

LOCAL GOVERNMENT

BusinessDay

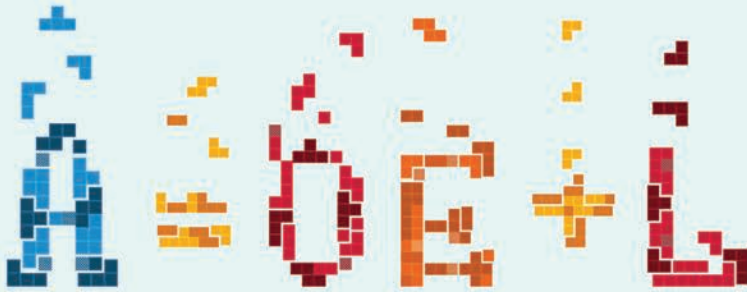
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THE IMPACT OF COVID-19 ON THE BUSINESS OF LOCAL MUNICIPALITIES

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Test of Professional Competence



Member AT(SA)

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SAICA CEO,
Freeman Nomvalo

GREATER EDUCATION AND SKILL LEVELS NEEDED

SAICA calls for mandatory higher qualifications and skill levels for key municipal finance posts

The South African Institute of Chartered Accountants (SAICA) notes with concern the Auditor-General's audit outcome report for local government. Only eight per cent of municipalities received clean audits for the 2018/2019 financial year, despite R1.26-billion being spent on financial reporting consultants. The report revealed the urgent need for strong internal controls, appropriately skilled people and ethical conduct by both municipal staff and consultants. SAICA calls for a review of the mandatory minimum skills and qualifications required for all key financial management positions within the public sector.

"The 2018/2019 municipal audit results show worrying trends of a lack of financial skills and accountability in our municipalities," says Freeman Nomvalo, SAICA CEO.

"As a country, we need to employ proactive solutions to build the relevant skills base within municipalities and address the issues through skills development programmes that are created and customised to meet the unique needs of the local government sector

We urgently need to review the mandatory minimum skills and qualifications required for all key financial management positions in local government. We need to train and upskill personnel or recruit suitably qualified staff for these vital roles. We need to ensure that professional conduct and ethics are upheld at the highest level by both municipal staff and consultants used to prepare annual financial statements for audit," he explains.

CALL TO PROFESSIONALISE ROLES

SAICA calls on the government to make the professionalisation of these roles mandatory. Staff must comply with the Codes of Professional Conduct as part of their membership commitment.

Auditor-General Kimi Makwetu's municipal audit outcomes report for the 2018/19 financial year also showed that:

- Over the past three-year period, the audit outcomes of 76 municipalities have regressed, while only 31 improved.
- Irregular expenditure increased to R32.06-billion from last year's R25.2-billion.
- Fruitless expenditure remains high at R2.07-billion.
- The Auditor-General's recommendations to improve accountability and internal controls have largely gone ignored by most municipalities.

SAICA is committed to collaborating with the Auditor-General and municipalities to upskill finance officers through its Chartered Accountants [CAs(SA)], Associate General Accountant [AGA(SA)] and Accounting Technician [AT(SA)] designations. To date, SAICA has upskilled over 6 000 public sector employees with the SAICA designations.

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Should SAICA members be suspected of unethical behaviour, whether as part of a municipal finance team or as a consultant, they can be reported via the anonymous fraud line 0800 005 930 or by sending an email to saica@tip-offs.com. SAICA acts on all allegations without fear or favour.

SAICA trusts that municipalities will enforce the minimum competence requirements for all municipal officials working in financial positions. "Once this becomes the norm, citizens can look forward to improved local government performance, quality service delivery, clean audits and, ultimately, a local government sector that is on a positive path to achieving the visions of the National Development Plan through sound financial and administrative management of taxpayers' money," concludes Nomvalo. ■

For more information:

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Chief Executive, Rand Water

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BusinessDay

PUBLISHED BY



A proud division of Arena Holdings

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Tel: +27 21 469 2400 | Fax: +27 86 682 2926
www.businessmediamags.co.za

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BusinessDay **ARENA**
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CHALLENGES AND CHANGES

When the country went into lockdown at the end of March this year, no one could have anticipated that the COVID-19 pandemic would widely expose the levels of poverty many communities have been faced with for years.

