Overview of the Presentation

1. Context and Background of Capacity Building: Regulatory & Policy Framework for capacity building initiatives
2. Interventions from 2000 - 2008/9: Range of critical and support interventions, flagship programmes and other initiatives
3. Post 2008/9: Learning from the past and taking initiatives to a higher level
Context of Capacity Building

INITIATIVES BUILDING CAPACITY FRAMEWORK FOR POLICY REGULATIONS BUILDING CAPACITY OF BACKGROUND

PART 3: CONTEXT

functions exercise their powers and perform their responsibilities to manage their own affairs, supporting and strengthening the capacity of national and provincial government with


Section 134 (1) of the Constitution tasks both...
Project Consolidate (2004 - 2006)

- Targeted hands-on Support and Engagement Programme [Immediate]
- Systematic refinement of Policy, Fiscal and Institutional matters [Long-term]
- Project Consolidate lessons
  a) A direct, institutionalised, hands-on approach is preferred
  b) Ensure effective coordination of deployment of professional and scarce skills
  c) Up scaling, improved management and deployment of resources
  d) The platform for collective development planning across the three spheres of government should be strengthened (IDP, PGDS, NSDP)
  e) The role of provinces is critical in facilitating, supporting and monitoring development, service delivery and good governance at municipal level.

Five Year Local Government Strategic Agenda (2006)

- Mainstreaming Hands-on Support to improve municipal governance, performance and accountability
- Addressing the structure and governance arrangements of the State in order to better strengthen, support and monitor local government
- Refining and strengthening the policy, regulatory and fiscal environment for local government and giving greater attention to enforcement measures
National Capacity Building Framework

The NCEO’s report on capacity building includes a framework to support the development of national capacity. This framework is designed to provide a structured approach to capacity building, focusing on the following key areas:

1. **Identification of Needs and Goals**: Determine the real needs and vision of support.
2. **Identification of Processes and Outcomes**: Assess the capacity building initiatives.
3. **Evaluation of Progress and Outcomes**: Evaluate the capacity building achievement.
4. **Performance Indicators**: Establish meaningful assessment of the capacity building approaches.
5. **Initiative Knowledge Sharing**: Facilitate sharing of knowledge to support capacity building.

The framework aims to ensure that capacity building initiatives are effective, efficient, and sustainable, by providing a clear roadmap for stakeholders to follow.
MISIC 2009/10:

Focus of MISIC Grant 2008/9 and 2009/10

Management Units (MUNUs)
- Support capacity building through Project
- Mitigate Infrastructure Gaps (-access) (1)
- Legislation and Policies
- Government Municipal Systems Act, 2000 and related Governance Systems as required in the local government to perform their functions and enable institutional and sectoral coordination in building institutional capacity to perform their functions and enable institutional and sectoral coordination in building institutional capacity to

Commitment to capacity building in building institutional capacity to
Capacity building through MIG implementation

The department has been providing capacity to municipalities by allowing municipalities to use a portion of MIG for project management capacity.

1. Municipalities are expected to establish effective Project Management capacity as the entire approach of MIG is focused on improving the capability, efficiency, effectiveness, sustainability and accountability of local government.

2. In order to deliver infrastructure services effectively and efficiently, a PMU must have the following skills: Project Manager/Engineer, Secretariat, Financial administrator, Data capturer, Reporting administrator, IT personnel, Community/Communications Officer

3. The existing personnel of municipalities may be used to perform these functions but in many municipalities new staff is employed as the municipalities do not have sufficient internal funding.

4. Each municipality is allocated a percentage of funds within the MIG allocation for the establishment of Project Management Units (PMUs).

5. PMU Allocations are done on a sliding scale from 0.5% to a maximum of 5% with a ceiling of R3 500 000.00

6. It must be noted that cities are not obliged to submit PMU business plans to DCoD since they are not required to report on specific MIG Cities, part the overall capital budget.

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Project Management Capacity Funded Through MIG

<table>
<thead>
<tr>
<th>Province</th>
<th>Project Manager</th>
<th>Technicians</th>
<th>Financial administrator</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>EC</td>
<td>40</td>
<td>45</td>
<td>34</td>
<td>68</td>
<td>167</td>
</tr>
<tr>
<td>FS</td>
<td>6</td>
<td>20</td>
<td>7</td>
<td>9</td>
<td>42</td>
</tr>
<tr>
<td>GP</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>8</td>
<td>20</td>
</tr>
<tr>
<td>KZN</td>
<td>61</td>
<td>40</td>
<td>25</td>
<td>50</td>
<td>176</td>
</tr>
<tr>
<td>LP</td>
<td>17</td>
<td>17</td>
<td>3</td>
<td>1</td>
<td>38</td>
</tr>
<tr>
<td>MP</td>
<td>13</td>
<td>15</td>
<td>13</td>
<td>23</td>
<td>64</td>
</tr>
<tr>
<td>NC</td>
<td>4</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>NW</td>
<td>24</td>
<td>12</td>
<td>14</td>
<td>21</td>
<td>71</td>
</tr>
<tr>
<td>WC</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td>TOTAL</td>
<td>172</td>
<td>159</td>
<td>104</td>
<td>190</td>
<td>625</td>
</tr>
</tbody>
</table>

