

ROOTED NEWS

Ideas & impact from the African Continent

A space where governance meets humanity—where stories of purpose, discipline and leadership reminds us that systems change begins with how we focus our attention each day.

MARCH 2026
vol.6

- Governance
- Sustainability
- Inclusion
- African-led

HOW THIS PLAYS OUT ACROSS THE ISSUE

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EDITOR'S NOTE

GOVERNING FOR 2050 IN A 2027 WORLD

Volume 5 argued that integrity is a design outcome — that institutions hold not because their leaders are brave, but because their systems make the right outcome the default. *Volume 6 extends that argument to the hardest governance problem of our time:*

How do we design for futures we cannot fully see, under political pressures that reward the near term — and while the ground beneath us is actively shifting?

This is not a theoretical question. In 2026, South Africa and its municipalities are navigating a convergence of pressures that would test the most sophisticated governance architectures in the world: a fragile coalition government, a fiscal position with narrowing room, an energy transition that is simultaneously a source of risk and a source of hope — and a global geopolitical environment that is rewriting the terms of trade, capital, and alliance.

The Iran-Israel conflict and its ripple effects illustrate this perfectly. Brent crude above \$90 does not arrive on the desk of National Treasury alone. It arrives — with interest — in the operating budgets of every municipality managing diesel-dependent water infrastructure, in the inflation figures that erode real wage growth, and in the SARB's rate decisions that constrain municipal borrowing.

A geopolitical event six thousand kilometres away becomes a governance stress test at local level within weeks. Global risk becomes local

maintenance.

But this volume is not a manual for institutional survival. Survival implies you are already under threat and merely trying to hold on.

What we are arguing for is institutional advantage — the capacity to emerge from permacrisis with stronger positioning than institutions that were merely reactive. This is the distinction between resilience and antifragility: resilient institutions absorb shocks; antifragile institutions use shocks to improve.

This volume asks how institutions — national, municipal, corporate, and civil — can build the long-term foresight architecture to achieve exactly that. Not as a once-a-year planning exercise. As a daily discipline.

Our conversation with Mabutho Ndlela of SmartGovNexus explores what this looks like in practice — and what it requires of the leaders, systems, and communities that must hold the loom together under pressure.

Enjoy Volume 6

Katlego Majola

FOUNDER: KM NALA ADVISORY

SPOTLIGHT ON IMPACT

THE DIGITAL KGOTLA: TECHNOLOGY IN SERVICE OF ACCOUNTABILITY

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GLOBAL SHOCKS

WHEN GLOBAL SHOCKS REACH THE MUNICIPAL LEDGER

To govern for the long term, you must first understand where you stand in the present – with precision. Let us name the quantitative reality of 2026 before we discuss the architecture for responding to it.

The Iran Transmission Chain: How Geopolitical Risk Reaches South African Municipalities

The escalation of Iran–Israel tensions in 2025–2026 is not primarily an African story.

But its downstream effects are – and they are landing with disproportionate force on institutions least-equipped to absorb them. Most municipal managers view geopolitics as

background noise.

This volume forces a different conclusion: global risk is local maintenance. When Brent crude hits \$95, it is not just a petrol price hike.

It is a fiscal suffocation of water infrastructure and municipal borrowing – arriving on the desk of a municipal CFO as a line-item crisis, not a geopolitical headline.



CHANNEL 1

Oil Price

Brent crude elevated above \$85–95 range during active tension phases.

SA pump price sensitivity:
~R0.60–0.90 per litre per \$10 Brent move (ZAR-adjusted)

CHANNEL 2

Rand Pressure

Geopolitical risk premium drives EM capital outflow; ZAR among first to reprice.

Historical elasticity: ZAR weakens R0.80–1.20 per \$10 Brent rise under risk-off conditions

CHANNEL 3

Municipal Ledger

Diesel for water pumping: 15–40% of operational budgets in water-stressed municipalities.