Not only has the pandemic shaken our health system, but it also has exposed the many infrastructure challenges our municipalities deal with daily. Access to decent healthcare,

running water, sanitation, housing, transport, and the means to participate in the digital revolution are largely missing.

In this issue of *Local Government*, we tackle the challenges local communities face, and talk to how partnerships between the public and private sector are beginning to bring about some much-needed changes. ■

Raina Julies

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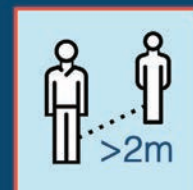
Is local government ready for the opportunities and challenges of the new digital revolution?



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The North West province supplies communities with water tanks.



Digital communication in the time of COVID-19.

A LOCAL RESPONSE TO COVID-19

The COVID-19 pandemic has impacted the normal functioning of local municipalities in a drastic way, reports **Dale Hes**

As disaster management regulations were put in place to respond to the spread of COVID-19, local municipalities were forced to quickly adapt their operations to ensure compliance. Many lessons have been learnt and creativity and innovation have become a greater part of local governance than ever before.

THE RISE OF DIGITAL PLATFORMS

During this time, municipal officials have become familiar with the use of new digital communication platforms such as Zoom. These virtual platforms have been extremely important in ensuring that critical functions such as council meetings and important discussions between officials take place.

Some municipalities have used virtual platforms to ensure proper public participation. This has been particularly crucial as before lockdown, local municipalities were in the process of drafting Integrated Development Plans and budgets, part of which require public participation.

Hanlie Linde, municipal manager of the Bergrivier Local Municipality in the Western

Cape, explains that as soon as lockdown took effect, the municipality immediately revised its strategies related to public participation.

“When we heard about lockdown being imposed, we went to council and amended our public participation policy to include virtual public participation. As a good example, we made PowerPoint presentations – originally designed for use in physical public participation consultations – available on all of our digital platforms for the public to view and comment on,” says Linde.

In addition, the municipality extended its public participation period from the required 21 days to 30 days.

“We wanted to ensure that the public had a longer period to comment and access to the draft documents on the new platforms,” Linde says.

CHALLENGES IN REVENUE COLLECTION

Due to the economic hardships brought about by COVID-19, municipalities have faced significant challenges in collecting revenue from financially-stressed residents. The situation has been exacerbated by the loss of income from

places such as game reserves and other public spaces that have been forced to close.

“With the revenue erosion, municipalities are likely to default on bulk supply accounts as municipalities will not be able to use disconnections to put pressure on nonpaying consumers. This period may even cause municipalities with clean sheets on bulk supply account to actually fall into the Eskom debt trap,” Khomotso Letsatsi, chief officer for municipal finance at SALGA, said in a presentation to parliament in May.

Disaster management regulations have also forced additional responsibilities on municipalities, placing them under increased financial pressure.

Such obligations include the setting up of quarantine and isolation sites, regular sanitation and cleaning of public facilities and the provision of personal protective equipment (PPE).

RESPONDING RAPIDLY TO SERVICE DELIVERY REQUIREMENTS

Part of the disaster management regulations require that municipalities help prevent the spread of the virus by providing water and sanitation services to their communities.

Professor Jaap de Visser, director of the Dullah Omar Institute and an expert in local government in South Africa, says that municipalities rapidly expanded water service delivery during this time.

“The directive specifically mentions the delivery of potable water and proper sanitation to high population density suburbs, rural communities, and informal settlements. The disaster has prompted many municipalities to rapidly expand water delivery. However, the legal obligation to ensure basic water provision was always there,” De Visser points out.

