SECTOR WIDE APPROACH PROGRAMMES

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Sector Support Programme
Not business as usual for Governments in Africa
Can Governments spend US$50bn pa?
Partnerships between Private-, Public Sectors & Civil Society
Do we have a framework for working collaboratively?
• What is SWAP?
• Challenges of implementing SWAP
• South African experience of SWAP
  – Delivery Landscape
  – Masibambane Water Sector Support Programme
• Conclusion
WHAT IS SWAP?

– Working together between government and development partners

– The aim is to:
  • broaden Government ownership over public sector policy & resource allocation decisions within the sector,
  • increase the coherence between policy, spending and results;
  • harmonise donor requirements into Govt processes thus reducing transaction costs.

– It involves progressive development of a
  • comprehensive and coherent sector policy and strategy,
  • unified public expenditure framework for local and external resources; and
  • common management, planning and reporting framework.
WHAT IS SWAP?

SWAPs typically have six components:

- **Agreed process for harmonization of systems**
- **Government-Led process of Donor Coordination**
- **Systematic Mechanism for Consultation of beneficiaries**
- **Clear & agreed Sector policy And strategy**
- **Common Performance Monitoring/reporting**
- **Sector mtef (all local and External Resources)**
CHALLENGES OF SWAP

- Large sectoral development programmes
- Tendency to operate in silos
- Cultural diversity
- Sector leadership & joint decision-making
- Establishment of collaborative practices
- Communication & sharing of information
- Accountable without direct control
- Planning and project prioritisation
- Internal and external continuously changing
- Attract investment (Government & donor) to the sector
CHALLENGES OF SWAP

• Key focus areas:
  – Change management
  – Integration
    • Strategic objectives
    • Funding mechanisms
    • Service delivery
  – Scoping
  – Quality & risk

• Programme management approach based on:
  – Best Practice
  – Robust Framework
  – Repeatability
  – Empowerment
  – Cross cutting issues
THE SA DELIVERY LANDSCAPE

• Multiple objectives
  – Poverty eradication
  – Employment creation & links to EPWP
  – Broad based black economic empowerment BBBEE
  – Sustained economic growth and development
  – Effective participation by Civil Society
  – Gender mainstreaming
  – Environmental impact assessment & management
  – Impacts of HIV/AIDS
  – Promotion of appropriate technology
  – Support to SADC & NEPAD
  – Linkages to European Programme for Reconstruction & Development (EPRD)
THE SA DELIVERY LANDSCAPE (cont)

- Multiple participants:
  - Spheres of government
    - National
    - Provincial
    - Municipal
  - Private sector
  - NGO sector
  - Donors

- It is necessary to align all investments in WS to meet targets in the Strategic Framework
  - Housing
  - Education
  - DPLG, DEAT & DPW
  - WSAs & WSPs
  - Water Boards, Mining & Private Sector
THE SA DELIVERY LANDSCAPE (cont)

Integration and co-ordination of the Sector

- Sectoral Performance measurement – monitoring and evaluation

**DWAF**
- Strategic Objectives
- Strategic Plan

**Municipalities**
- Strategic Objectives
- Strategic Plan
- Multiple Sector Projects

**Other participants**
- Strategic Objectives
- Strategic Plan

- DWAF budget 2005/6: R1.6 billion (US$200 million)
- Sector budget 2005/6: R7.4 billion (US$1bn)
SA WATER SERVICES SECTOR TARGETS

• Objective
  – improve the quality of life of poor communities by improving their access to adequate, safe, appropriate, affordable and sustainable basic water supply and sanitation services
  – All people in South Africa have access to a functioning basic water supply facility by 2008
  – All people in South Africa have access to a functioning basic sanitation facility by 2010

• Achieved through
  – investment in water services infrastructure in the sector totals at least 0.75% of GDP
IMPACT OF MSB ON EXPENDITURE?

National - Expenditure vs. People Served (Water)

People Served (1000s); Expenditure (R Million); Cost per capita (R-c)

Months

People Served (1 MILLION th) BoTT Impact Gearing-up CWSS MSB

Cost per capita

0 1,000 2,000 3,000 4,000 5,000 6,000 7,000 8,000 9,000 10,000 11,000 12,000

11,127.060

8,018.57

720.64
MSB Achievements

• Sector Collaboration
  – Establishment of the Water Services Strategic Leadership Group (WSSLG)
  – Effective provincial co-ordination and organisation
  – SALGA effectively participating & empowering municipalities
  – Moving towards developmental regulation framework
  – MIG Strategic Management Unit in DPLG
  – Effective knowledge dissemination and sharing

• Institutional Support
  – Development of a programmatic approach to capacity building in:
    • Water Service Authorities
    • Water Service Providers
MSB Achievements

• Transfers
  – Moving towards effective transfer of assets from DWAF to municipalities
  – Moving towards effective transfer of staff

• Cross cutting and programme management
  – Women play a more significant role
  – Meaningful involvement of civil society
  – Successful environmental impact management
  – Incorporation and monitoring of appropriate technology
  – Impact of HIV/AIDS
  – Improved programme management, regulation and monitoring by DWAF
LESSONS LEARNED

• Can achieve more through an integrated approach – “1+1=3”

• Risks to delivery better managed
  – Effective communication & collaboration
  – Better expenditure of limited funds
  – Common experiences shared
  – Better designed interventions

• Standardisation of reporting
  – Common framework of measurement and reporting
  – Harmonising donor requirements into Govt processes
  – National & International best practice to improve Govt efficiency
  – Common understanding of achievement

• Better achievement of donor objectives
CONCLUSION

• With increased donor funding and challenges in meeting MDGs, it is not business as usual; it is essential to move to Programatic & SWAP approaches to accelerate sustainable service delivery
• Harmonise systems & processes; One Strategy- One Workplan- One reporting System
• Foundations have to be maintained – must do projects well & to common standards to allow roll up
• Communication, collaboration & clearly defined Roles and Responsibilities are essential components of SWAP
• Transparency, good governance, effective & efficient financial management
• Robust management framework to accommodate change & effective change management
• Promote sub-regional & regional co-operation & support
• Need to promote best practice & knowledge sharing
According to the final evaluation, the Masibambane I programme “has been successful in introducing the sector wide approach (SWAP) to programme implementation as well as in giving rise to an advanced state of readiness for integrated and sustainable implementation of policy and strategy at local level”

THE END