- Project Managers includes technical skills such as Civil engineers, contract managers
- Technicians technical skills in relevant sectors such as electricity, water, sanitation and road
- Other includes data capturers, reporting administrators, Community liaison officers, and meeting scribes
### Assistance Received from Development Partners

#### Donations in Kind:

<table>
<thead>
<tr>
<th>Development Partner</th>
<th>Budget Allocation</th>
<th>Technical Assistance (Expenditure)</th>
<th>Other Expenses</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>GTZ - Strengthening Local Governance Programme (SLOGP)</td>
<td>36,139,466</td>
<td>8,887,824</td>
<td>27,251,642</td>
<td>0</td>
</tr>
<tr>
<td>USAID - Local Governance Support Programme (LGSP)</td>
<td>27,136,158</td>
<td>7,917,805</td>
<td>9,329,783</td>
<td>9,888,570</td>
</tr>
<tr>
<td>ITALY: Support Programme to Decentralization and local development policies in South Africa</td>
<td>10,357,246</td>
<td>1,861,269</td>
<td>1,505,099</td>
<td>6,990,678</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>73,632,870</strong></td>
<td><strong>16,666,698</strong></td>
<td><strong>38,086,524</strong></td>
<td><strong>16,879,448</strong></td>
</tr>
</tbody>
</table>

### Assistance Received from Development Partners (Cont)

#### Donations in Cash:

<table>
<thead>
<tr>
<th>Development Partner</th>
<th>Budget Allocation</th>
<th>Technical Assistance (Expenditure)</th>
<th>Other Expenses</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Danish (Anti-Corruption Training)</td>
<td>14,689,090</td>
<td>0</td>
<td>2,663,439</td>
<td>12,025,651</td>
</tr>
<tr>
<td>EU: Masibambane (FBS)</td>
<td>8,372,036</td>
<td>1,297,551</td>
<td>795,273</td>
<td>6,279,212</td>
</tr>
<tr>
<td>EU: CBP</td>
<td>6,804,536</td>
<td>1,580,240</td>
<td>976,800</td>
<td>4,247,496</td>
</tr>
<tr>
<td>African Renaissance Fund: Democratic Republic of Congo (IDR)</td>
<td>10,258,942</td>
<td>0</td>
<td>0</td>
<td>10,258,942</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>40,124,604</strong></td>
<td><strong>2,977,791</strong></td>
<td><strong>4,435,512</strong></td>
<td><strong>32,811,301</strong></td>
</tr>
</tbody>
</table>
Partnerships with sector departments

- Partnership led by the two Deputy Ministers: Aimed at better coordinating the work of NT & COGTA, NIF has various programmes aimed at supporting local government, mainly linked to the implementation of the MIMA.

- Six Working Groups have been formed to work on key priority areas:
  1. Operations and Maintenance
  2. Accelerated Service Delivery (including institutional models)
  3. Financial Models
  4. Skills Development
  5. Urban and Governance
  6. Monitoring, Evaluation and Reporting

Partnerships with Development Bank of Southern Africa

- Shuma Mafie Programme:
  1. Provision of hands-on support (technical experts)
  2. Young Professionals Programme to build sustainable capacity
  3. 94 experts from Professional Service Providers
  4. 454 Young Professionals (YPs)
  5. 182 Apprentices
  6. Support to LGTAS

- Support for implementation of MIAS, experts and Action Plans.
  - Strengthening of shared responsibility to align to emerging priorities informed by the LGTAS.
provinces covering 23% of Canada.

Provinces have provided leadership in selected districts in all mine

- Community Knowledge Management
- Knowledge Sharing and Mobile Thinking
- Effective Communication
- Emotional Intelligence
- MINE: ELP Skills Program

Measuring competency in mine personnel
equipment.

