



Province of the  
**EASTERN CAPE**  
COOPERATIVE GOVERNANCE  
& TRADITIONAL AFFAIRS

# COGTA *Newsletter*

**SPECIAL EDITION**

**AUGUST 2023**

## **FULL MARKS TO MR PINYANA!**



Mr Mawethu Pinyana  
Director for Alfred Nzo District Support Centre

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**INGQUZA HILL**  
LOCAL MUNICIPALITY

**“The municipality has good relations with its stakeholders through in Integrated Development and Budget Planning processes. The Mayor and Speaker lead these sessions and the Ward Committees help to share information with stakeholders”**

*Mr Pinyana*



Mayor, Cllr Nonkosi Pepping

*Mr Mawethu Pinyana, the District Director for Cogta in the Alfred Nzo District Support Centre, became the Acting Municipal Manager (MM) for Ingquza Hill LM from July 2021 to November 2022 as part of the intervention by the Executive Council (Exco) of the Province. His brief, amongst other things was in line with Cogta's Mandate and Strategic focus areas to build a Capable, Ethical and Developmental local state. The intervention was also guided by Section 154 of the Constitution anchored in the Back-to-Basics (B2B) programme and the District Development Model (DDM) to improve coordination of municipal support services to the local communities.*

- Question** : The Executive Council requested you to provide support to Ingquza Hill Municipality. What were main issues in your Terms of Reference?
- Answer** : There were three critical issues that I had to deal with i.e the recruitment of the Municipal Manager (MM), provide support to the Council and administration to comply with legislation.
- Question** : What was your initial reaction when the Cogta MEC approached you with the request?
- Answer** : It came as shock because working in the municipal environment is challenging. Municipalities are highly legislated, and one must ensure that compliance is met.
- Question** : Did you have any fears or concerns about your job at hand? Please elaborate.
- Answer** : Yes, I had fears at first because IHLM was emerging from a wave of administrative instability, the MM had been on suspension for quite a long time and there was high turnover of acting MMs. Complicating issues more was that I was seconded whilst the country was preparing for the Local Government Elections (LGE) which made it hard to get the full cooperation of Councillors as they were busy more with their political tasks. So, it was a mammoth task to stabilise the administration but at last the task was carried through.
- Question** : How did you overcome the fears?
- Answer** : The first thing, was to introduce a governance framework, which assisted in the coordination of all administrative related meetings. I introduced weekly Senior Management meetings dealing with the performance of the municipality. We strengthened the Troika (Mayor, Speaker and Chief Whip) to help coordinate the political leadership. We introduced One-on-One Sessions between the MM and Mayor which helped to update the Mayor on issues on a weekly basis. A schedule to recruit the MM was developed and it helped to guide the process.
- Question** : What did you observe in your first week at the Municipality?
- Answer** : There was a lack of professionalism in staff members.
- Question** : How was the atmosphere? Was the environment welcoming to a 'stranger'?
- Answer** : Yes, the atmosphere was good and welcoming and there was cooperation from staff and labour unions.

- Question** : What were the main sticking points?
- Answer** : The traffic section that seemingly had issues with overtime (payment) though most of them had already met the permissible threshold to get their over time. The Local Business Forums (LBF) that from time to time locked the gates demanding jobs. But all these issues were addressed through dialogues.
- Question** : What progress have you achieved?
- Answer** : We appointed the MM, improved audit outcomes from disclaimer to a qualified audit opinion. The municipality complied with Council meetings sitting as legislated and strategic documents processed and approved. There was administrative (and political) stability when I completed my assignment.
- Question** : What are your impressions about the communication system between the municipal leadership and its key stakeholders (ratepayers, business, Community Based Organisations, etc)?
- Answer** : The municipality has good relations with its stakeholders. It involves them in Integrated Development Plans (IDP) and budget planning processes, and the Mayor and Speaker leads the stakeholder engagements sessions. There is a Ward Committee system that helps to share information with stakeholders. The only stakeholder that was difficult to (engage) was the Flagstaff Small Medium and Micro Enterprises (FSMMEs) but we managed to find each other.
- Question** : What has CoGTA planned to sustain the intervention which you were part of?
- Answer** : Strengthening support through the OR Tambo District Support Centre (DSC) is the way to sustain the intervention.
- Question** : What oversight role does CoGTA play in terms of monitoring and evaluating the functioning of Ingquza Hill municipality after they reach a crisis situation stage.
- Answer** : CoGTA does not provide oversight rather provides support to the municipalities through programmes in the DSC where CoGTA units are housed is the package of support that CoGTA continues to provide.
- Question** : Any lessons, you have learnt?
- Answer** : Yes, municipalities require ongoing support and CoGTA's visibility is key so that there is early detection of support and interventions required.
- Question** : What is your message to the leadership of IHM?
- Answer** : The support they provided to me is commendable. Their commitment to service delivery through the IDP process will assist the municipality change the lives of the people of Ingquza. The commitment displayed by management and staff is highly appreciated. The municipality has a great potential to grow and cooperation between political leadership and administration is highly praised.

*Mr Vuyani Sibene, who is an Assistant Director in the Directorate of Corporate Communication, compiled the questions.*