

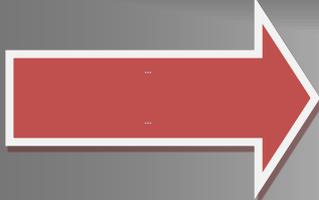


SALGA
South African Local Government Association

KNOWLEDGE MANAGEMENT IN SALGA

**SMILE Knowledge Exchange – Knowledge Management for
Local Leadership
(SALGA, MILE, NALAO, ALAN)**

**20 April 2016
Swakopmund, Namibia**



SALGA MANDATES

1. Representation
2. Employer Body
3. Capacity Building
4. Support and Advisory Role
5. Profiling Role
6. LG Knowledge Hub

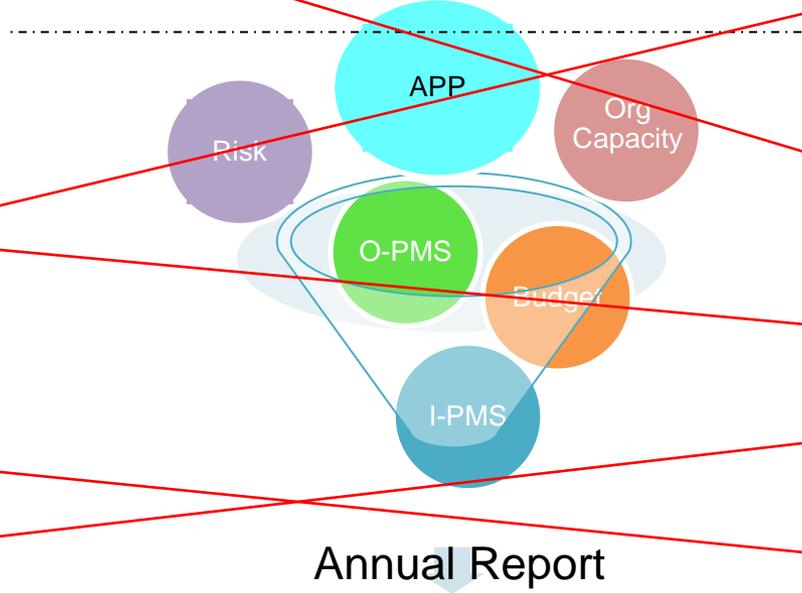
INTER / NATIONAL CONTEXT

1. MDGs & Global Commitments
2. National Dev Plan & other national plans/policies
3. MTSF
4. LGTAS
5. Electoral Mandate (2011)

SALGA 5 YEAR STRATEGIC PLAN 2012-2017

7 SALGA GOALS

- 1) Accessible, equitable, sustainable services
- 2) Safe and healthy environment and communities
- 3) Coherent local planning & economic development
- 4) Effective, responsive and accountable local governance for communities
- 5) Human capital development in LG
- 6) Financially and organizationally capacitated municipalities
- 7) Effective and efficient SALGA administration.



Back to Basics: Taking LG Forward

1. Putting people first and engaging with communities
2. Delivering basic services
3. Good governance
4. Sound financial management
5. Building capabilities

APEX PRIORITIES

1. Review of the legislative and policy framework
2. Sound financial management and fiscal framework for LG
3. Improve municipal capacity.

4. Reposition SALGA as a centre for LG excellence, knowledge & intelligence

SALGA MANDATE

Vision

To be an association of municipalities that is at the cutting edge of quality and sustainable services.

Mission

To be consultative, informed, mandated, credible and accountable to our membership, and provide value for money.

Values

Responsive, Innovative, Dynamic and Excellence.

**SALGA
Mandate**

**Lobby,
Advocate &
Represent**

**Employer
Body**

**Capacity
Building**

**Support &
Advice**

**Strategic
Profiling**

**Knowledge
& Information
Sharing**

Transform local government to enable it to fulfil its developmental mandate.

Lobby, advocate, protect and represent the interest of local government at relevant structures and platforms.

Act as an employer body representing all municipal members and, by agreement, associate members.

Build the capacity of the municipality as an institution as well as leadership and technical capacity of both Councillors and Officials.

Support and advise our members on a range of issues to assist effective execution of their mandate.

Build the profile and image of local government within South Africa as well as outside the country.

