



PROGRESS MADE AT PROFESSIONALISING THE LOCAL SPHERE OF GOVERNMENT

(A Reflective session on the impediments to the professionalisation of local government)

Cllr Shayi

Local Government Week

Date 13-15 September 2022



Presenter:

Councillor Pule Shayi: Executive Mayor – Mopani District Municipality

www.salga.org.za *Chairperson of the SALGA National Working Group on Municipal Capabilities and Governance*

Progress made at Professionalising the Local Sphere of Government (Reflective session on the impediments to the professionalisation of local government)

- Efforts to the professionalise the local sphere of government (implementation of regulations professionalising local government administration by establishing uniform norms and standards and including minimum qualification and competency criteria and the LG MSA.
- Eliminating political interference in the administration
- Critical Skills necessary to achieve the vision of a developmental and capable local sphere of government
- Impact of the lack of appropriately skilled / qualified personnel and councillors
- Impact and consequences of poor financial management
- Impact of lack of consequence management
- A breakdown in constitutional values amongst public representatives
- Dealing with the entrenched culture of lack of accountability and lack of accountability and lack of consequences or consequence management

SALGA's Mandate

TRANSFORM LOCAL GOVERNMENT TO ENABLE IT TO FULFIL ITS DEVELOPMENTAL MANDATE

LOBBY, ADVOCATE AND REPRESENT

Lobby, advocate, protect and represent the interest of LG at relevant structures and platforms



EMPLOYER BODY

Act as an employer body representing municipalities &, by agreement, associate members



CAPACITY BUILDING

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



SUPPORT AND ADVICE

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



STRATEGIC PROFILING

Build the profile and image of LG within South Africa as well as Abroad



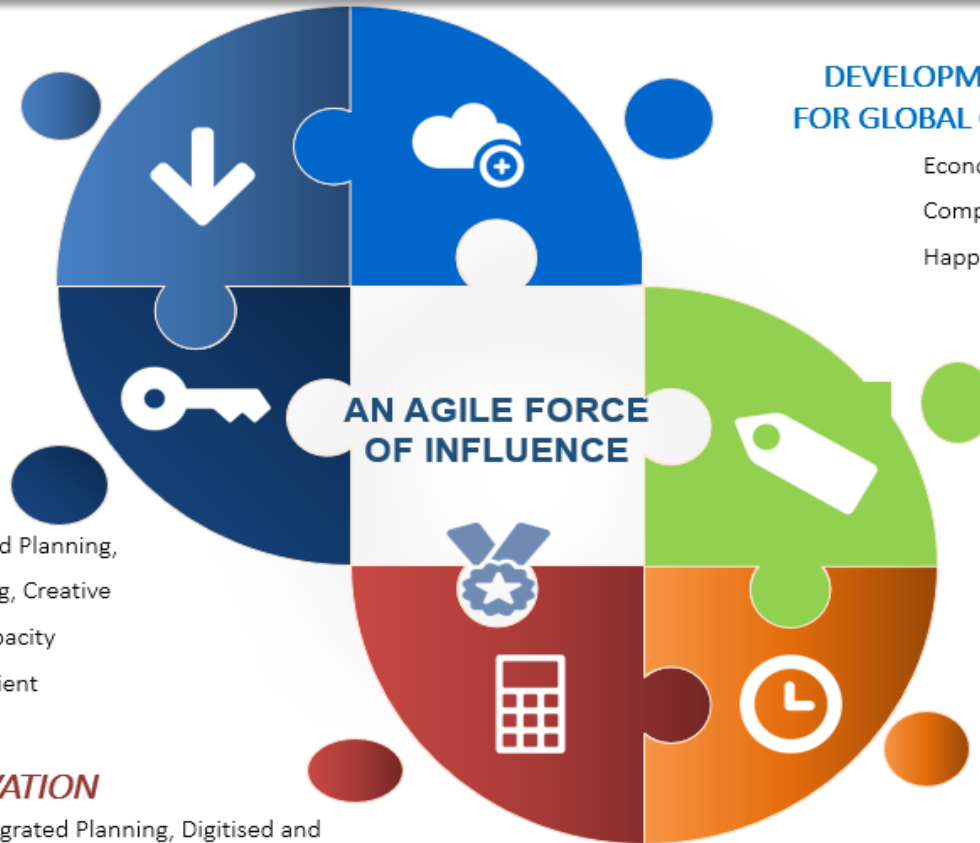
KNOWLEDGE & INFORMATION SHARING

Serve as the custodian of LG intelligence & the knowledge hub for the sector



INSPIRING SERVICE DELIVERY

DEVELOPMENTAL LOCAL GOVERNMENT



AN AGILE FORCE OF INFLUENCE

INCLUSIVE SOCIO-ECONOMIC RETURN

Government Investment (financial Sustainability), Municipal Productivity, Customer Centricity – Participatory Citizenry, Inequality Gap, Well-being, Localised Confidence

