

Municipalities Indaba

Siyenza Manje

'We are doing it now'

Capacity Building Programme

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DBSA Devt Fund

11th Sept 2008

□ **DBSA Devt Fund's original mandate**

- To support local government institutional capacity by providing grant funding to enhance and improve performance

□ **The impact of our intervention**

- Significant impact, exceeding expectations with notable outcomes being felt by many municipalities around the country

□ **The need for change**

- The DBSA Development Fund adapted its strategy and delivery mechanisms to provide support in “unblocking” recurring institutional constraints of municipal service delivery

A New approach to Development Funding

- ❑ Through the Devt Fund, the DBSA has reinvented its approach to development funding in response to the changing local government landscape... more pro-active

- ❑ 80/20 principle to apply to the recapitalisation of the DBSA Development Fund
 - 80% Siyenza Manje deployments
 - 20% Grant Funding

Political capital?

“The Development Bank of Southern Africa is currently assembling a task force of engineers and project managers, to be named Siyenza Manje, to contribute to operational and strategic capacity in distressed municipalities, and to accelerate the roll out of basic services”

Budget Speech 2006 by the Minister of Finance, Trevor A Manuel

15 February 2006

Siyenza Manje Programme

□ What is the purpose of Siyenza Manje?

- To engage capable human resources in low-capacity municipalities
- To provide capacity in these municipalities in implementing infrastructure projects
- To provide hands on and practical capacity building

□ Composition of SM teams

- Engineers & Project managers (Technical)
- Planners & Town Planning specialists
- Financial experts/Financial management
- Professional Service Providers (PSPs) on the above

As of end Aug'08, SM had:

- ❑ 191 qualified and experienced people
- ❑ 97 graduates (Young Professionals: YPs)
- ❑ Deployed the above in 154 municipalities
- ❑ 51 Artisans in the North West province
- ❑ Targeting all low capacity municipalities

Challenges and Risks

Risk/Challenge	Level of risk	Mitigation Measure
Deployee turn over	H	Review terms and conditions for employment, i.e. duration of contract, continuous development programme, deployment closer to home
Growth in demand for engineering and finance skills impacting on deployment	H	Facilitating an arrangement with SAICE to take over its deployment programme and suggesting ways to retain deployees
Staff vacancies and turn over impacting on sustainability	H	Roll out of young professionals programme
Poor or unavailable SCM policies in poor municipalities which affect implementation of grant funded projects	H	Assist municipalities to appoint Service Providers using DBSA procedures especially where we provide 100% funding.
Municipalities fail to fund the training of their officials in critical areas affecting Siyenza Manje implementation	H	Provide fully funded training to senior officials and political leadership through DBSA Vulindlela Academy in Siyenza Manje municipalities.

What has changed since inception?

- ❑ Shortage of Experts in the market a problem
- ❑ Demand for increased delivery of services
- ❑ Approached by non PC municipalities
- ❑ Blockages in the service delivery chain – sector departments
- ❑ Need to CONTINUOUSLY review the SM programme

Revised SM Strategy

- ❑ Roll out of the programme to all provinces
- ❑ Focus on sustainability imperatives (key)
- ❑ Back office re-engineering (more technical capacity)

Siyenza Manje Roll-Out

□ Roll Out required in order to;

