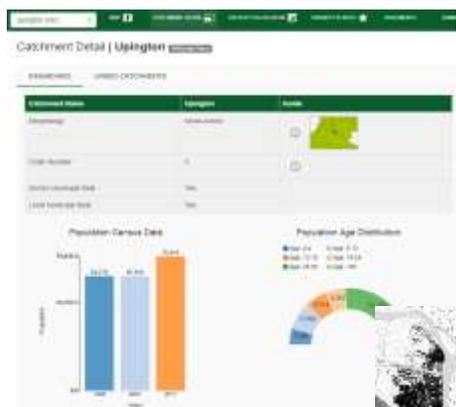
- Integrated and effective development intervention in the places where more than 80% of SA citizens live.

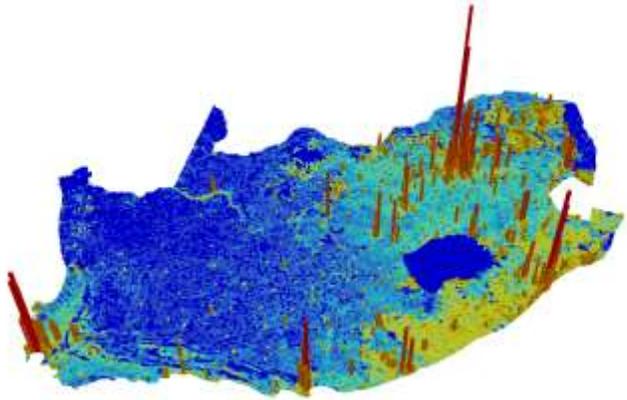


Town extent versus LM extent.

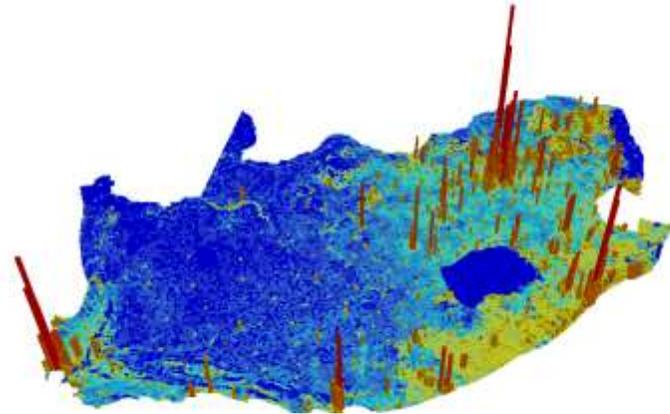


Core settlement profile
Profile of adjacent area of influence
Total LM profile

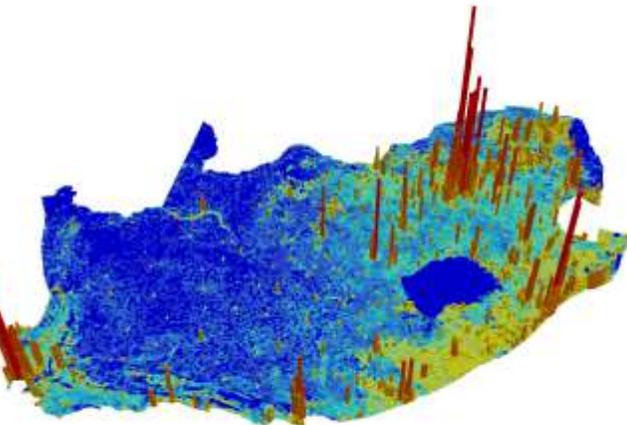




1996 population distribution

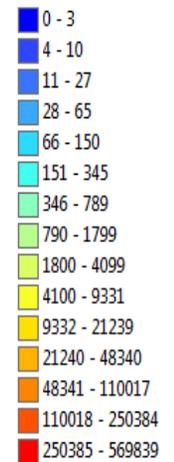


2001 population distribution



2011 population distribution

Cities & Town Focus for Developmental Impact % of national population within 20 km of City or Town	
1996	82%
2001	83%
2011	86%



SALGADIGITAL

PLATFORM/SOLUTION FEATURES



Improved engagement through digitization of publications

- Mobile friendly
- Interactive (embedded with surveys ctas)
- Search engine friendly (content searchable on search engines)

PLATFORM/SOLUTION FEATURES

Municipality Survey

Choose Gender Male Female

Select Municipality

In the range of 1-5 how much do you know about your municipality service delivery programs?

1 (Nothing) 2 (Fair) 3 (Good) 4 (Very Good) 5 (Everything or Very Much)

In the range of 1-5 how do you rate your Municipality's performance in communicating these programs?

1 (Poor) 2 (Fair) 3 (Good) 4 (Very Good) 5 (Excellent)

Are you satisfied with the district's responses to your queries?