A 20% fuel cost increase = R8–25m annual budget pressure for a mid-sized municipality

The chain does not stop at fuel costs. It continues: CPI pressure from food and transport forces SARB to maintain higher-for-longer rates. Municipal borrowing costs rise. Capital budgets for infrastructure – roads, water, sanitation – compress. The backlog grows. The governance stress that began with a geopolitical event six thousand kilometres away becomes visible in broken pipes, failing traffic lights, and deferred maintenance – years before it registers in a national audit report.

This is systemic stewardship’s central challenge: the causes of municipal failure are global; the consequences are felt at street level; and the accountability gap lives in the space between.

South Africa pays the geopolitical premium twice – and this double-squeeze is structurally distinct from how most risk models treat it.

As a price-taker in energy, we absorb the oil shock directly. As a risk-off emerging market currency, the Rand weakens simultaneously – meaning the rand cost of that oil shock is amplified, not merely additive.

Then SARB, unable to cut rates in a high-inflation, weak-currency environment, raises the cost of every rand borrowed to respond. The institution that is hit by elevated fuel costs is the same institution paying more to borrow the capital it needs to absorb them. These are not

two separate risk events. They are one compound exposure, and most institutional budgets are built as if they arrive independently.

The SA 2035 Lens: Which Scenario Are We Building For?

KM Nala Advisory’s SA 2035 forward model maps four plausible trajectories from our current starting point.

The probability-weighted scenario architecture is not a prediction – it is a decision framework. The Iran-linked pressures of 2026 are not neutral across these scenarios: they compress the window for Phoenix Rising and accelerate the pathway to Captured Again.