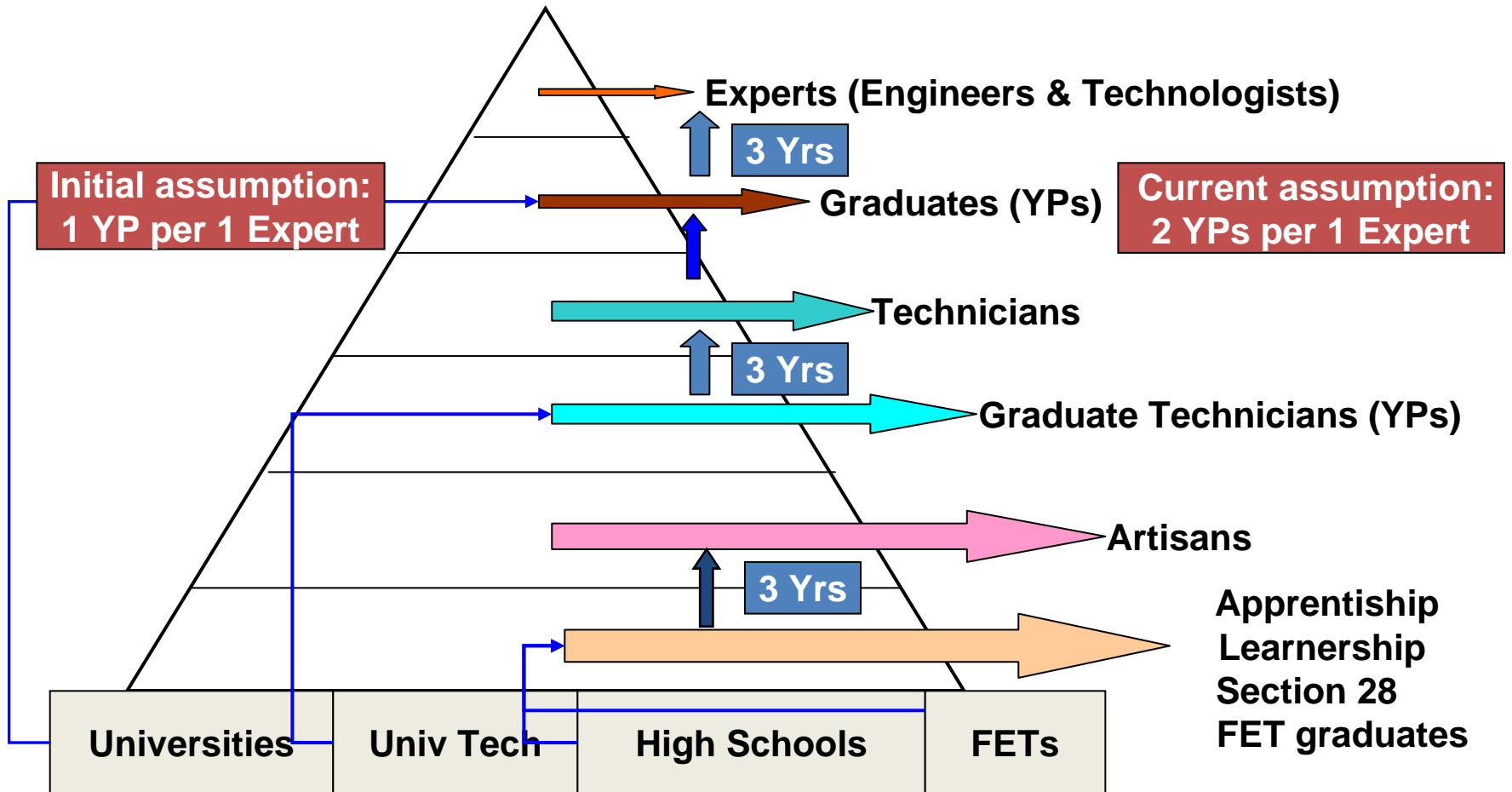
- Meet increased demand for deployment/capacity support
 - ❖ Consolidate support where we are stretched
 - ❖ Deploy in 35 remaining PC municipalities
 - ❖ Deploy in new non-PC municipalities with backlogs
 - ❖ Deploy in non-PC water service authorities in line with the 5-Yr LGSA
 - ❖ Additional resource needs for experts demonstrated below;

Siyenza Manje Sustainability Model

- ❑ Holistic assessment of municipalities' capacity issues
- ❑ Trouble shoot problematic service delivery chain, i.e. DWAF, DPLG, DEAT
- ❑ Roll out appropriate, structured training programmes for YPs (Ensure residual capacity)
- ❑ Pilot Artisans deployment programme (Sustainable strategy to address O&M of infrastructure)
- ❑ Training of municipal officials and political leadership (Improve management and governance) through the DBSA's Vulindlela Academy (VA)
- ❑ Grand funding for systems and processes, planning & revenue enhancement