REPUTABLE LOCAL GOVERNMENT

LG Leadership, Teams, Culture, Results-based Planning, Monitoring and Evaluation, Systems Thinking, Creative Problem-solving and Decision-making, – Capacity Building, Support, Appropriate Advice, LG client Relationship

CUSTOMISED INNOVATION

Standards (Redbook), Integrated Planning, Digitised and Digitalisation SALGA and Local Government, Revised Policies and Legislation, Knowledge Management

DEVELOPMENTAL GROWTH FOR GLOBAL COMPETITIVENESS

Economic Investment, Velocity, Inter-dependency, Complexity, Sustainable Macro Value-creation – Happiness and Earth Sustainability.

ENGAGED (Functioning) NETWORKS

IGR, Networking, Partnerships, Knowledge and Information Sharing – Strategic Profiling, Lobbying, Advocacy and Representation

PEOPLE-CENTERED GOVERNANCE - SALGA

SELF, Leadership, Teams, Results-based Planning, Monitoring and Evaluation, Systems Thinking, Creative Problem-solving and Decision-making

CONTEXT OF PROFESSIONALISM IN LOCAL GOVERNMENT

Professionalism of public sector has emerged as a substantive and sustained theme as evidenced by the **principles** enshrined in **section 195 of Constitution of South Africa**. These principles include a high standard of professional ethics must be promoted and maintained.

- Efficient, economic and effective use of resources must be promoted.
- Impartially, fairly, accountable, development oriented, equitably provision of services without bias.
- Responsiveness and public must be encouraged to participate in policy-making.
- Transparency must be fostered by providing the public with timely, accessible and accurate information.
- Good human-resource management and career-development practices, to maximise human potential, must be cultivated.
- Public administration must be broadly representative of the South African people, with employment management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation

CONTEXT OF PROFESSIONALISM IN LOCAL GOVERNMENT, cont...



In light of the aforementioned, local government elected leaders and officials embrace these principles and conduct themselves as they discharge the following constitutional obligations of local government as set out in section 152.

- Provide democratic and accountable government for local communities;
- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote a safe and healthy environment; and
- Encourage involvement of communities & community organisations in matters of LG

Collectively, SALGA, CoGTA and LGSETA, supported by the GIZ developed a Local Government Professionalization Framework comprised of the following four (4) pillars:

1. Service Orientation Professionalism;

This relates to the conformance to high standards of professional ethics, conduct and behaviour appropriate to serving the public; To be achieved through programmes linked to Batho Pele and the Codes of Conduct for staff and Councillors as well as Service Charters..

2. Leadership & Managerial professionalism;

This envisions a development of a pipeline of managers at all levels and leaders to ensure competence in a wide array of areas such as governance, strategic capability, leadership, policy analysis and development, programme and project management, human resource and financial management, change and risk management, knowledge management, service delivery innovation, interpersonal relations, mediation, conflict management, diversity management and the display of exemplary ethical conduct.

3. Technical professionalism;

This refers to the acquisition / application of specialised / technical high level competence for a relevant occupation / profession at various levels within local government as context

4. Institutional professionalism.

- To promote administrative practices that ensures an effective, efficient, accountable and responsive local government system to optimize service delivery.
- This will be facilitated through the introduction of proper policies, practices, processes, systems and structures to institutionalize and embed professionalization in local government.

Accordingly, various initiatives were initiated and implemented at SALGA level to give effect to each type of professionalism, as narrated on the sections that follow:

the impediments to the professionalisation of local government



THE IMPEDIMENTS TO THE PROFESSIONALISATION OF LG

Governance and financial management pose as significant challenges in municipalities, these include:

- Poor governance and leadership
- Unethical leadership
- Weak institutional capacity
- Ineffective oversight, accountability and transparency
- Poor financial management
- Employment of staff who do not have the requisite skills;
and
- Political instability.

Efforts to the professionalise the local sphere of government (implementation of regulations by establishing uniform norms and standards and including minimum qualification and competency criteria and the LG MSA.



On the MSA regulations pertaining to **senior manager appointments and conditions of employments:**

- SALGA consulted municipalities when the regulations were proposed and submitted comments to CoGTA to ensure, efficacy and collaborative policy making.
- Developed and distributed to municipalities, advisory notes on interpretation of various regulatory provisions;
- Compiled and distribute guidelines on the recruitment, selection and placement of senior managers in municipalities To encourage municipalities to fill funded and approved vacancies without delay.
- As part of SALGA's transition management plan, Councils were assisted in filling senior manager positions, by **offering competency assessments services** to enable compliance with regulations.
- A range of **legislatively defined, personal credential verification and integrity screening services were undertaken** on candidate senior managers on behalf several municipalities.

