

DBSA DEVELOPMENT FUND



Impediments to Service Delivery in Municipalities: Lessons from Siyenza Manje Programme.

**Presentation to the
DBSA Knowledge Week Workshop**

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Presentation Outline

- Introduction
- Lessons learned
- Factors impeding service delivery
- Strategic issues
- SM strategy to address impediments
- Conclusion



Introduction

- June 2009 marked 3 years of SM Programme.
- SM programme implemented after a number of other interventions in the LG space.
- There were many unknowns when the programme started.
- Main motivation for DBSA was the Govt mandate, resolve and willingness to make a difference.
- Implement, learn and improve approach adopted.
- Many lessons have been learned in the programme.
- A number of impediments to service delivery and achievement of SM objectives have been identified.

Lessons Learned: Programme Formulation

- Diagnosis of the problem pre-2006;
 - No detailed problem analysis was made.
 - Lack of technical experts identified the only major problem.
 - No clear strategy was in place to address institutional and governance issues.
 - Assumptions was made that municipalities and Provinces were ready for the support.
- Mandate given to DBSA
 - Mandate without authority. Support premised on municipalities' willingness to cooperate.
 - Focus on technical aspects of service delivery.
- Communication
 - There was no clear communication strategy for the programme.

Lessons Learned : Programme Implementation

- Buy in and support from municipalities and Provinces necessary for success.
- Pre-deployment municipal assessment to identify gaps and areas of support necessary.
- Clear entrance and exit criteria required upfront to avoid reactive deployment.
- Roles and responsibilities of NT, CoGTA, Provinces and SALGA not very clear.
- Lack of warm bodies in municipalities to transfer skills to.
- Municipal authorities roles in the SM SLAs not fully met.
- Resources wasted in non-conforming municipalities.

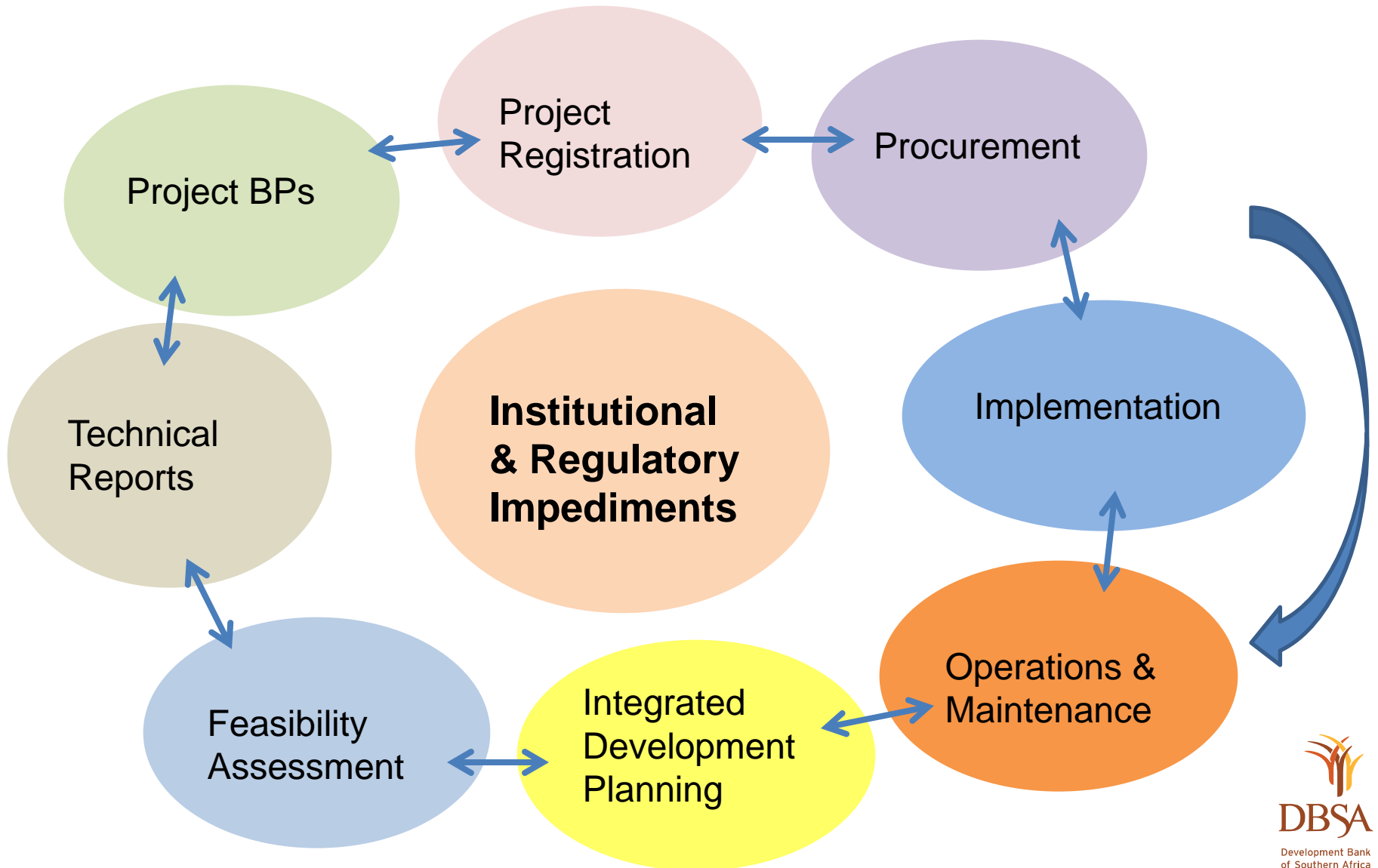
Lessons Learned: Programme Implementation