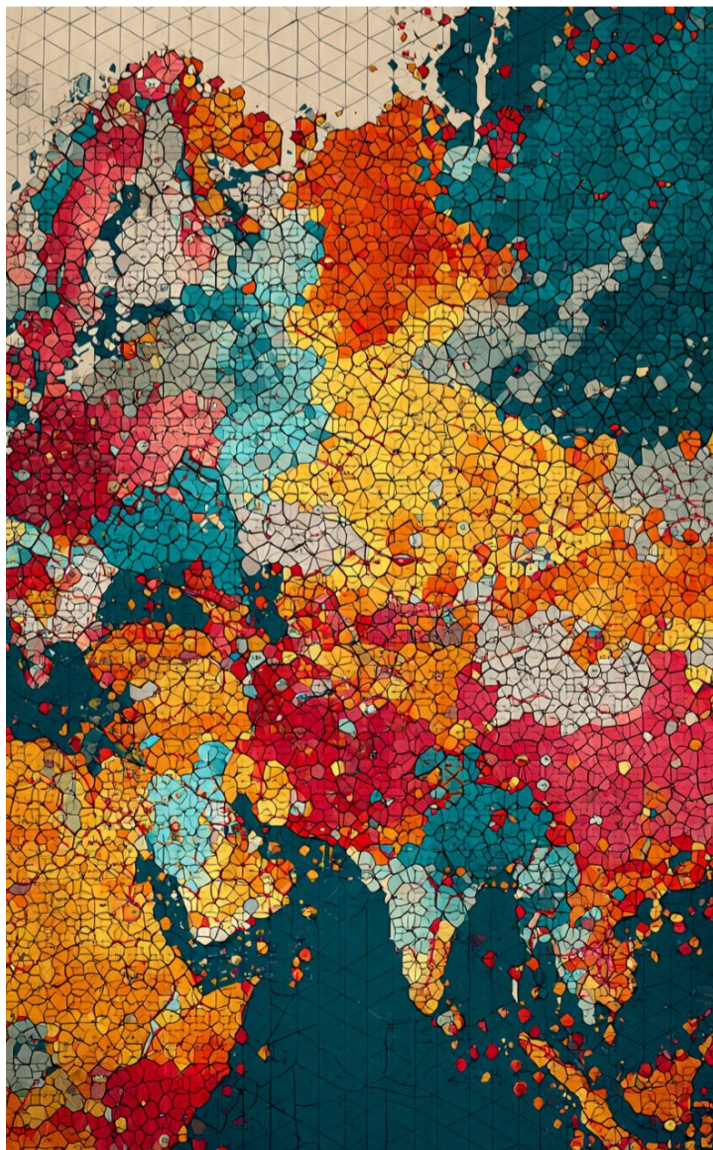
GLOBAL SHOCKS



SA 2035 SCENARIO ARCHITECTURE – FOR 2026 CONDITIONS

Phoenix Rising (~18%): Energy surplus, GDP/capita ~\$10,800. Iran shock: reduces probability window – fiscal space for transition investment narrows under oil pressure. Muddle Republic (~42%): Base case. Growth feels normal, opportunity slips quietly. Iran shock: most likely near-term path – GNU coalitions absorb external pressure but structural reform stalls. Captured Again (~28%): Reform fatigue, new patronage networks. Iran shock: most underestimated risk – fiscal stress creates political space for regressive policy reversals.

The Fracture (~12%): Fiscal crisis, social instability. Prevention window closes approximately 2027–2028 if current trajectory holds. Master variable across all four: governance quality at executive level. Energy, fiscal, social – all downstream of execution.



The systemic stewardship question is therefore not: ‘which scenario will happen?’ It is: ‘are our institutions designed to remain functional and adaptive across multiple scenarios – including the ones we hope to avoid?’

And critically: which scenario is your institution’s current budget, IDP, and capital plan implicitly designed for?

One paradox deserves naming directly – because it sits at the heart of South Africa’s development ambition.

The conflicts currently driving the case for accelerating the just transition are simultaneously making transition infrastructure more expensive, slower to arrive, and harder to finance.

Solar panels, inverters, battery storage, and grid components are largely imported. Red Sea disruptions add 10–14 days and significant cost to Asia-Europe shipping. Rand weakness amplifies the landed price of every component.

The geopolitical argument for energy independence and the geopolitical headwinds against achieving it are being generated by the same wars. Any just transition business case that does not model this – that assumes component costs and delivery timelines from a pre-disruption baseline – is not a business case. It is arithmetic performed in a world that no longer exists.





FEATURE INTERVIEW

The Foresight Loom: A Conversation With Mabutho Ndlela

Founder, SmartGovNexus | Strategic Foresight for African Local Government

SmartGovNexus is building something that most governance reformers only theorise about: a platform that embeds strategic foresight into the daily administrative workflows of municipalities –turning long-term thinking from a luxury into a default. We asked Mabutho seven questions at the intersection of institutional design, technology, and the long game of governance.

Q1. In Rooted Volume 5, we argued that integrity is a design outcome. How does Strategic Foresight act as the 'loom' for local government – and can a municipality really be 'ethical' if it isn't looking 20 years down the road?

Strategic Foresight is the loom because it provides the warp and weft – the structure and the texture – through which the fabric of a community is woven. Without it, you don't have fabric; you have a pile of loose threads, reactive decisions that unravel as soon as the next crisis hits. Integrity as a design outcome means that a decision is only as sound as the context in which it is made. If a municipality builds a housing development without considering 20-year climate projections, water scarcity, or shifts in how people will work, it hasn't acted with integrity. It has built a potential ghost town or a

future liability. The decision may be legal, but it is not ethical – because it knowingly (or ignorantly) passes a massive, unmanageable risk onto future residents and administrations. So, can a municipality be ethical without a 20-year view? Absolutely not. To govern without foresight is to govern with blinders on. It is a dereliction of duty. It prioritises the comfort of the present over the safety of the future. Ethical governance is an act of intergenerational stewardship, and foresight is the tool that makes that stewardship visible and actionable today.
– Mabutho, SmartGovNexus

Ethical governance is an act of intergenerational stewardship, and foresight is the tool that makes that stewardship visible and actionable today.

Q2. Your recent analysis of the South African automotive industry warns of a 'hollowing out' similar to the textile decline. For a local mayor or municipal manager, what does Systemic Stewardship look like when the primary industry in their town is facing an existential global threat?

