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Consulting Engineers South Africa

INFRASTRUCTURE
Indaba
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SUCCESSSES OF INFRASTRUCTURE-RELATED CAPACITY BUILDING

Subtitle: Issues and Solutions to Build Sustainable Capabilities in Municipalities

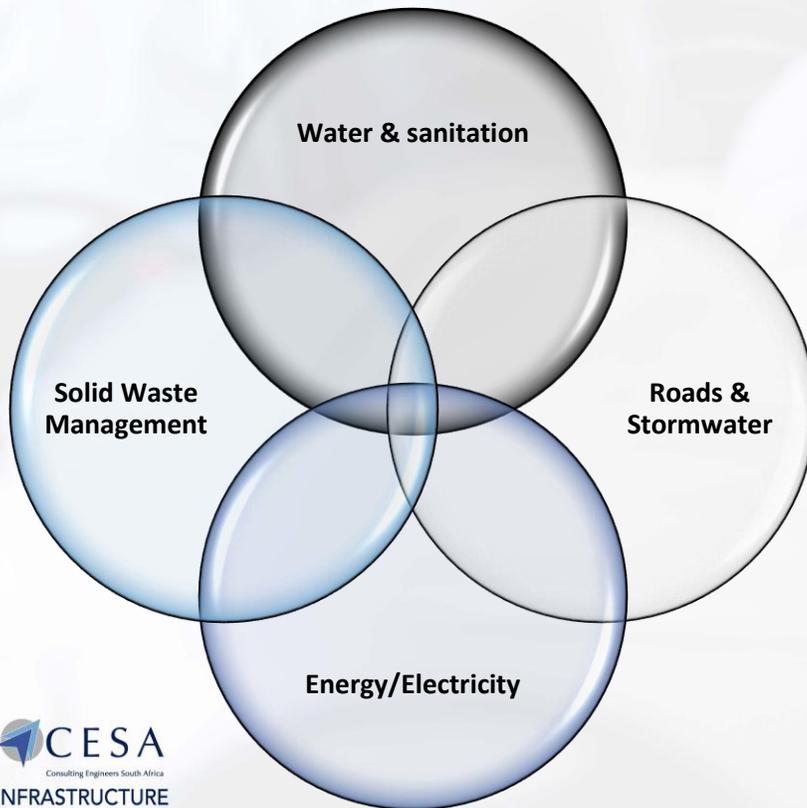
Theme: Pioneering Change Engineering Infrastructure for Inclusive Growth

Overview

- **The Importance of Engineering Infrastructure for Local Government Service Delivery**
- **Service Delivery Challenges in Municipalities**
- **Problem Statement: A Capacity Building Point of View**
- **Capacity Building in Relation to a Municipality**
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The Importance of Engineering Infrastructure for Local Government Service Delivery

- Provision of **basic services** in local government depends on, amongst others, engineering infrastructure:



- According to **STATS SA, Census 2022**, the South Africa achieved improved **access to basic services** since 1994:
 - Electricity (94.3%);
 - Water (88.5%);
 - Sanitation (80,7%); and
 - Refuse removal (67.1%).
- **Lack of maintenance and upgrading** of municipal infrastructure has resulted in:
 - A decline in the quality of services;
 - A decline in the reliability of services;
 - Increase in the frequency of interruptions;
 - A decline of job opportunities;
 - Increase of job losses; and
 - Poor living conditions.

Service Delivery Challenges in Municipalities

- The **State of Local Government Report** produced by the Department of Cooperative Governance confirms that the majority of municipalities in the country experience service delivery challenges.
- **Service delivery failures** in municipalities are attributed to many **causal factors**, including persistent inequality, political instability, corruption, lack of resources, and the inability of local governments to manage resources.
- **Poor households and individuals** are the ones most affected by poor service delivery because of their absolute dependence on government services.
- Challenges associated with **inadequate and poorly maintained infrastructure** are mostly experienced by the poor since they cannot afford **alternative services**.