- Utilization of experts not optimal in LC municipalities.
- Capacity constraints are not limited to LC municipalities only.
- Sector departments also have capacity constraints in performing local government support roles.
- Technical aspects of service delivery cannot be isolated from institutional and governance aspects which have a bearing on sustainability.

Factors Impeding Service Delivery

- Three main factors impeding service delivery;
 - Project/programme cycle factors.
 - Institutional factors.
 - Governance factors.

Project Cycle Impediments



Project Cycle Impediments (2)

Element	Institutional	Regulatory
IDPs	<ul style="list-style-type: none"> -Capacity in munics - Inadequate support -Lack of information -Linkage to budget 	<ul style="list-style-type: none"> -Inadequate guidelines -Spatial planning approval bureaucracy - Role of sector Depts
Planning and preparation processes (Feasibility, BPs, etc)	<ul style="list-style-type: none"> -Capacity in munics -Weak consultants -Sector Depts capacity -Delays in approvals 	<ul style="list-style-type: none"> -EIA processes -Sector requirements -Performance contracts of officials (MMs)
Projects registration	<ul style="list-style-type: none"> -Slow and bureaucratic -Capacity in CoGTA 	<ul style="list-style-type: none"> -Centralization of the process in CoGTA
Procurement processes	<ul style="list-style-type: none"> -Capacity in LC munics -Rampant process abuse -Expert advice neglected -Corruption 	<ul style="list-style-type: none"> -SCM procedures not effective and efficient (<i>one size fits all</i>) -Involvement of political office bearers

Project Cycle Constraints (3)

Element	Institutional	Regulatory
Projects implementation	<ul style="list-style-type: none"> -Capacity of small contractors (skills, funding, equipment etc) 	<ul style="list-style-type: none"> - Training and development programmes for SMMEs
Infrastructure O&M	<ul style="list-style-type: none"> -Not prioritized -Capacity in munics -Not adequately funded -No dedicated fund 	<ul style="list-style-type: none"> -Performance contracts of MMs -Private sector resources not used

Institutional Impediments

- Buy in and support of Siyenza Manje support.
- Enabling environment.
- Capacity and skills in municipalities.
- Weak and non-functional municipalities.
- High level of vacancies in key posts.
- High mobility of officials in municipalities.
- Insufficient revenue.
- Supply chain processes
- Uncoordinated interventions in local government.
- Government response to elevated issues.

Governance Impediments

- Clarity of powers and functions of spheres of Government on municipal functions.
- Capacity of political office bearers.
- Appointment and deployment of inappropriate officials.
- Competence of MMs and s57 Managers.
- Performance and accountability framework in Local Government.
- Ethical issues (nepotism, corruption etc).
- Lack of consequences for non-compliance and non-performance.

Strategic Issues

- Viability of some municipalities i.e functionality and sustainability.
- Coordination of Government stakeholders initiatives in Local Government (NT, CoGTA, Sector Depts, SOEs).
- Perpetuating dependency by municipalities if sustainability issues are not addressed.
- Political imperatives;
 - Stability of municipalities
 - Service delivery targets (MDGs)
 - Community unrest
 - Elections

SM Strategies to Address Impediments

- Continuous elevations of issues to stakeholders and working closer with Government
- Formulation of performance improvement initiatives in municipalities eg PM functions, SMMEs support, etc.
- Direction of grants to address systemic impediments
- Continuous review of SM programme implementation and deployment model e.g. comm strategy, shared services, hit squads, entrance and exit criteria etc.
- Formulation of high impact programmes and projects e.g. O&M programme, revenue enhancement projects.
- Increased training of municipal officials and politicians.
- Participation in the formulation of the framework for the LG Turn Around Strategy.

Conclusion

- Programme implementation challenges were expected.
- Impediments considered natural challenges in such programmes which needs to be addressed.
- Addressing challenges and impediments work in progress.
- Programme growth, improvement and maturity has taken place. Programme post-establishment phase.
- Programme has achieved a significant impact on service delivery despite challenges and impediments.
- Significant knowledge has accrued in the DBSA-DF for the formulation and implementation of similar programmes in municipalities.

Siyenza Manje Programme

Thank you for your attention!