Systemic Stewardship in that moment looks less like a firefighter and more like a farmer. The firefighter reacts to the blaze; the farmer prepares the soil for the next season, even while the current crop is struggling. For a mayor facing the decline of a primary industry, Systemic Stewardship means three things:

- 1. Radical Honesty with the Community:** You cannot pretend the global tide isn't coming in. Use the data – like our automotive analysis – to paint a clear picture of the threat. This builds trust and galvanises collective action rather than fostering denial.
- 2. Portfolio Management of the Local Economy:** Don't just fight to save the old jobs; actively cultivate the new ones. This means looking at the assets the town has – the skills of the

workforce, the infrastructure, the geographic location – and asking: 'What else can this ecosystem support?' Can an automotive workforce pivot to renewable energy maintenance or advanced manufacturing? The mayor's job is to create the conditions – land use, skills partnerships, incentives – for that transition.

- 3. Buffering the Blow:** Stewardship means protecting the people during the transition. This is about working with national government and the private sector to ensure retraining, social support, and mental health resources are in place. You are stewarding the people, not just the industry. The industry is a vehicle; the people are the passengers.
– Mabutho, SmartGovNexus



FEATURE INTERVIEW

The industry is a vehicle; the people are the passengers.

Q3. How do we move strategic foresight from a 'once-a-year report' to a daily administrative discipline? How can SmartGovNexus hard-code anticipation into the workflows of officials who are often overwhelmed by the crises of today?

The 'once-a-year report' is a museum piece – interesting to look at, but gathering dust. To make foresight a daily discipline, we have to stop treating the future as a distant destination and start treating it as a set of signals arriving in the present.

SmartGovNexus hard-codes anticipation by building the radar into the operating system of government. We do this in three concrete ways:

- 1. Embedding Signals into Workflows:** Instead of a separate 'foresight meeting' a municipal manager reviewing a water licence application sees a live Stress Test score next to the application, generated by the platform's analysis of 5-year drought forecasts and population growth models. The future becomes a data point in today's decision.
- 2. From Scanning to Sensing:** We automate the

scanning of global news, economic data, and policy shifts. An official overwhelmed by today's potholes doesn't have to search for the future; the future finds them. The platform flags a weakening global commodity price and immediately generates a briefing for the local treasurer: 'This could impact your Q3 revenue. Click to run a scenario.'

- 3. Creating Future-Proofing Prompts:** We integrate simple prompts into project management tools. When a department submits a budget for a new IT system, the platform asks: 'This technology has a 5-year lifespan. How does this integrate with the 10-year AI strategy adopted by council?' It turns foresight from an abstract concept into a mandatory field on a form.
– **Mabutho, SmartGovNexus**

Q4. Rooted values the Kgotla as a space where 'authority cannot hide.' In a world of complex data and global trade shifts, how can technology create a digital version of that circular space – where citizens and leaders can openly see and debate the long-term risks facing their community?

The power of the Kgotla is its transparency and its circular, egalitarian nature. Everyone has a voice; everyone can see the evidence; no one has a place to hide.

Technology's role is not to replace the Kgotla fire, but to extend its light into the complex, data-heavy areas where the naked eye can no longer see. A digital Kgotla must be designed with the same principles:

- 1. Radical Transparency of Data:** We can create public-facing dashboards that visualise the long-term risks. Not abstract charts, but tangible representations: 'If we do nothing, here is a map of your street in a 1-in-100-year flood in 2045.' This makes the invisible threat visible to everyone.
- 2. Visualising Trade-offs:** A digital space can

model the consequences of choices in real-time. In a public meeting, a citizen could ask: 'What if we invested more in the spaza shop support programme instead of the new traffic lights?' The platform could show the projected impact on local employment versus commute times over a 10-year horizon. This turns debate from opinion versus opinion into a shared exploration of trade-offs.