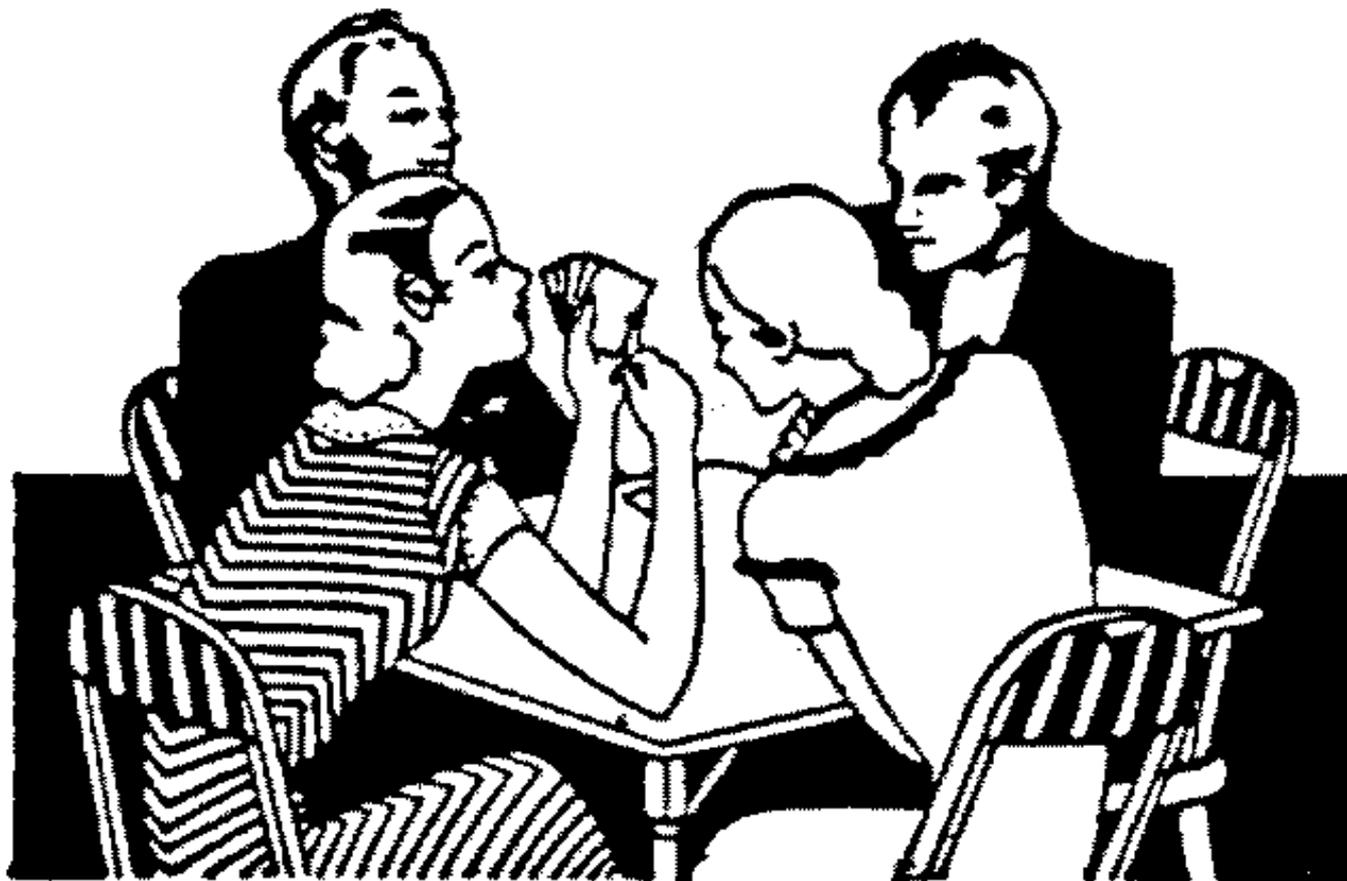
Serve as the custodian of local government intelligence and the knowledge hub and centre of local government intelligence for the sector.

The Voice of Local Government



SALGA
South African Local Government Association

Knowledge Is Power When Shared



Why KM in SA Local Government?

1. High turnover of technical & professional staff
2. Limited resources – requiring that risk & cost must be managed effectively to provide the best development impact
3. Strong dependence on consultants which often leaves the municipalities in a position of having to consistently “re-purchase” advice and intellectual property
4. Inability in some municipalities to deliver on the core set of critical municipal services (back 2 basics)
5. Poor financial management e.g. negative audit outcomes (increased scope for corruption and fraud)



Why KM in SALGA?

SALGA's KM programme therefore aims to:

1. Assist municipalities with Knowledge and Information Management programmes (advocacy, strategy, processes or tools)
2. Support implementation of Knowledge and Information Management programmes in municipalities
3. Share best practices and innovations of other municipalities (Paperless administration – Newcastle Local Municipality)
4. Promote common KM platforms for municipalities, in particular a KM framework for local government and shared resources (methodologies, toolkits, exemplars, etc)



Strategic Pillars of SALGA KM Programme

1. **Knowledge Exchange Programmes** – knowledge sharing and learning through learning networks, events, communities of practice, coaching and mentoring, study tours and knowledge fairs (for eg. through the SALGA Centre for Leadership & Gov)
2. **Knowledge Partnerships** with other associations (RALGA; ALAN etc); academic and research institutions, international and national development and donor agencies (DBSA, GIZ, UCLG etc)
3. **Knowledge Hub**
 - (Portal / Resource Hub)
 - Research & Benchmarking
 - Municipal Barometer



SALGA's Key KM Programmes

1. SALGA Knowledge Hub
2. Municipal Barometer
3. Documenting and Sharing of Best Practices
4. SALGA Centre for Leadership and Governance (SCLG)