Siyenza Manje Sustainability Model

Deployment Model to Ensure Programme Sustainability



Back Office Re-engineering

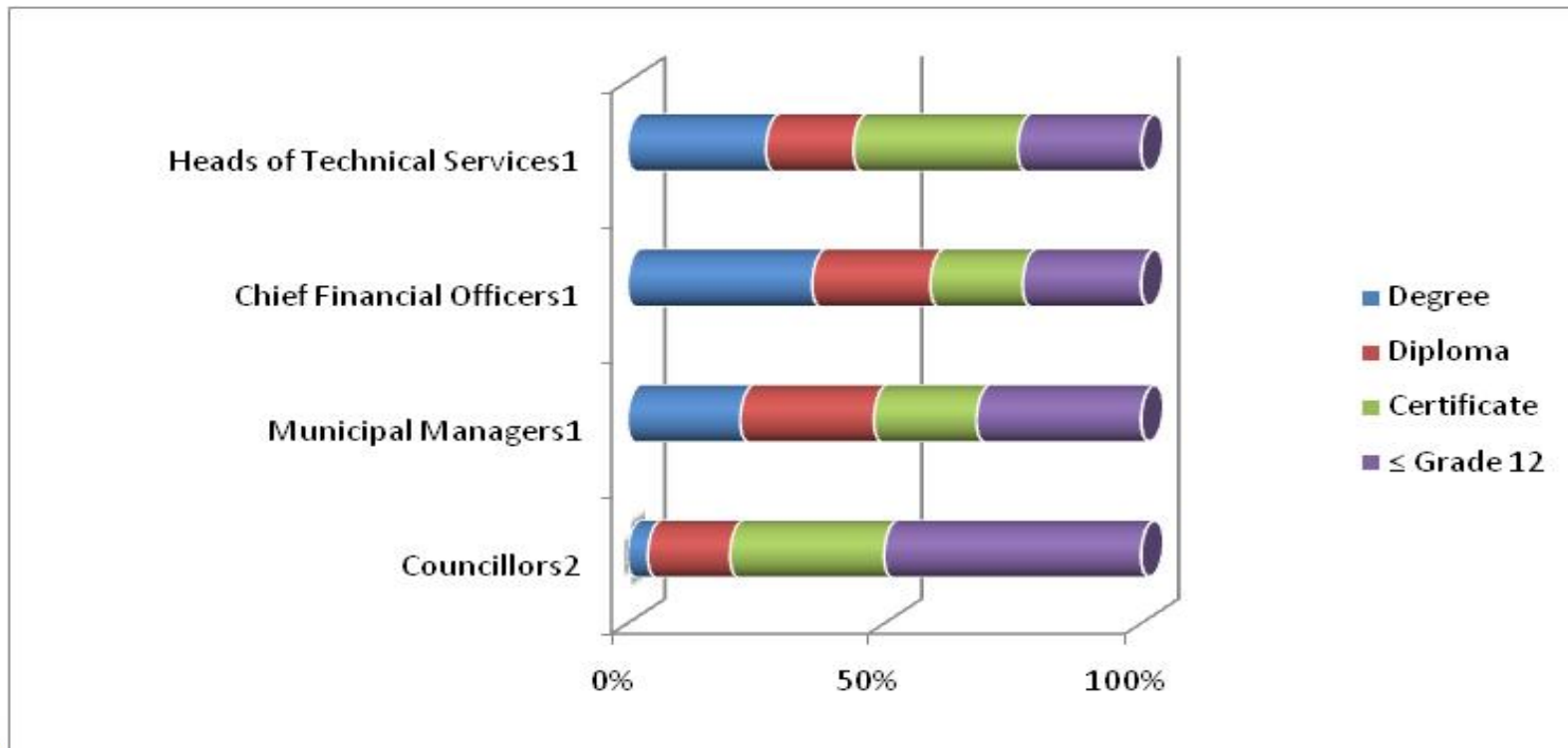
- ❑ Introduction of Project Portfolio Office (PPO)
- ❑ Increased Programme Management capacity
- ❑ Deployment of experts (engineers, finance)