The lockdown has, therefore, proven that by working diligently with provincial and national departments, service delivery outcomes can be dramatically improved. ■

“WITH THE REVENUE EROSION, MUNICIPALITIES ARE LIKELY TO DEFAULT ON BULK SUPPLY ACCOUNTS.” — KHOMOTSO LETSATS

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The multinational HENSOLDT, with its headquarters in Germany, was formed from the defence and security electronics capabilities that spun off from the Airbus Group in 2017. It now serves the international market as a focused, integrated sensor solutions company with operating subsidiaries in seven countries on four continents.

The company boasts a tradition of quality, excellence and innovation accumulated over more than a century in the market and builds on the reputation and brand equity of its predecessor companies, Telefunken, Dornier, Siemens Sicherungstechnik and Carl Zeiss Optronics.



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HENSOLDT South Africa is now focused on the application of its extensive high-end optronics capability into the border security and protection of high-value assets and governmental infrastructure. Its products are already deployed at metropolitan level, both nationally here in South Africa and internationally. ■

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MANY DEFENCE FORCES AND LAW ENFORCEMENT AGENCIES ACROSS THE GLOBE RELY ON THE QUALITY OF HENSOLDT PRODUCTS IN THE EXECUTION OF THEIR MISSIONS.



PUBLIC-PRIVATE PARTNERSHIPS ESSENTIAL FOR ECONOMIC RECOVERY

Against the backdrop of COVID-19, effective public-private partnerships have become more critical than ever before, writes **Dale Hes**

Service delivery at local government level has been hampered by the impact of COVID-19 and the lockdown. While essential government services have been allowed to operate throughout the lockdown, the economic and social impacts of the pandemic have hindered efficient service delivery. Government has turned to its partners in the private sector to assist with addressing these challenges.



Rand Water has undertaken to install water tanks at schools that don't currently have any hand-washing facilities.

RAND WATER RAMPS UP WATER PROVISION TO SCHOOLS ACROSS THE COUNTRY

A prime example of this type of collaboration is the partnership between government, and water services provider Rand Water. The Department of Water and Sanitation situated the national COVID-19 Command Centre for Water and Sanitation at Rand Water in March. In this role, the water utility works with national and local government to distribute and install almost 8 000 water tanks in water-stressed communities.

"We have a long-standing commitment to serving our communities that now includes partnering with government in the fight against COVID-19. We have heeded the call by President Ramaphosa for increased partnerships, solidarity, collaboration and the sharing of knowledge and experience to fight the pandemic," says Justice Mohale, media relations officer at Rand Water.

As schools reopened, the partnership expanded to include the provision of safe, clean water to school communities. "We intend to use our technical expertise and the experience gained to partner with the Department of Basic Education and school communities with the distribution and installation of water tanks in schools throughout the country where no hand-washing facilities exist," Mohale explains. Rand Water has undertaken to provide water to 3 126 schools across South Africa.

PARTNERING TO STRENGTHEN THE HEALTHCARE SECTOR

As COVID-19 cases continue to rise, the private sector has a critical role to play in contributing towards strengthening the national healthcare system to deal with the forthcoming peak in infections.

Health Minister Dr Zweli Mkhize has always stressed the importance of co-operation between the public and private healthcare sectors in fighting the virus. "COVID-19 will make collaboration between the public and private healthcare sector much closer," Mkhize told a World Health Organisation media briefing in late April.

The private sector has already played a critical role in South Africa's overall capacity for testing – an area universally recognised as essential for combatting COVID-19. Tests conducted in the private sector have, throughout the pandemic, regularly accounted for almost 50 per cent of overall tests conducted.

In addition, government has collaborated with the private sector to provide quarantine, isolation and treatment sites. In the COVID-19 hotspot of the Cape Town metro, the Cape Town International Convention Centre (CTICC) is a prime example of this. The CTICC housed an 800-bed field hospital to accommodate the overflow of COVID-19 patients from public and private hospitals.