1 (Not At All) 2 (Fair) 3 (Good) 4 (Very Good) 5 (Very Much)

Name (optional)

Mobile (optional)

Email (optional)

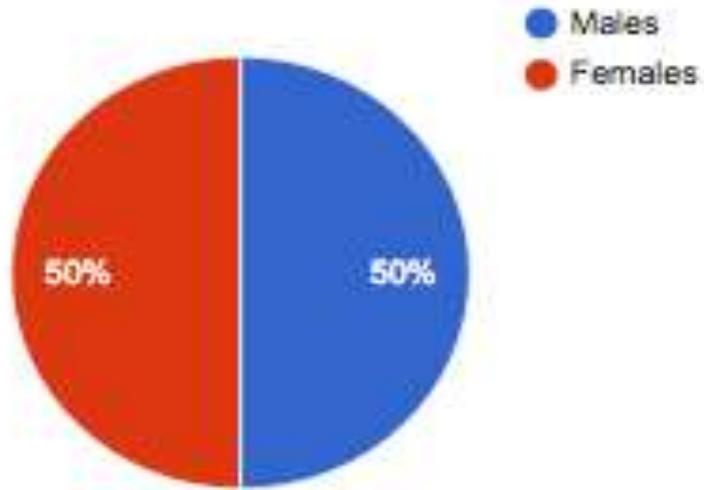
Submit Close

Feedback instruments

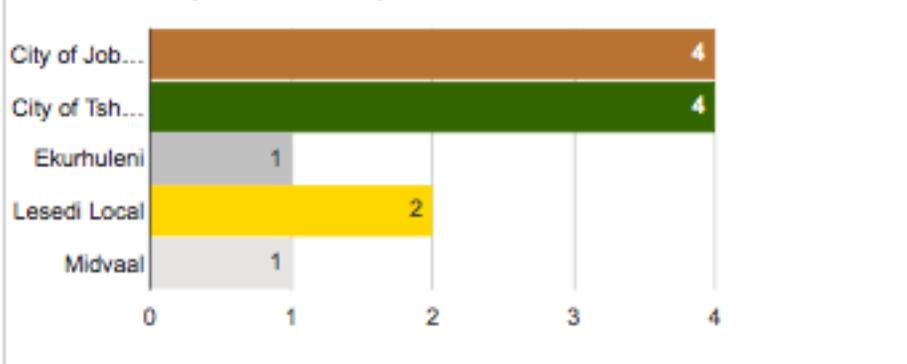
- Embedded directly on e-publication pages
- Robust: can take
 - Guided questions,
 - Open questions,
 - Yes/no,
 - Rating range,
 - Etc
- Shareable on social media

PLATFORM/SOLUTION FEATURES

Respondents Gender Distribution



Respondents Municipalities



Feedback data mining

- Interactive (based on raw code not images)
- Shareable: email and downloads
- Robust: uses
 - Piecharts
 - Bar graphs
 - Histograms
 - Geo maps
 - Column charts
 - Line graphs, etc

PILLAR 3: INNOVATION AWARDS

INNOVATION AWARDS

SALGA is introducing Municipal Awards, of which one of the categories is Innovation. Innovation provides means to find better ways to existing problems and leveraging on the existing and new opportunities. Innovations can originate from anywhere, within and outside of local government.

The following criteria will apply to both innovation awards:

- **Originality** - What is the innovation? Is it a new business model/framework technology, product, service process?
- **Relevance** - Is the Innovation relevant for local government?; Who is the target audience within local ; government? What issue / problem is the innovation addressing in local government?
- **Impact** - What is the impact of the innovation on local government?; What issues / problems will be addressed by the innovation?
- **Viability** - To what extent is the innovation solution commercially viable, to ensure its sustainability?
- **Replicability** - Can the innovation be replicated to some or all municipalities / municipal entities?



INSPIRATION FROM AWARD WINNING MUNICIPALITIES



eThekweni: Africa's best Water Utility



City of Cape Town: International WC/WDM Award

**PILLAR 4:
PROGRAMMES & PARTNERSHIPS**

SMALL TOWNS REGENERATION PROGRAMME (STR)

- **STR National Context:**

- STR is underpinned by **Integrated Urban Development Framework** (IUDF) And responds to the Urban-Rural Developmental Agenda as outlined in the **IUDF**
- The challenges in the urban-rural continuum vary by geography and need to be dealt with based on the location variances
- Supports Ocean's Phakisa Initiative, by declaring coastal region
- Supports President's SPP for mining towns, STR progress reports in to the SPP

- **Key Programme Tenets**

- Identify immediate, intermediate and macro **causes** for town decline/growth pressures as well as future risks facing town sustainability
- Identify the regional economies within which towns are located
- Determine which regional/global trends are impacting upon the town
- Develop strategic response based on regional and global factors, as well as town and municipal factors

REGIONAL APPROACH TO SMALL TOWN REGENERATION

SALGA is conducting a study to identify regional economies and how municipalities relate to economic regions. Some examples of regions include:

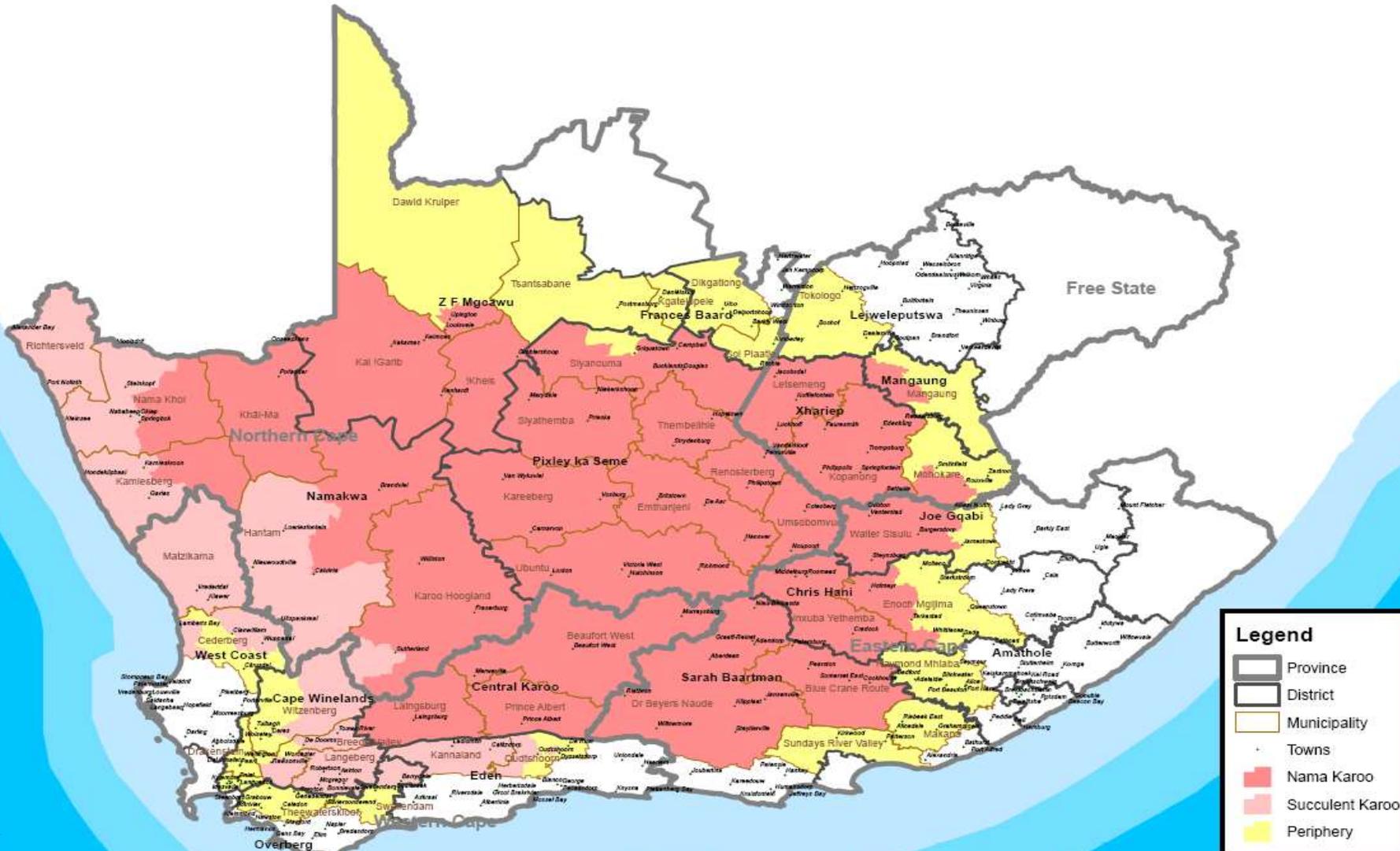
- **Natural Environmental regions:** linked to climatic zones, biomes e.g. Karoo, linked to coastal areas, river catchment areas e.g. Orange river
- **Sector/Industry:** linked to mining, agriculture, tourism regions
- **Socio-economic:** linked to migration patterns, e.g. border towns and corridors

The **regional development** approach seeks to

- **Identify economic regions** within which towns and municipalities are located
- **Plan in response to trends and dynamics within regions** which might either hold opportunity or have negative impact on municipalities and settlements
- Allow for **differentiated categorisation of municipalities** along regional economic lines enabling common long range economic and spatial plans improving economic sustainability of settlements and thereby municipalities
- Vehicle for **IUDF implementation** through for example; dealing with rural/urban issues in towns and secondary cities

KAROO REGIONAL ECONOMIC DEVELOPMENT

Karoo Map: Karoo Small Town Regeneration and Economic Development Initiative



A key focus over the past year has been on the Karoo STR covering small towns in four provinces (Western, Eastern, Northern Capes and Free State)

Development in the Karoo Region will include creative mechanisms to manage IGR across different provinces



SOUTH AFRICAN LOCAL
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THANK YOU