Local Government Skills Challenges

Various studies undertaken collectively point out to the *lack of relevant skills and experience, high vacancy rate, general lack of human and institutional capacity as key factors inhibiting service delivery in the public sector*

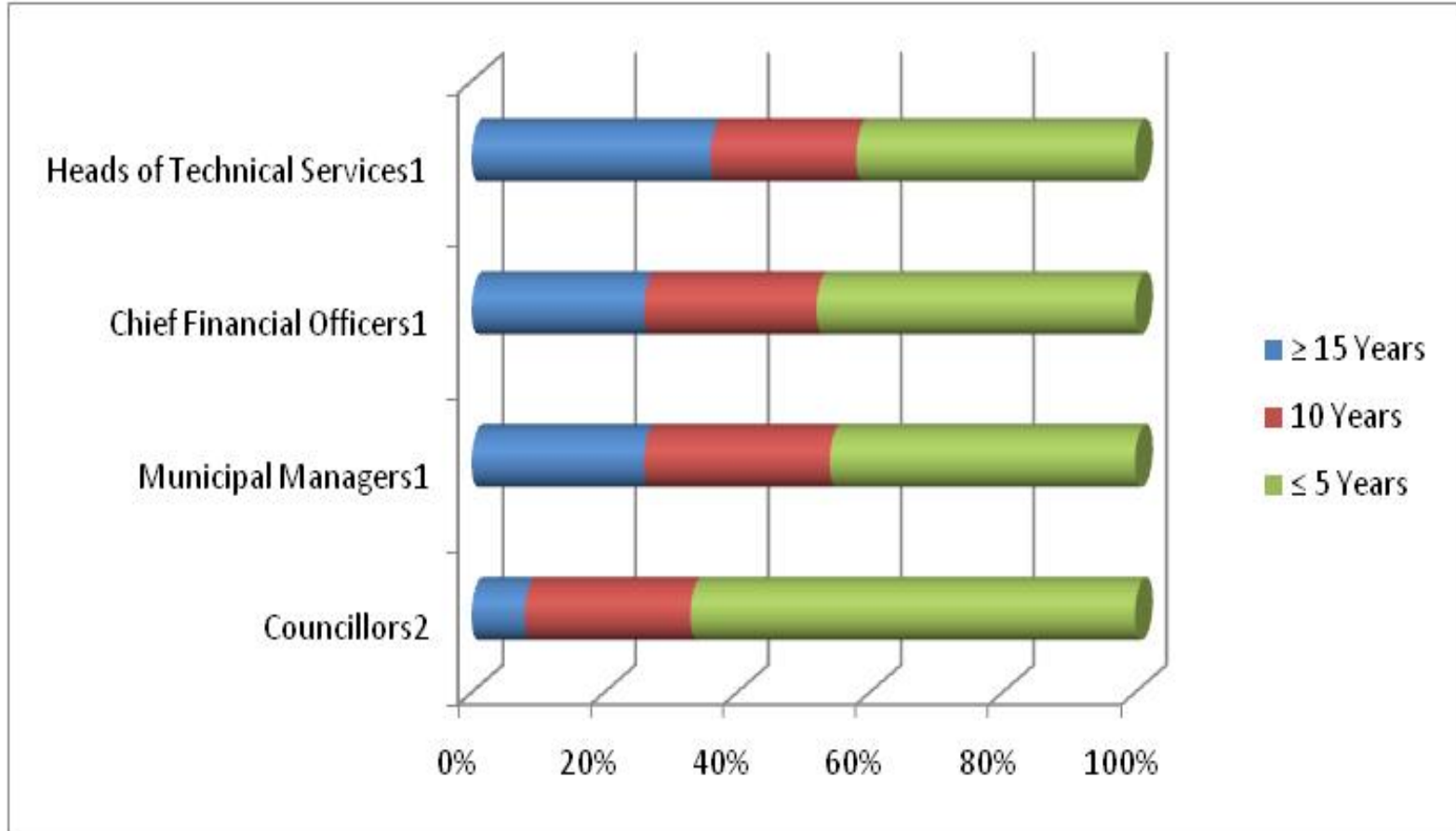
- *High Vacancy Levels at $\geq 40\%$ (on average) in Local Municipalities*
- *Lack of planning and leadership skills*

