



cooperative
governance

Department:
Cooperative Governance
REPUBLIC OF SOUTH AFRICA

CESA Limpopo Branch Visit

**A Call for Diverse and Collaborative Leadership –
Stronger Together to Secure a Sustainable Future
for Us All-Capacity building in Local Government**



MUNICIPAL INFRASTRUCTURE
SUPPORT AGENT

Building, Creating a Better Tomorrow



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF
COOPERATIVE GOVERNANCE,
HUMAN SETTLEMENTS & TRADITIONAL AFFAIRS

PRESENTATION OUTLINE

- Introduction
- Departmental Mandate (COGTA, MISA, COGHSTA)
- Current and future plans
- Implementation strategies
- Challenges
- Municipal capacity building initiatives
- Areas of collaboration
- Conclusion

INTRODUCTION

- This year's theme: A Call for **Diverse** and **Collaborative Leadership** – Stronger Together to Secure a Sustainable Future for Us All, focusing **core mandate of the DCoG** family as we **collaborate** with National, Provincial, Local governments, Private sector and SoEs, for the progress of our nation's infrastructure.
- **Collaborative leadership** encourages everyone **to participate in problem solving**, and **diverse teams** produce more **meaningful and long-lasting solutions**. The collaborative organizations benefit from a range of **views, skills, experience** and **ideas** from people working towards a common goal.
 - Build **trust** between parties
 - Encourage the adoption of a **shared purpose**
 - Accept and encourage **initiatives**
 - Be **information sharers**, not information hoarders
 - Create **transparency** in decision-making

To achieve the collaboration, **The District Development Model** was initiated: consists of a process by which **joint** and **collaborative planning** is undertaken at **local, district and metropolitan by all three spheres of governance** resulting in a single strategically focussed **One Plan** for each of the **44 districts** and **8 metropolitan** geographic spaces in the country, wherein the district is seen as the 'landing strip'.

DEPARTMENTAL MANDATE

- **COGTA:** The mandate of the Department of Cooperative Governance (DCoG) mandate is primarily derived from Chapters 3, 5, 6, 7 and 9 of the Constitution of the Republic of South Africa, 1996,
 - **Chapter 3** – This chapter deals with **cooperative government** and **intergovernmental relations**
 - **Chapter 7** – This chapter deals with, among other things, municipalities in cooperative governance. The department, by legislation, **must support** and **strengthen the capacity of municipalities** to manage their own affairs, exercise their powers and perform their functions
- **MISA's mandate** is primarily to **provide technical capacity to municipalities in infrastructure planning, delivery, procurement, operations & maintenance and strengthen municipalities' capacity to delivery infrastructure**
- MISA mainly fulfils its role by **placing technical experts to priority municipalities** to provide **hands-on support** to municipalities on infrastructure development as well as technical capacity development. In addition MISA develops standard operating procedures, guidelines, frameworks etc, to support municipal infrastructure development
- **COGHSTA:** Promoting developmental Cooperative Governance-ensuring that all spheres of government work together at Provincial level
 - Supporting Municipalities (incl. monitoring of infrastructure grants (MIG, Disaster grant, IUDG) and Traditional Leadership Institutions
 - Optimally deliver Integrated and Sustainable Human Settlements.

CURRENT AND FUTURE PLANS

- Infrastructure planning is a coordinated approach to infrastructure provisioning and acts as a vehicle for dynamic infrastructure delivery, whilst addressing backlogs and responding to the needs of the communities.
- Some of the planning tools that are in place are:
 - Spatial Development Framework-seeks to guide overall **spatial distribution of current and desirable land uses** within a municipality, in order to give effect to the **vision, goals and objectives of the municipal IDP**
 - Sector plans (Master plans and WSDPs)-Majority of municipalities in the province do not have updated sector plans
 - DDM one plans (identification of catalytic projects across three spheres of government and areas of collaboration with Private sector)
 - Limpopo Development Plan (Infrastructure Developments Plans from all spheres (SEZ, Provincial Growth Points)),
 - Integrated Development Plan-Municipalities five-year plan for all service delivery programmes
 - Departmental Annual Performance Plans-Sector departments programmes

IMPLEMENTATION STRATEGIES

- **The available strategies for implementing public projects are:**
 - Conditional grants for municipalities
 - Sustainability of delivered infrastructure is a challenge often encountering substandard work due to inferior material, poor workmanship as a result of under-pricing and negligence on the project team's part.
 - Equitable share: % of this allocation and municipality own revenue is meant for operation & maintenance of infrastructure
 - Build Operate & Transfer
 - Preferred strategy for Public – private sector collaboration but often faced with challenges emanating from inadequate involvement of end user/owner of the infrastructure the planning and construction stages
 - • Procurement strategies and choice of contracts: (refers to MFMA-fairness and transparency, PPA on preparations, procurement of contractors,)-CESA can look at how they will support the implementation of this acts