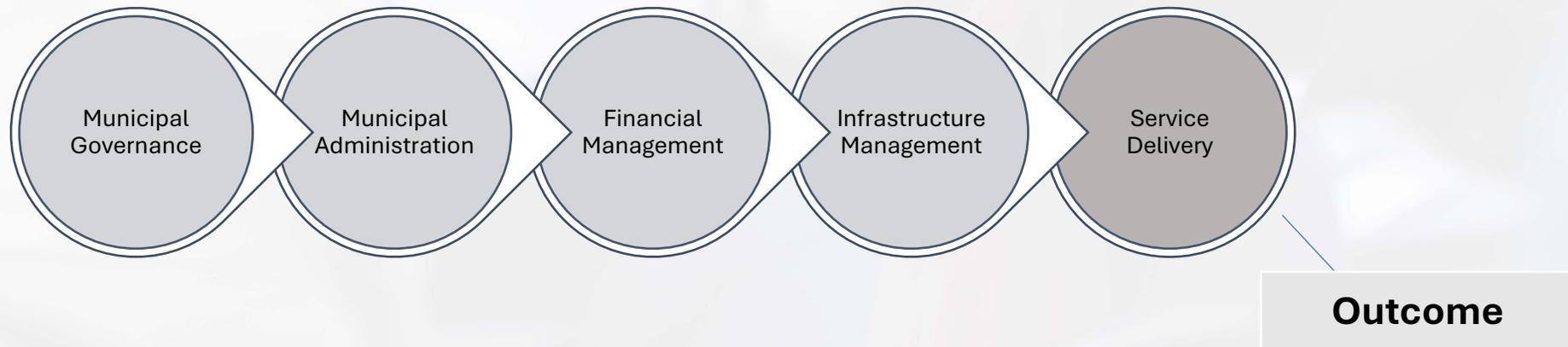
Problem Statement: A Capacity Building Point of View

- According to the Draft White Paper on Local Government (**DWPLG**):

*‘There is **no coherent, differentiated national approach to support and capability building**. There is **no coherent national framework**, and no shared understanding of what capacity building should achieve. **How national and provincial support obligations should be expressed in practice**’*

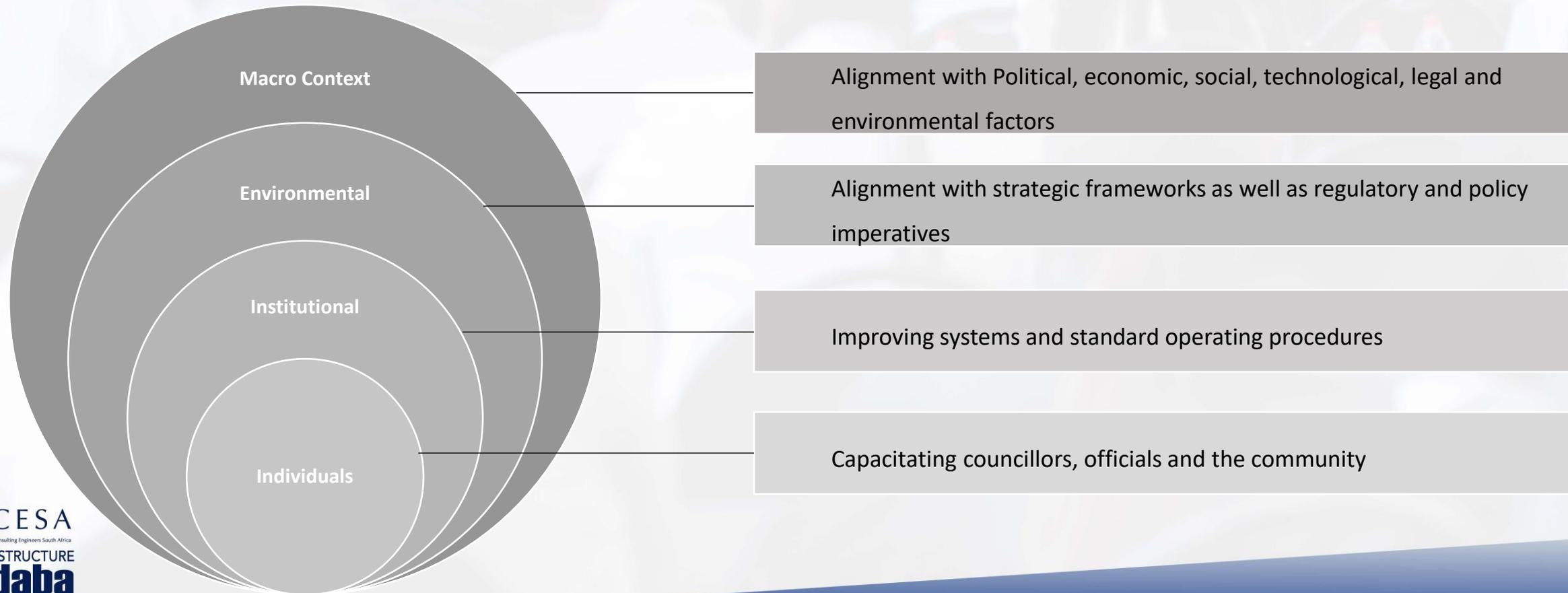
Capacity Building in Relation to a Municipality