Highest Education Level



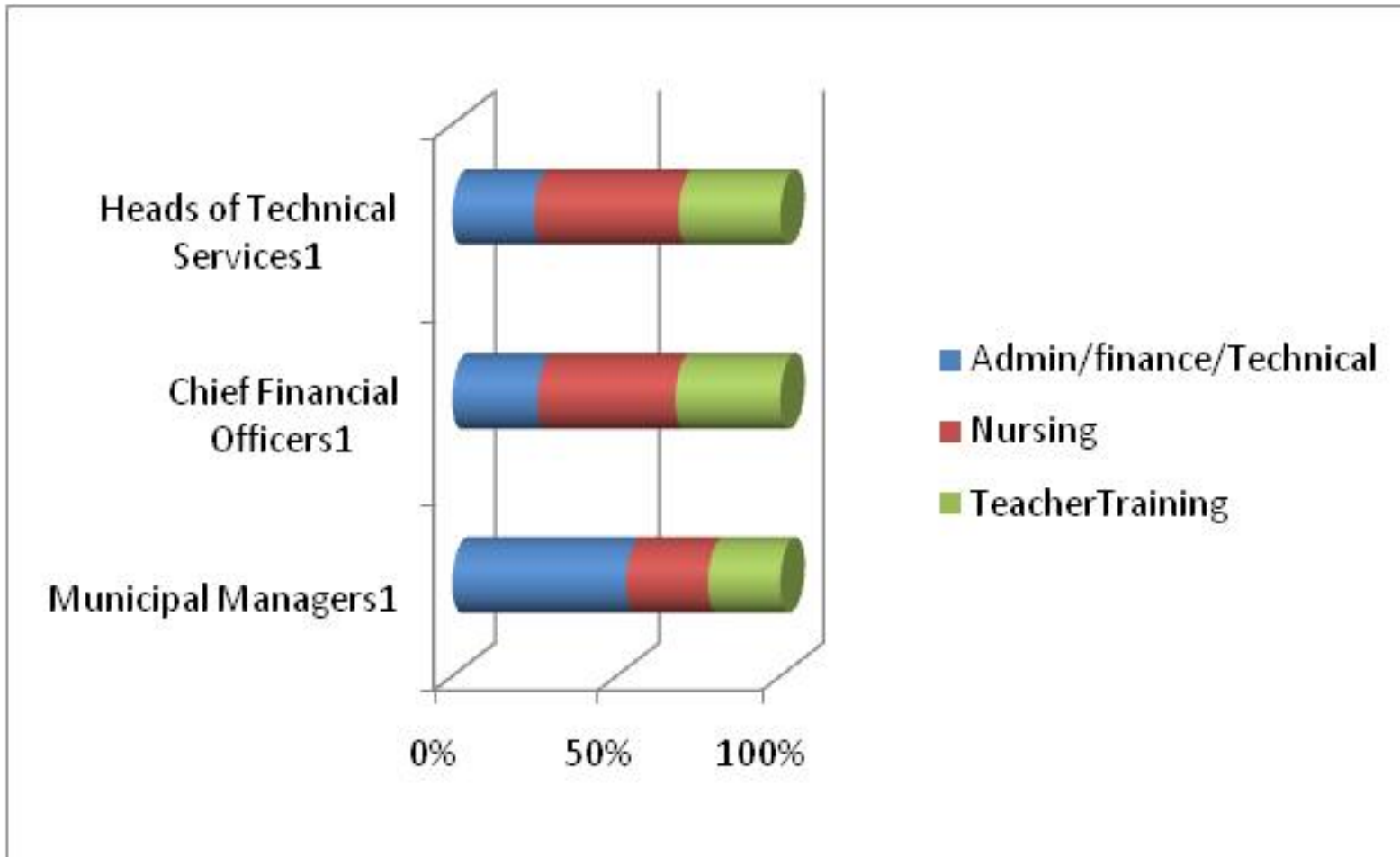
Local Government Skills Challenges

Relevant Experience



Local Government Skills Challenges

Qualifications versus the required competency



THANK YOU