- 3. Accessibility and Inclusivity:** The digital Kgotla must be multi-lingual and accessible on basic mobile phones, not just high-end computers. Authority cannot hide behind jargon or spreadsheets when the public can see, in their own language, the long-term consequences of a decision.
– **Mabutho, SmartGovNexus**

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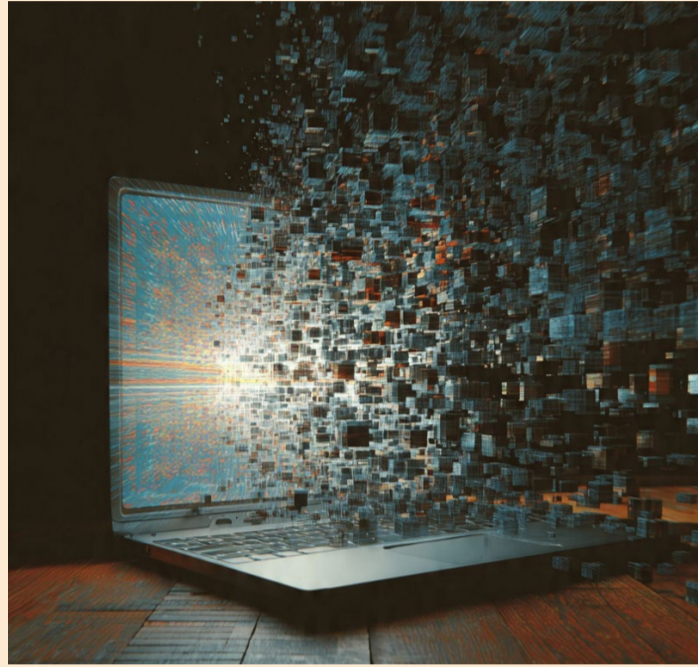
Q5. The political cycle rewards the next election, but your work focuses on the long-term health of the nation (2050). How do you convince a leader to spend political capital on 'future-proofing' today, when the results may only be visible long after they have left office?

The instinct is to answer this question with legacy framing – appeal to the leader's desire to be remembered well. Mabutho goes further: the real architecture is not persuasion, but system design. You don't primarily convince the politician. You build foresight infrastructure so robust that it constrains and informs decisions regardless of the political horizon of whoever sits in the chair. The system holds even when the captain doesn't care. Read his answer with that lens.

We stop framing it as 'future-proofing' and start framing it as 'present-day risk management' and 'legacy building.' No leader wants to be the one who ignored the signs. Our argument is that investing in the future is not an act of altruism; it is an act of self-preservation for their current term. A water system that fails in three years because they didn't invest in maintenance will be their crisis. A youth population that is unskilled and unemployed will be their security problem. We convince them by reframing the conversation across three dimensions:



FEATURE INTERVIEW



- 1. From long-term cost to immediate risk mitigation:** 'If we don't diversify the local economy now, the plant closure in 18 months will be on your watch.'
- 2. From 'for the next person' to 'your legacy':** Leaders are human. They want to be remembered. We show them that their name can be attached to a forest planted, not just a pothole filled. We help them articulate a vision that transcends the electoral cycle – building a narrative of a founder, not just a caretaker.
- 3. From political capital spent to political capital earned:** When you bring a credible, long-term plan to the community, you build trust. You are seen as a leader, not a politician. That trust translates directly into the political capital needed to govern effectively today.
— **Mabutho, SmartGovNexus**

Their name can be attached to a forest planted, not just a pothole filled.

Q6. When we talk about 'localisation' and 'supply chain resilience,' we are ultimately talking about people's livelihoods. How do your strategic recommendations ensure that humanity remains at the centre of industrial policy, rather than people just being 'inputs' in a macro-economic model?

The moment you see people as 'inputs' is the moment you are willing to write them off as obsolete. Our methodology starts and ends with human capital. We don't just model industries; we model the communities around them. When we analyse a supply chain, we overlay it with a demographic map.