- The performance challenges facing municipalities can be addressed by improving the capabilities of municipalities **(at both the individual and institutional levels)**.
- The Municipal Structures Act (Act 117 of 1998) defines **capacity, in relation to a municipality**, as the ability of a municipality to:
 - Govern;
 - Administer its affairs;
 - Manage finances; and
 - Manage infrastructure.



Infrastructure-Related Capacity Building

- COGTA (by implication MISA) subscribes to the **multidimensional approach to capacity building**:



The MISA Mandate

- MISA is a **government component** established under the Cooperative Governance and Traditional Affairs Portfolio, in terms of section 7(5) (c) of the Public Service Act (PSA), 1994 and **derives its mandate from section 154(1) of the Constitution of the Republic of South Africa, 1996.**
- Its establishment was declared by the President of the country in terms of proclamation 29, published in the government gazette in May 2012. Section 7(A) (4) of the Public Service Act empowers the **relevant Executive Authority to determine the duties and functions of a government component under his/her authority.**
- In July 2013, the **Minister of Cooperative Governance and Traditional Affairs** published a government notice, setting out the **objectives, duties, functions and accountability arrangements for MISA.**

The MISA Mandate *(Continued)*

- MISA has been established as a **special purpose vehicle** and mandated to “**render technical advice and support to municipalities so that they optimise municipal infrastructure provisioning**”.
- MISA implements capacity support initiatives that are aimed at **supporting and strengthening the capacity of municipalities to manage their own affairs, exercise their powers and perform the functions necessary for the development, maintenance and operation of municipal infrastructure.**

MISA Functions

In **executing its mandate**, MISA is required to perform the following **functions**:

- To support municipalities to conduct effective infrastructure planning to achieve sustainable service delivery;
- To support and assist municipalities with the implementation of infrastructure projects as determined by the municipal Integrated Development Plans (IDPs);
- To support and assist municipalities with the operation and maintenance of municipal infrastructure;
- **To build the capacity of municipalities to undertake effective planning, delivery, operations and maintenance of municipal infrastructure; and**
- Perform any functions that may be deemed ancillary to those listed above and restricted to the mandate of MISA.