Taubie Motlhabane, CEO of the CTICC, said that the convention centre was proud to contribute to the fight against the pandemic. ➤

"WE HAVE A LONG-STANDING COMMITMENT TO SERVING OUR COMMUNITIES THAT NOW INCLUDES PARTNERING WITH GOVERNMENT IN THE FIGHT AGAINST COVID-19."

— JUSTICE MOHALE

PARTNERSHIPS



The Cape Town International Convention Centre had been turned into a temporary COVID-19 field hospital.

“During these extraordinary times, we welcomed the opportunity for the CTICC to be part of the solution. The conversion of CTICC into a temporary COVID-19 hospital facility added to the resources needed in our healthcare system to fight this pandemic. We are proud to be part of the team.”

Meanwhile, Old Mutual also partnered with the Western Cape government to provide a 300-bed quarantine and self-isolation facility at a golf club in Pinelands. This site, developed at a cost of R4.5-million, was also used as a testing facility earlier on in the COVID-19 crisis.

Bonginkosi Madikizela, the province’s MEC for Transport and Public Works, says that these projects illustrate how the fight against COVID-19 can be significantly boosted by contributions from all sectors of society.

“It is testimony to the fact that we are in this fight together – that, ultimately, this is not a battle to be won by the state or by the private sector, but indeed one that calls on all of us to contribute, whether it is the government, private business, or NGOs and, ultimately, every citizen of our country,” he says.

Government modelling on the spread of COVID-19 infections has taken into account the critical need for ICU beds in the private sector to become an important element of the state’s capacity to handle the pandemic.

Ahmed Banderker, CEO of Afrocentric, South Africa’s largest health administration and

medical risk management solutions provider, explains how public-private partnerships could be the most promising model for serving the healthcare needs of South Africa.

“We can leverage the comparative advantages of both the private and public sectors and build hospitals to serve millions of poverty-stricken citizens. These partnerships would enable communities to combine the resources and medical expertise of the public sector with the operational and environmental specialities of the private sector to create sustainable infrastructure.”

Banderker says that the COVID-19 pandemic has the opportunity to accelerate the implementation of National Health Insurance (NHI) in South Africa, a project that will require a merging of the public and private sector healthcare systems.

“There is a saying that one should never let a crisis go to waste. At the end of the pandemic, we need to look at the learnings of all countries and apply them in the context of NHI. COVID-19 is a good test for public-private partnerships in the development, testing and implementation of mutually beneficial and innovative healthcare delivery models and solutions for our rainbow nation. Through public-private partnerships, we can create an NHI that is pro-growth, pro-business and pro-job creation and be ready for the next pandemic.”

“THIS IS NOT A BATTLE TO BE WON BY THE STATE OR BY THE PRIVATE SECTOR, BUT INDEED ONE THAT CALLS ON ALL OF US TO CONTRIBUTE.” — BONGINKOSI MADIKIZELA



AECI has committed more than R1.9-million in relief initiatives for the fight against COVID-19.

BUSINESSES CONTRIBUTE TO RELIEF EFFORTS

One of the most visible aspects of the pandemic has been the efforts made by businesses to support government’s COVID-19 programmes and relief initiatives. Businesses have cumulatively donated billions of rands to the Solidarity Fund. Others have adopted a more hands-on approach.

AECI, a diversified supplier of services to the mining and industrial sectors, was one of the first private companies to develop a rapid response plan to COVID-19, focused on helping the most vulnerable members of society.