We ask: 'if this node in the supply chain fails, which schools lose students? Which clinics lose patients? Which small businesses lose their best customers'

Our recommendations are therefore not just about re-shoring or building resilience. They are about preserving and evolving the capability of the people:

- 1. Skills adjacency:** We don't just say 'the auto sector will decline.' We say: 'The precision manufacturing and mechatronics skills in this town are a treasure. How can we apply them to aerospace, medical devices, or renewable energy?' The industry changes; the human capability endures.
- 2. Human-centric localisation:** True localisation isn't just about producing goods locally. It's about designing supply chains that provide dignified work, support local entrepreneurship, and rebuild community wealth. We measure success by the number of stable livelihoods created, not just the volume of goods moved.
— **Mabutho, SmartGovNexus**

Q7. If you were to step away for a month, would the 'foresight culture' you are building in municipalities continue? How is SmartGovNexus ensuring that strategic intelligence becomes a permanent institutional asset rather than a personality-driven insight?

If the culture stopped when I stepped away, we would have failed. The goal is not to build a dependency on a person or even a single consulting firm. The goal is to embed the capability so deeply into the system that it becomes self-sustaining.

SmartGovNexus is designed to be the institution's memory and its early warning system, independent of any individual. We ensure this through three structural mechanisms:

- 1. Institutionalising the Process, Not the Prophet:** We don't deliver insights in a one-off presentation. We install the platform, train 'Foresight Champions' within the municipal structure, and integrate the data feeds into permanent reporting lines. The foresight function becomes a unit, not a visitor.
- 2. Platform over Personality:** The intelligence is

stored, updated, and accessible within the SmartGovNexus platform. When a new official arrives, they don't have to rely on the departing director's memory of 'that report we did in 2023.' They log in, see the live scenarios, the historical trends, and the current signals. The knowledge is in the system.

- 3. Collective Sensemaking:** We train teams, not just leaders. We run workshops that build a shared language and capability across departments. A water engineer, a town planner, and a finance officer learn to look at the same data and debate its implications. This creates a distributed network of foresight that is far more resilient than any single 'visionary' leader could ever be. The culture becomes the way they work together, not the insight of one person.
— **Mabutho, SmartGovNexus**

Institutionalising the Process, Not the Prophet.



CASE STUDY

CASE STUDY

The Municipal Absence Test: Who Holds the Loom?

Volume 5 introduced the 'Absence Test' through Empilweni Trading: step away for one week and document what breaks. The insight was simple but demanding — true institutional resilience is measured by independence from any single individual. Mabutho names the same principle directly: 'If the culture stopped when I stepped away, we would

have failed.' For South African municipalities, this test has been running involuntarily for years. Municipal managers resign, mayors are recalled, technical directors are poached by the private sector. What remains tells you everything about whether governance was institutionalised or merely personalised.

Three Municipal Archetypes — How Foresight Holds or Fails

THE PERSONALITY MUNICIPALITY

One exceptional official drives performance. When they leave, institutional memory goes with them. Budgets are managed intuitively. Vendor relationships are personal. The IDP is a compliance document, not a living strategy.

Absence test result:

Rapid deterioration within 90 days of leadership transition.



THE COMPLIANCE MUNICIPALITY

Systems exist on paper. Audit committees meet. Procurement rules are documented. But systems are designed for backward-looking compliance — not forward-looking adaptation. When an oil price shock hits operational budgets, there is no scenario framework to translate the signal into a response. Critically: the Plan B often relies on the same global shipping lanes, the same credit infrastructure, and the same currency assumptions as Plan A. If that is true, it is not a different plan. It is the same plan with a different label.

Absence test result:

Stability under normal conditions; fragility under external shock.

THE SYSTEMIC STEWARDSHIP MUNICIPALITY

Foresight is embedded in procurement decisions, IDP reviews, and capital budgeting cycles. External shocks — oil prices, interest rate movements, industrial transitions — are mapped to local consequence within a structured scenario framework. When leadership changes, systems hold. When global conditions shift, protocols

activate. The Kgotla principle is operational: data is visible to communities, not just to administrators. Plan B is stress-tested against the same failure conditions as Plan A — if they break the same way, the contingency is redesigned until it doesn't.