Build strong leadership cadre with capability to manage and

Local Government Skills Audit

Local Government Skills Audit for Municipal Managers and Section 96

8/17/2010
Challenges in capacity building

Despite all the gains, challenges still remain the following:

- Fragmentation of initiatives
- Limited progress in respect of key indicators (e.g., vacancies across municipalities – both rural and urban & technical and support services)
- Lack of critical skills, e.g., engineering, town planning, qualified CFOs

A RANGE OF INTERVENTIONS WERE INITIATED AND MANY SUCCESSES WERE RECORDED, BUT CHALLENGES STILL REMAIN

Overview of Key Vacancies

As at 31 March 2010:

- A total of 247 (87%) out of 283 Municipal Manager posts have been filled nationally
- Vacancy rate of municipal managers show a slight increase from 12% to 13%
- A total of 196 (70%) out of 247 Municipal Managers have signed performance agreements. This represents an increase from 176 (70%) as at March 2009.
- A total of 1207 (86%) out of 1411 Section 56 manager posts have been filled nationally
- The vacancy rate of section 56 managers remains the same representing 14% vacancy rate
PART 3: POST 2008/9: LEARNING FROM THE PAST AND TAKING INITIATIVES TO A HIGHER LEVEL

Overall the system of local government is working, but it is in distress. There are many failures & weaknesses that stem from external factors to internal ones in municipalities.
Root Causes for Municipal Distress

Local Government is a key part of the reconstruction and development effort in our country. The aims of democratizing our society and growing our economy inclusively can only be realized through a responsive, accountable, effective and efficient Local Government system that is part of a Developmental State. Root causes for some of the problems experienced in the Local Government System include:

1. Systemic factors, i.e. linked to model of local government;
2. Policy and legislative factors;
3. Political factors;
4. Weaknesses in the accountability systems;
5. Capacity and skills constraints;
6. Weak intergovernmental support and oversight; and
7. Issues associated with the inter-governmental fiscal system.

Local Government Turnaround Strategy

Local Government Turnaround Strategy Objectives:

- Restore the confidence of the majority of our people in our municipalities, as the primary delivery machine of the developmental state at a local level & make municipalities the pride of our people.
- Re-build and improve the basic requirements for a functional, accountable, responsive, effective, efficient developmental local government.
- Differentiated approach for municipal planning, finances and support.
Local Government 10 Point Plan

- Improve the quantity and quality of municipal basic services to the people in the areas of access to water, sanitation, electricity, waste management, roads and disaster management.
- Enhance the municipal contribution to job creation and sustainable livelihoods through Local Economic Development (LED).
- Ensure the development & adoption of reliable and credible Integrated Development Plans (IDPs).
- Deepen democracy through a refined Ward Committee model.
- Build and strengthen the administrative, institutional and financial capabilities of municipalities.
- Create a single window of coordination for the support, monitoring and intervention in municipalities.
- Uproot fraud, corruption, nepotism and all forms of maladministration affecting local government.
- Develop a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system.
- Develop and strengthen a politically and administratively stable system of municipalities.
- Restore the institutional integrity of municipalities.

ALIGNMENT OF LGTAS & DELIVERY AGREEMENT

- Differentiated approach
- Access to basic services
- Community Work Programme
- Support to Human Settlements
- Municipal Finance & Administration
- Single window of coordination
- Word Committees
Delivery Agreement: Interventions to build extraordinary capacity in local government

1. Differentiated approach to municipal planning, finance and support (Output 1)
2. Establishment of the Special Purpose Vehicle and Built Infrastructure Fund (Output 2)
3. Review current municipal infrastructure support programmes: Accelerated service delivery, Siyenza Manje (Output 2)
4. Refined ward committee model (Output 4) where ward committees have a greater oversight role over all development projects in the ward
5. Improved audit outcomes of municipalities (Output 6)
6. Support access to basic services through improved human resource management practices (Output 6) where the Top 6 municipal posts are filled with competent and suitably qualified individuals and all Municipal Managers have performance agreements
7. Single Window of Coordination for provincial and municipal support interventions (Output 7) that will provide for improved and better coordinated support measures of provinces and municipalities including capacity building initiatives

Operation Clean Audits (2014) Capacity Building Projects

Adequate leadership involvement and effective oversight
- Provincial Coordinating Committees
- OPCA Reporting Model
- Establishment of MPACS
- Councilor Induction Training

Effective Governance arrangements
- Internal audit and Audit Committees Project
- Partnership with Institute of Directors
- Partnership with institutions of Higher Learning
- Councilor Induction Training

Conducive Financial management environment
- Provincial Coordinating Committees
- Skills development project
- One financial IT system for Local Government
- Focus on Service Delivery
Single Window of Coordination

Going forward, the focus of the Department will focus on the following:

- A differentiated approach to municipal support and capacity building
- Single window of coordination in providing support and intervention strategies in provinces and municipalities

THANK YOU!