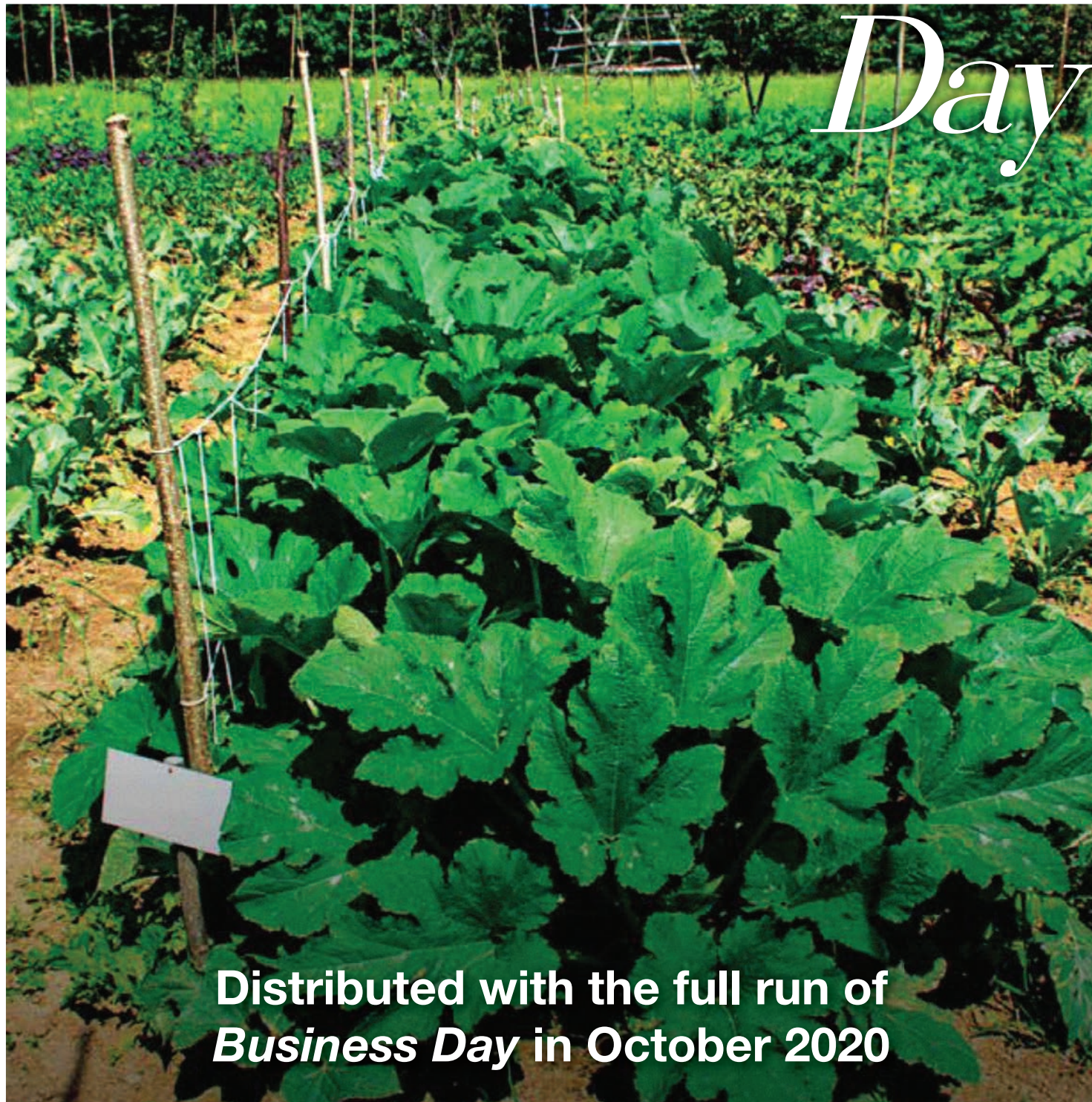
The group has invested more than R5-million in relief initiatives, including the provision of PPE to medical staff, the distribution of food parcels and hand sanitiser, and the installing of hand-washing stations and taps at public clinics and in rural areas.