Absence test result:

Continuity. Adaptation. Institutional advantage that outlasts individuals.

The distance between the second and third archetype is not primarily a resource gap. It is a design gap. Compliance municipalities have the infrastructure. What they lack is the foresight layer — the mechanisms that translate external signals into internal adaptation before they become crises. A critical constraint deserves naming directly: foresight systems are only as good as the data feeding them. In many struggling municipalities, ground-truth data is missing, fragmented, or manipulated to serve compliance narratives rather than operational reality. Building the foresight layer therefore requires a prior commitment to data integrity — not sophisticated analytics over unreliable inputs, but disciplined effort to establish trustworthy baselines first. This is unglamorous work. It is also foundational. SmartGovNexus is building into this space: not replacing the compliance architecture, but adding the anticipation layer on top of it — and doing the harder work of ensuring the inputs that feed it are honest.



SPOTLIGHT

The Digital Kgotla: Technology in Service of Accountability

In the original Kgotla, authority could not hide. Decisions were made in circular, open spaces — where the community could see, challenge, and hold leaders to account. Collective memory preserved outcomes beyond any individual leader’s tenure. The governance crisis of the 21st century is partly a visibility crisis. Complex systems — municipal finances, supply chain dependencies, climate risk exposure, infrastructure backlogs — are not legible to the communities they affect. Data exists, but it flows selectively, through individuals rather than through infrastructure.

Risk is not only what you do. It is what you cannot clearly explain, evidence, or defend. In a multipolar world, ambiguity is no longer neutral — it becomes leverage.

Most ‘Smart City’ initiatives fail because they provide dashboards — which are essentially autopsies of what went wrong. A dashboard tells you what has happened. A digital Kgotla tells you what is coming, who is responsible, and what the community can do about it. The distinction shifts the power

dynamic: from transparency (letting people look) to accountability (letting people act). By making data legible to the Khangwa farmer and the township artisan — not just to the audit committee — you move governance from an administrative function to a community-held responsibility.



Three Design Principles for a Digital Kgotla

01

Transmission maps, not heat maps

A heat map shows where risk sits. A transmission map shows how it moves — and where in your institution it arrives first. A digital Kgotla is built on transmission logic: not ‘here is our risk register’ but ‘here is the chain from global event to local consequence, and here is the node where we are most exposed today.’

02

Legible to communities, not just to administrators

If data requires a financial analyst to interpret, it does not serve community accountability. Design for the Khangwa farmer and the township artisan — not just for the audit committee.

03

Embedded in decisions, not adjacent to them

Foresight that lives in a separate strategy document is not governance infrastructure. It must be wired into procurement approvals, IDP amendments, and budget virement processes — so that every consequential decision is made with visibility of its long-term implications.

SPOTLIGHT ON IMPACT

THE DIGITAL KGOTLA: TECHNOLOGY IN SERVICE OF ACCOUNTABILITY



• THINK • LISTEN • ACT

THINK



LISTEN



ACT



THINK

Systemic stewardship begins with a shift in the question we ask. Not: 'What is the plan' But: 'What is the system within which the plan will have to survive?'

- Read Doughnut Economics (Raworth) – reframing prosperity beyond growth metrics, directly applicable to municipal development planning
- Read The New Urban Crisis (Florida) – how cities simultaneously generate and absorb economic shocks, with implications for SA industrial towns
- Ask: If the primary industry in our municipality declined by 40% over the next decade (as SA textiles did, as the automotive sector may), what is our transition architecture – and does it exist in any document?

When someone asks a municipal treasurer 'what will this water infrastructure project cost over 20 years' the instinct is to give them a number. Resist that instinct. Single-point estimates are lies dressed up as forecasts. In a world where Brent crude, the Rand, and SARB rates can all move against you in the same quarter, a fixed number is not a plan – it is a wish.