- Assisted municipalities to interpret CoGTA circular on various topics, e.g. transition management,
- Advocated for sustenance of good practice during legal uncertainty and vacuum, especially, when the Systems Amendment was declared invalid by the Court.
- Annual engagements with the CoGTA and municipalities on senior managers salary adjustments, to inform the gazetting of the **Upper Limit Notice** on the applicable remuneration for senior managers and to influence legislative amendments.
- Policy and procedure review and or development along the entire human capital management value and facilitate conversations on these in municipalities towards Council adoption.
- Facilitate organogram review process to ensure legislative compliance.

- Regarding the recently (September 2021) enacted **Municipal Staff Regulations**, SALGA submitted inputs on the then proposed regulations, which resulted in a number of duplication in regulatory mechanism being avoided, as well as unintended consequence thereof.
- SALGA is currently conducting workshops for municipalities to ensure common understanding and change on human resource practices occasioned by the regulations.
- HR policy revision and formulation workshops are also undertaken to incorporate recently gazetted regulatory provision. Processes to assist formulation of HR strategies are facilitated.
- A comprehensive programme of **training and support on performance management**, including cascading that to staff below senior managers is also offered to municipalities by SALGA.

Progress made at Professionalising the Local Sphere of Government



PROGRESS ON LEADERSHIP & MANAGERIAL PROFESSIONALISM



- Following the Local Government Elections held on 23 October 2021, a total of **7511** Councillors, including 131 Traditional Leaders underwent the Integrated Councillor Inductions (ICIP) training, over the 282 session that were hosted by SALGA.
- A total of **2743** councillors and officials have been trained on portfolio-based inductions. This training was tackling issues around the following portfolios:-
 - LED, MPAC, Water & Sanitation, Energy & Electricity,
 - Infrastructure Delivery, Spatial Transformation Services, and Inclusive Communities
 - Labour Forum Training for Employer Representatives,
 - Performance Management Training
 - Unauthorized Irregular & Wasteful Expenditure,
 - Master class-.Leadership in the LG context
 - Master class-Managing Climate adaption and a just transition at the city/municipal level



The following **inclusive governance and councillor welfare support** have been provided:

- **Anti-corruption and ethics management workshops**
 - To create awareness against anti-corruption within municipalities
 - To inculcate ethical leadership, a number of anti-corruption.
 - The role of the South African Police Service: Directorate for Special Crimes Investigation (HAWKS) and the Special Investigation Unit (SIU) in fighting Corruption in Local Government.

These workshop were facilitated with stakeholders which included the following: Department of Cooperative Governance; The Special Investigating Unit; The Directorate of Priority Crime Investigation; Public Service Commission.

Further to that the following sessions have been facilitated:

- Rules, Ethics, and Integrity Management
- Municipal Public Accounts Committee
- Unauthorised, Irregular, Fruitless and Wasteful Expenditure Reduction Strategy and Municipal Public Accounts Committees.
- Municipalities were also assisted on the process of preparing the oversight report and the annual report.

Core Programmes Training Delivered	Continuous Programmes	Products and Services
<ul style="list-style-type: none"> • Integrated Councillor Induction Programme • Portfolio-Based Induction Programme • Councillor Development Programme (NQF Level 3, NQFL 5 & NQF Level 6) • Leadership in Municipal Governance • Media and Stakeholder Engagement • Women Leadership Development • Leadership Impact and Innovation • Senior Managers Development • Governance, Ethical Leadership and Effective Oversight and Management Training Programme 	<ul style="list-style-type: none"> • Local Labour Forum Training for Employer Representatives • Performance Management Training • Job Task Evaluation Training • Back to Basics Leadership Development • Local Links (Seminar Styled) Conversations • Facilitator Accreditation 	<ul style="list-style-type: none"> • Leadership Competency Model Online Assessment Tool • Municipal Leadership Competency Assessment Centre • Online Communities of Practice • e-Learning Services – LinkedIn Learning

CONTINUOUS PROFESSIONAL DEVELOPMENT PROGRAMMES

- Annual Local Government Labour Law Seminar
- Annual Local Government Performance Management & Governance Seminar
- Annual Local Government Talent Management Seminar