The next phase of AECI’s initiative is to focus on food security relief programmes and the donation of rapid testing kits to help expand the net of testing. Mark Dytor, AECI’s chief executive, says that collaboration between local governments and communities are integral to the business’s success in implementing such programmes.

“Equipping communities with the right tools and education will empower them to stay safe at this particularly challenging time,” explains Dytor. “Responsible engagement with our stakeholders, including communities and regulators, is a cornerstone of AECI’s values. We are indeed stronger together when we work together for a common purpose.” ■

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**Distributed with the full run of
Business Day in October 2020**

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DEMONSTRATING UBUNTU IN A CRISIS

In this time of uncertainty and hardship, it's encouraging to know that many organisations and individuals are going above and beyond to help those in distress, writes **Keith Bain**

South Africans are great believers in Ubuntu and goodwill has never been so critical as in the current COVID-19 crisis. While the pandemic has forced millions to forfeit an income and wait, anxious and, in many cases, starving, numerous organisations have stepped up to make a difference. These are five that caught our eye.



FOODFORWARD SA

Focused on food security and hunger relief, FoodForward SA serves the vulnerable by sourcing, collecting and storing surplus food from farmers, manufacturers and retailers – for redistribution through beneficiary organisations.

Its digital platform, FoodShare, connects beneficiary organisations with retail partners to direct surplus food to areas in need.

FoodForward MD Andy du Plessis says this not only lessens food wastage, but also reduces greenhouse gas emissions associated with the dumping of food in landfills.

Under normal conditions, FoodForward prepares between 150 000 and 250 000 food parcels monthly, reaching over a million vulnerable people. Each parcel provides a family with edible essentials that last up to four weeks. In 2019, FoodForward distributed 5 115 tons of food, providing some 20 million meals.

It estimated that, during the crisis, some 30 million South Africans would require food support, so before lockdown, Du Plessis announced that FoodForward was scaling up operations in rural communities.

“We aim to secure food provisions for our most at-risk groups – the aged, orphans and vulnerable children, people living with HIV/AIDS, and TB patients – for the next six months.”

By early May, the organisation had increased its network of 670 beneficiary organisations to 1 005. After partnering with the Solidarity Fund, it managed to deliver 86 500 food parcels to vulnerable households within 10 days.

During the first eight weeks of lockdown, FoodForward received over 900 tons of fresh produce donated by farmers. By the end of May, FoodForward had formed a strategic partnership with AgriSA and the Citrus Growers Association of South Africa, leveraging support from over 28 000 farmers and 1 000 farmer associations for the supply of edible surplus fresh produce. foodforwardsa.org



TEARS ANIMAL RESCUE

“We’re receiving dozens of pleas for help from pet owners in vulnerable communities,” said Lauren Carlyle, general manager of TEARS, at the start of lockdown.

TEARS – an animal rescue organisation – runs a veterinary clinic that provides free sterilisation and subsidised medical procedures for pets from low-income communities within a 250 square kilometre area across the southern Cape Peninsula. Carlyle recognised the lockdown as a potential animal welfare crisis, where people with limited means would have no way of feeding their animals.

She also noted that despite messages informing the public that animals are not connected to the spread of the virus, people were dumping pets. So, TEARS ramped up its support of poor communities. Apart from collecting and distributing pet food, TEARS continued its essential veterinary service activity in Vrygrond, Ocean View, Redhill and Masiphumelele. An emergency animal relief fund meant that TEARS could continue to collect and treat sick and injured animals from these areas.

tears.org.za



1000 WOMEN TRUST

#Enough is Enough. That's one important message touted by 1000 Women Trust, an organisation primarily involved in the crusade against gender-based violence.



Tina Thiert

And, according to Tina Thiert, a founding member and trustee of the trust, the message is all the more pressing during times of extreme stress. Incidences of domestic violence remain high and more and more women are seeking help. This has resulted in shelters for women reaching

capacity far quicker. Aside from grassroots assistance, 1000 Women hosts training sessions to expand its support base of lay counsellors. It has also launched an app, 1000 Women 1 Voice.