The water reticulation upgrade does not cost R120 million. Under stable conditions it has a 50% chance of costing between R105m and R140m. Under a Contested Stability scenario – with a weakened Rand, elevated fuel costs, and compressed municipal borrowing capacity – that range shifts to R155m–R210m, with a 15% chance of the project stalling entirely before completion.

That is not pessimism. That is systemic stewardship. A municipality that plans for R120m and encounters R190m does not have a cost overrun problem – it has a foresight failure. The goal is not false precision. It is calibrated honesty about the range of futures your institution must be prepared to navigate.

LISTEN

- The Ezra Klein Show: episodes on industrial policy and long-termism in democratic systems
- The Good Governance Africa Podcast: practitioner voices on systemic stewardship at ground level in African institutions
- SARB Monetary Policy Review – not as a technical document, but as a transmission map: trace how each external shock moves through the SA economy to your institution's balance sheet

ACT

1. Run the Absence Test. Identify three decisions in your institution that depend on one person's knowledge – and design a system to replace that dependency this quarter.
2. Map your institution's Iran exposure. Trace the Brent-to-budget transmission chain: fuel costs, input costs, borrowing rates, demand effects. Name the number. Unnamed risks are unmanaged risks.
3. Identify your 2035 scenario. Which scenario is your institution's current budget and capital plan implicitly designed for – and would it survive the others?
4. Replace one single-point estimate with a range. In your next budget presentation, present cost projections as probability distributions. Note the difference in how the decision conversation changes.
5. Design one forward-facing report. Replace one backward-looking compliance report this quarter with a forward-looking scenario brief. Measure the conversation it generates.
6. Convene a Kgotla. Invite community representatives – not as consultation, but as accountability partners – into one consequential planning decision this year. Design the process so their input changes the outcome.



WHAT'S ON OUR RADAR

UPCOMING FROM KM NALA ADVISORY



JULY 2026

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VOLUME 7 PREVIEW

Regenerative Systems: Governance Beyond Extraction

Volume 7 will explore what comes after stewardship – the regenerative dimension of governance. How do institutions not merely sustain, but actively repair the social, ecological, and economic systems they operate within? Mabutho’s framing in this volume points directly there: ‘The industry changes; the human capability endures.’ Volume 7 asks how we design systems that regenerate that capability deliberately – for communities, for ecosystems, and for future generations.

THE 2026 GOVERNANCE PIVOT

From Compliance Culture to Systemic Stewardship

The shift this volume describes is not incremental. It is architectural. Five dimensions summarise what is required:

FROM: Compliance Culture

- Backward-looking audits
- Individual ‘Hero’ leadership
- Geopolitics as ‘External’
- Information as Power (Gatekept)
- Single-point cost estimates

TO: Systemic Stewardship

- Forward-looking scenario mapping
- Institutional ‘Loom’ architecture
- Geopolitics as ‘Operational Input’
- Information as Kgotla (Shared)
- Probability distributions ranges



CALL FOR CONTRIBUTORS



Got something to say? CALL FOR CONTRIBUTORS

CONTRIBUTION CALL — VOLUME 7

We invite essays, case studies, and practitioner reflections on:

- Regenerative economic systems and what they require of governance
- Climate accountability beyond charity and compliance
- Governance structures that survive political cycles
- Global institutional reform from African perspectives

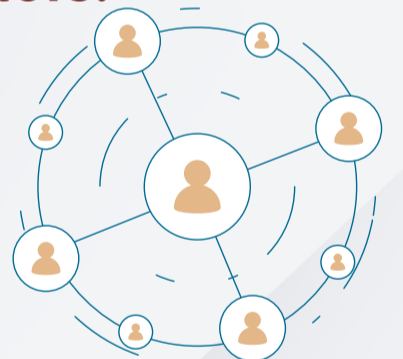
Submission deadline: 20 MARCH 2026

info@kmnala.co.za

Length: 600–800 words | Include a 2-sentence bio

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and builders over commentators.**

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**“Leadership begins when we choose to act
with purpose, not just power.” – KM Nala**

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