Proposed Solutions towards Addressing Capacity Challenges:

Draft White Paper on Local Government (DWPLG)

- A **single system is required** to bring coherence, discipline and impact to support and capacity building **across the three spheres of government**.
- There is a need for a **framework which will serve as a single, coherent system of differentiated support and capacity building for local government**.
- The framework should be for **the local government system** instead of the local government sphere.
- The framework should **compel all three spheres of government, public entities, traditional leadership, and social partners** to share binding responsibilities for outcomes in specific places and spaces.
- Capacity building should be an **all-of-society responsibility**. It should be implemented by **the community of the municipality** (government entities, **business**, civil society, traditional leaders, labour, academics, researchers, etc.)

Opportunities in Municipal Infrastructure-Related Capacity Building

- All stakeholders, **including business**, are invited to participate in supporting and strengthening the capacity of municipalities to plan, deliver, operate and maintain infrastructure.
- Stakeholders are invited to participate in **policy development processes** as well as the **implementation** thereof. This should be done **without compromising our respective mandates and interests**.
- MISA is currently finalising the review of the **Municipal Infrastructure Capacity Building Framework**, which requires inputs from various stakeholders.
- The implementation of the framework will be in the form of rolling out programmes and projects, which will (again) require collaborations.

Municipal Infrastructure-Related Capacity Building Programmes in the Current MTDP

Programme		Programme Description	Status
1	Technical Training Courses	Short refresher courses with continuous professional development (CPD) points for municipal officials at managerial level	Continuing
2	Apprenticeship	Contracted artisan development for unemployed youth in various built environment trades. Enrolled apprentices are placed with municipalities for work exposure whilst supporting with operation and maintenance of infrastructure. Apprentices are also sent to TVET Colleges for off-the-job training	Continuing
3	Experiential Learnership	Provides work exposure to unemployed youth who require work integrated learning (WIL) for them to either complete their studies or gain experience for the labour market. The learners are placed with municipalities for work exposure whilst supporting with infrastructure operations and maintenance.	Continuing
4	Young Graduate	Provides qualified unemployed youth with work exposure and structured mentorship towards registering as professionals with statutory councils. The young graduates are placed in municipalities to work exposure, coaching and supervision through their candidacy.	Continuing
5	Process Controller Training	Provides municipal officials, with experience in municipal water and wastewater treatment plants, the opportunity to obtain formal qualifications as plant operators, process controllers and/or supervisors	Continuing

Municipal Infrastructure-Related Capacity Building Programmes in the Current MTDP

Programme		Programme Description	Status
6	Artisan Development (ARPL)	Affords municipal officials with experience the opportunity to obtain formal qualifications in various trades through the Artisan Recognition of Prior Learning (RPL) Programme	Continuing
7	Technical Bursary Scheme	Offering comprehensive study bursaries to qualifying unemployed youth who are pursuing qualifications that are relevant to local government infrastructure management.	Continuing
8	Professionalisation of Municipal Officials	Provides qualified and experienced municipal officials with structured mentorship and coaching during their candidacy towards registering as professionals with statutory councils.	New
9	Graduate Programme for Local Government	Incorporation of courses in the current Young Graduate Programme to prepare candidates for local government. Courses may include project management, municipal finance management, human resources management, technical report writing, and municipal strategic planning.	Proposed
10	Capacitation of Municipal Programme Management Units (PMUs)	Provide targeted training to municipal officials responsible for Project Management Units (PMUs).	Proposed

Municipal Infrastructure-Related Capacity Building Programmes in the Current MTDP

Programme		Programme Description	Status
11	Structured and better Coordinated Municipal Capacity Building	Support municipalities to incorporate capacity building in the IDP process by introducing municipal capacity development plans	Proposed
12	Occupational Skills Training for Improved Infrastructure Operations and Maintenance	Provide training courses to municipal officials who are responsible for operating equipment and treatment plants.	Proposed
13	Deployment of Technical Experts to Support Poorly Resourced Municipalities	Provide hands-on support to municipalities through deployment of technical experts as part of pairing and gap-filling	Proposed
14	Improving municipal performance through sharing of experiences and best practices	Establishment of twinning arrangements between municipalities (local and international) to share experiences and good practice	Proposed

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