"It is a low-data application with resources such as numbers to call in case of problems and contacts for counsellors," says Thiert. "During lockdown, we've had so many people phoning our helplines that they have become overloaded. So we developed our own lingo – we use hearts and colours – to enable women to quickly send a WhatsApp or Facebook message and get the necessary support or response.

For example, if they send a purple heart, it means 'I am experiencing trauma,' and a counsellor will contact them to find out how they can help."

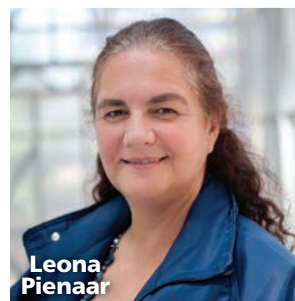
1000women.co.za



MOULD EMPOWER SERVE

Nonprofit organisation Mould Empower Serve (MES) – a small Christian organisation with facilities in Johannesburg, Cape Town, Kempton Park and PE – seeks to empower the powerless. Activities include providing safe playgrounds and nutritious meals to children, serving meals and providing beds to homeless people, and offering skills training and job placement services.

During April and May, MES workers and volunteers served some 63 420 nutritious meals and distributed 5 472 food parcels to vulnerable individuals and families. These figures are staggering, particularly when compared with the same period in 2019 when under 10 000 meals



Leona Pienaar

and 430 food parcels were distributed. MES also conducted over 2 000 health screenings and provided 253 shelter beds during April and May.

MES CEO Leona Pienaar says: "We made the decision to continue operating throughout lockdown as more and more people came to our shelter seeking assistance."

During lockdown, MES waived its usual small commitment fee for overnight shelter. Instead of providing a single night's stay with a hot shower, warm bed and safety, MES facilities converted into no-cost stay-in shelters, so homeless people could remain in one place throughout lockdown.

Pienaar says it has been challenging: "We have vulnerable people from different backgrounds

housed together for weeks, but it has been incredible to see people learning to be patient with each other, learning new skills and supporting one another."

Aside from donations of cash and essential products, Pienaar says MES has benefitted from incredible human generosity:

"Over 55 volunteers in Cape Town offered to be first

responders," she says. "They cooked and served food, managed queues of hundreds of street people and brought love and care."

mes.org.za

COURAGE

It's inspirational to see people unite and initiate schemes to alleviate the plight of the needy. In Hout Bay, cancer sufferer Lea Froman felt something needed to be done within her community.

At the start of lockdown, she and husband David contributed R1-million to kickstart Courage, an organisation aimed at raising funds to provide food and essentials to vulnerable households in Imizamo Yethu and Hangberg. By mid-May, Courage had raised R7.8-million, and aims to bring in R30-million to continue its work into September. Courage partners with community groups, churches, sports clubs and NGOs to distribute the goods.

During a typical week, they deliver 2 300 food parcels, which feed 9 200 people for two weeks. Before distribution, donations are sorted, sanitised and parcelled by a logistics team. Then the community-based distribution network ensures the goods reach the right people.

By late May, more than 30 000 food parcels had been delivered along with tons of fresh fruit and vegetables sourced from local farms and suppliers. Besides monetary donations, Courage gets food trolley donations from the local Spar and Pick n Pay.

On Youth Day, an online auction raised much-needed funds – auction lots included fine art, wines and spirits, and covetable travel experiences.

courage.africa ■



TIME TO TRANSFORM

Systems, infrastructure, maintenance, and data are the lynchpins of effective digital transformation and service delivery, writes **Tersia Booyzen**

There is mounting pressure on local government to participate in the fourth industrial revolution (4IR) by transforming systems and technology to adopt innovative digital and mobile e-government solutions, says Professor Marijke Coetzee, deputy HOD of the Research Academy of Computer Science and Software Engineering at the University of Johannesburg.