CHALLENGES

- It is not a secret that generally local government is failing to address the backlogs in infrastructure delivery due to reasons that cut across and some that are unique to certain spaces, but for services to be delivered, local government has to work:
 - Too many municipalities are failing on governance, financial and service delivery measures. These constraints affect every aspect of peoples' daily lives.
 - **Capacity building:** We have started the implementation of a number of measures to address this problem by providing support to local government, including professionalising the civil service and ensuring that people with the right skills are appointed to key positions. The Presidency, National Treasury and COGTA are working together to enhance technical capacity in local government and to improve planning, coordination and fiscal oversight.
 - Collaboration: The District Development Model has brought together all spheres of government and key stakeholders to address the service delivery challenges in communities. This Model has proven to be an effective instrument to enhance cooperative governance and collaboration.
 - AGs challenges on Projects: Projects are means to an end, but we get delayed on the “means”. How can we address project management?
 - Call to action from AGs presentation.
 - National dept/Province: Projects delayed due to disputes with service providers

CHALLENGES

The following challenges were identified by AGSA from municipalities in Limpopo in the previous financial year audit:

- **Poor project designs and implementation:** Infrastructure that fails within a year of being handed over or without even reaching halfway through the design life span (Roads, treatment plants, etc... which is indicative of the poor project designs, planning and implementation .
- **Poor project management and monitoring:** inferior work not being picked up during construction. Early detection ensures that the matter is rectified and consequences applied/ losses recovered.
- Limpopo Province is amongst the top provinces in the country that is **spending high amount on consulting services** but the picture on the ground is different (no value for money).

MUNICIPAL CAPACITY BUILDING INITIATIVES

- Partnership with ECSA and CBE to professionalise municipal officials-mentoring officials to acquire professional registration
- Placement of MISA registered professional engineers and town planners within municipalities to transfer skills-Current team is overstretched to support all 27 municipalities
- Placement of young graduates, experiential learners and apprentices to augment capacity-Great need in the country/province for employment of graduates who need work exposure and mentoring for purpose of registration with Professional bodies
- Partner a district initiative-Focus on the full cycle of infrastructure development and basic service delivery (DBSA, COGHSTA & MISA)
- Implementation of municipal capacity development plans- (on all five pillars in Local government)
- Alignment of mine SLPs with the IDPs in identified distressed mining towns
- Introduction of alternative funding models for intermediate cities
- PWC Collaboration on Asset Management Diagnostic Programme
- Collaboration with ECSA and SAICE on short courses/training (Project management, Design. Revenue enhancement)
- Mentoring of municipal officials: COGTA & NBI

AREAS OF COLLABORATION

- **Infrastructure planning:** Infrastructure development plans based on Integrated Master Plans (Impactful creation of economic linking solutions)Municipal managers must prioritise the achievement of key service delivery targets and improve the lived realities of citizens
- Adequate public consultations should be conducted to ensure that approved projects are in line with citizens expectations. Priority should be on completing all the stalled projects (specifically water infrastructure) and ensure that the newly commissioned ones are completed timeously and within budget.
- Provincial leadership together with the coordinating ministries must ensure the professionalisation and upskilling of officials at the role of the MM, CFO, project management and the finance units to **ensure sustainable improvements in financial disciplines** and service delivery initiatives in municipalities
 - Capacity building to municipalities: (from consultants who are appointed to implement projects)-**upscaling of young** graduate program and **mentoring of municipal officials for professional registration**
 - Infrastructure support (**Project management life cycle**)-Institutionalisation of IDMS (FIPDM) in municipalities
 - Why our infrastructure seems not to be coping-The role of Consulting engineers to improve the current state
 - Project budgets and estimates seems to be a challenge (budget adjustments/overruns)
 - **Climate change**
 - Designs of infrastructure which is resilience to climate change
 - Redesign of engineering standards to cater for climate change

CONCLUSION



Government has introduced legislative and policy reforms that allow **innovation** in developing sustainable infrastructure. Therefore, an enabling environment has been created



Local government plays a major role in the development of sustainable infrastructure. There is an opportunity to **collaborate** with local government space in the area of infrastructure development. Provinces must lead



The **private sector and strategic partnerships** are key enablers to achieving and delivering sustainable infrastructure and provide an opportunity to fast track the development of infrastructure



There are existing **alternative financing mechanisms** that are allowed in the system. Efforts must be put into implementing these mechanisms as they have not been fully optimised.

THANK YOU

Ngiyabonga | Re a leboga | Ndo livhuwa | Nndza nkhensa | Ke a leboha haholo | Dankie | Enkosi



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