1. SALGA Knowledge Hub

1. Aim of this Knowledge Hub is to enable easy access to LG data, knowledge and intelligence resources to all LG practitioners including SALGA employees
2. Most importantly, the Knowledge Hub will act as a single point of access to all of SALGA knowledge resources
 - SALGA Website that hosts the currently ltd Knowledge Hub does not provide the required functionality, integration and collaboration to effectively, manage and share the knowledge products and resources generated by SALGA and LG partners
3. The Knowledge Hub will create a platform to manage and share all SALGA information, both at national and provincial levels with working group members, municipalities and other partners

2. Municipal Barometer

The Municipal Barometer was established in response to the following challenges:

- limited availability of local level data
- limited access to data that is currently available
- various institutions provide data, however, their activities are often fragmented and uncoordinated
- huge costs that municipalities pay to get data

The Municipal Barometer is an initiative of SALGA in partnership with Statistics South Africa (StatsSA), South African Cities, Network (SACN), Municipal Demarcation Board (MDB), Centre For Municipal Research (CMRA) and the Development Bank of Southern Africa (DBSA)

Municipal Barometer

Municipal Barometer is anchored on a ***Local Data Partnership*** which is aimed at:

- Improving municipal governance and performance by improved planning, oversight, benchmarking and peer learning;
- Identifying and addressing municipal data needs at minimal costs;
- Making local level data available to municipalities and their stakeholders;
- Managing access to data through a single comprehensive yet simple web-based portal; and
- Building the capacity of municipalities to locate, access, interpret and utilize data for planning, budgeting and governance processes.

Municipal Barometer

The following broad outcome indicators are used:

1. Demographic trends
2. Service delivery
3. Social Development
4. Economic growth and development
5. Environmental
6. Municipal finances
7. Good governance and accountability
8. Coherent municipal planning
9. Municipal capacity, (Capacity Building / Human Resources Management / Labour Relations)

Highlights

- 15 year Review of Local Government in South Africa
 - Launched at Africities 2015
- Municipal Protest Study
 - Series of seminars hosted in partnership with Human Sciences and Research Council (2016)
- Both studies are available on the Knowledge Hub (SALGA website portal www.salga.org.za)

PUBLISHED BRIEFS (analytical think pieces)

- Data for LG's developmental mandate
- Municipal Barometer, National Dev Plan and B2B – aligning the metrics
- LG view of Community Protests and their implications

Upcoming priorities

- User needs analysis – viability and feasibility study of smart phones applications and an attempt to quantify data costs to municipalities
- Study on human and financial impact of community protest action on councillors, particularly on costs to life, family and property
- 20 yrs of SALGA inspiring municipal service delivery, excellence and innovation

3. Documenting And Sharing of LG Best Practices

- In 2013/14 financial year we started with an initiative to document and share LG best practices
- Guidelines for the documenting and dissemination of LG best practices was developed and approved by NEC in August 2014
- This initiative aims to achieve the following objectives:
 - Promote learning and sharing of best practices amongst municipalities;
 - Showcase successes and excellence in the LG sector;
 - Showcase partnerships and collaborations in the LG sector;
 - Benchmark South African LG Best Practices with others around the world;
 - Provides replication and sharing of resources in the LG sector;
 - Promote and encourage innovative thinking and practice in the LG sector.

4. SALGA Centre For Leadership & Governance



LEARNING



REFLECTING



SHARING

START UP PROGRAMMES

Leadership in
Governance Programme

'Local Links' Leadership
Conversations

SADC Peer Exchange
Programme

Strategic Facilitation
Programme

SERVICES & PRODUCTS

Psychometric and Competency Assessments
E-Learning Platform
Centralised booking, Client Tracking tool
Action Research and Case Study development



SCLG Purpose and Model of Engagement

Why

- Bring innovation to the space of local leadership and governance with high level thought leadership programmes and interventions
- Framing leadership development as a large-scale LG change and transformation
- Institutionalising an integrated strategic leadership talent management process
- Formulating a future-fit leadership stance, appropriate to LG needs
- Adopting an action learning and reflection philosophy (using a set of blended learning and dev interventions) to enhance learning and development transfer

Model

- Ensure collaboration with other spheres of govt (NSG) in serving needs of SALGA's target audience
- Build a sustainable business model and build on existing efforts to build capacity in leadership & gov
- Find, secure and endorse content that can be best supplied by other govt initiatives, institutions of higher learning or by private learning organisations
- Build learning partnerships across the SADC region
- Ensure that sound knowledge management principles underpin the Centre's programme work

In Conclusion

- Leadership and executive support plays a key role in ensuring the success of KM
 - Nothing makes greater impact on an organization than when leaders model the behaviour they are trying to promote amongst employees
- Listen - Listen to users, employees, managers; whoever we are designing a KM initiative for; they will tell us how we can meet their needs and have a successful KM initiative

*Tell me, I'll forget, Show me, I may remember.
But involve me and I'll understand.*
Lao Tzu ~600 BC