“Unfortunately, the implementation of modern systems within local government has been associated with disappointing outcomes. Real digital transformation can only succeed if there is a committed management team, significant investments, and a clear set of goals.

“Implementations of local government ICT systems tend to be fragile with many teething problems. Parents and teachers of learners are exposed to hastily developed systems, such as the online application system for Grade 1 and 8 for the 2020 academic year, resulting in chaos at some schools.

“Digital transformation is multifaceted and can only be successful if government officials recognise and deal with the impact on its client base.

“The core of any digital transformation is to have efficient and transformed operational processes at the centre of government departments or services. The Johannesburg Roads Authority implemented the Find & Fix mobile application in 2014 to allow road users to report any road-related defects at the click of a button. Residents successfully used the app, but its performance and effectiveness has steadily declined due to maintenance problems. Since November 2019, it has basically been at a standstill, illustrating the lack of commitment to its upkeep.”

Coetzee adds that “government systems are characterised by silo-based implementations across the tiers of government, making the intelligent use of data for integrated and focused service delivery exceedingly difficult. Data is the

lifeblood of a modern government and should be stored and protected carefully. Reports of hastily and weakly implemented and released systems are cause for concern, as citizens’ sensitive data can be exposed.”

A GROWING DATA DEMAND

South Africa’s COVID-19 cases are beginning to rise rapidly, and it is inevitable that resources will run thin. Tech solutions must work together with human fieldworkers to use real-time results to allocate scarce resources to where they are needed most. That is where 4IR tech comes into play to guide leaders, with real-time decision-making support.

Jeremy Flax, vice president of Product Experience at BroadReach says that there is always going to be a challenge around having enough resources such as health workers, PPE, critical medication, ICU beds or ventilators. This means anticipating areas with the highest disease burden and balancing supply and demand will be key.

“This must be done at a granular level to ensure a quick turnaround and the most effective decisions. Swift response times save lives. To date more than 1.3 million people have been screened via the Vantage Community Screening app – a significant COVID-19 milestone, but even more important when it can be overlayed with supply data,” says Flax.

Flax and Bernard Katz, senior manager of Product Management at BroadReach, share some insights learned in the field.

“As we get deeper into the pandemic, new questions constantly need to be answered. That calls for agility. Tech solutions should facilitate an approach where priorities can be shifted in real-time, empowering velocity not just at the national level, but also at a provincial and even ward level.

“Geomapping is crucial to focus appropriate strategies at a regional level. We use GPS

coordinates to pinpoint the location of screening and testing activities. The aggregated data collected from these activities can then be presented as clusters to support decisions such as staff and resource allocation. By drilling into ward level, resource reprioritisation can be faster and more effective.

“Patchy data is a consistent issue in public healthcare. COVID-19 has been an eye-opener, exposing a challenging data environment for everyone. We use data at different levels of completeness from different sources to inform our seven tech-led solutions through the Vantage platform.

Rigid data pipeline management means myriad sources inform a single line of sight. This means you can get a coherent picture, despite the challenge of multiple sources. Creating this picture is not possible without partnerships. We rely on our partners across the board – Microsoft, PEPFAR, USAID, departments of health, healthcare workers, community workers and more – to collaborate around data and execute on it.

“As a country and continent, we need to move away from paper. Real-time intelligence is critical to speedy decision-making. That requires digitalisation through careful change management and training.”

Katz concludes, saying: “Tech for tech’s sake won’t work. Right now, we need to leverage partnerships to give action-focused insights that reprioritise resources to where they are needed most.” ■

“REAL DIGITAL TRANSFORMATION CAN ONLY SUCCEED IF THERE IS A COMMITTED MANAGEMENT TEAM, SIGNIFICANT INVESTMENTS, AND A CLEAR SET OF GOALS.” – PROFESSOR MARIJKE COETZEE



BroadReach Consulting doing the first in-field community screening via the Vantage app.

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