- Institutionalize a real-time, user-friendly LMS capability to reach a geographically dispersed LG political cohort from a learning & development perspective.
- Monitor & Evaluate development programmes;
- Leveraging & engagement of local & international partners to ensure delivery of cutting-edge leadership development & exchange programmes;
- Fund mobilization to advance the scope & objectives of the SCLG.
- Engagement of leaders on various Continuing Development Programmes;
- Continuous support to the LGSETA together with the parties of the SALGBC to sustain municipal development agenda

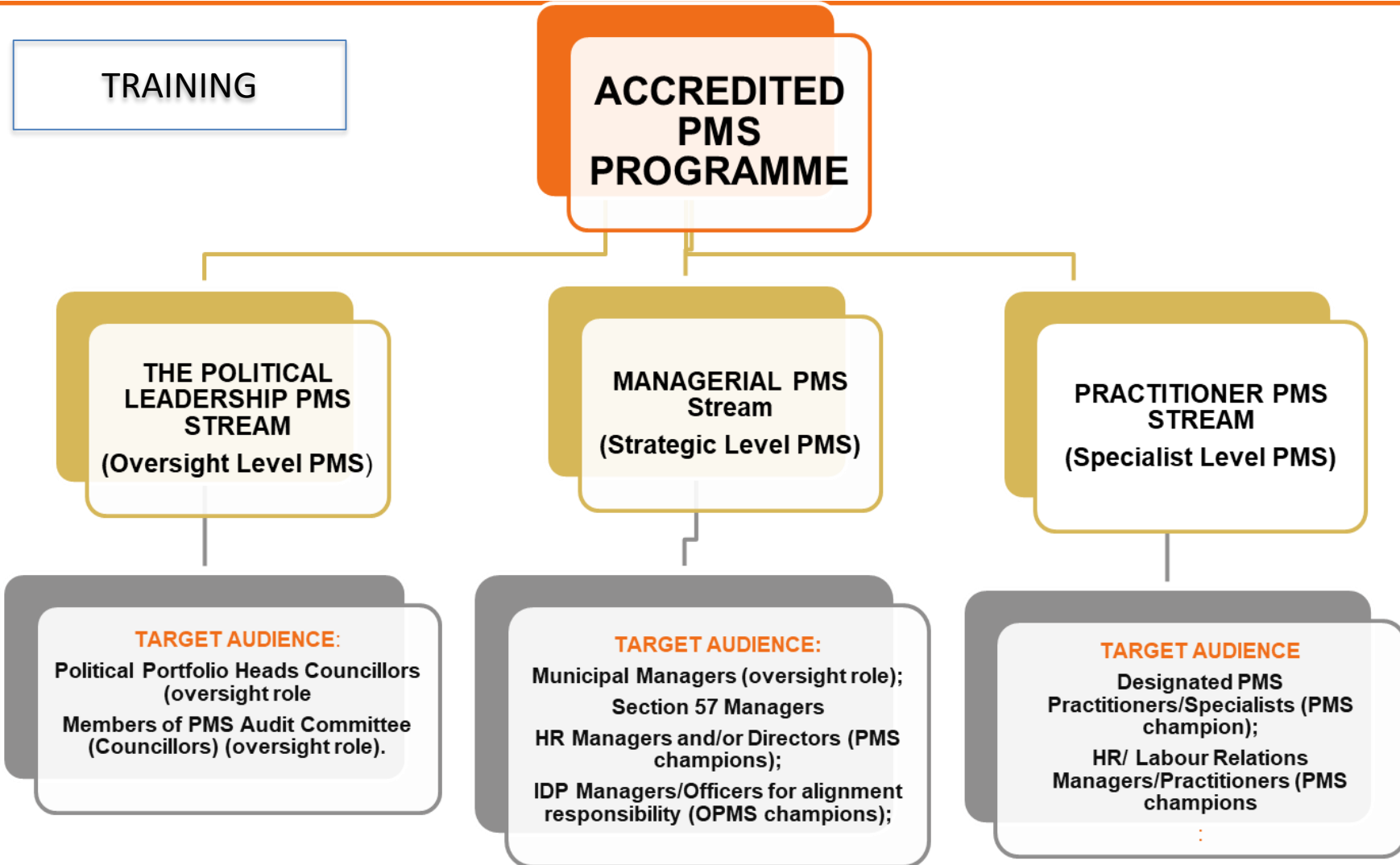
PROGRESS ON INSTITUTIONAL PROFESSIONALISM



- **Performance Management Framework & Toolkit:** To provide municipalities & PMS Practitioners with a roadmap of how to develop and implement PMS.
 - Promote good corporate governance, compliance with legislative & regulatory requirements & the fulfilment of PMS responsibilities & obligations.
- Monitoring, advising and facilitating compliance with other employment legislation.



PROGRESS ON INSTITUTIONAL PROFESSIONALISM, Cont...

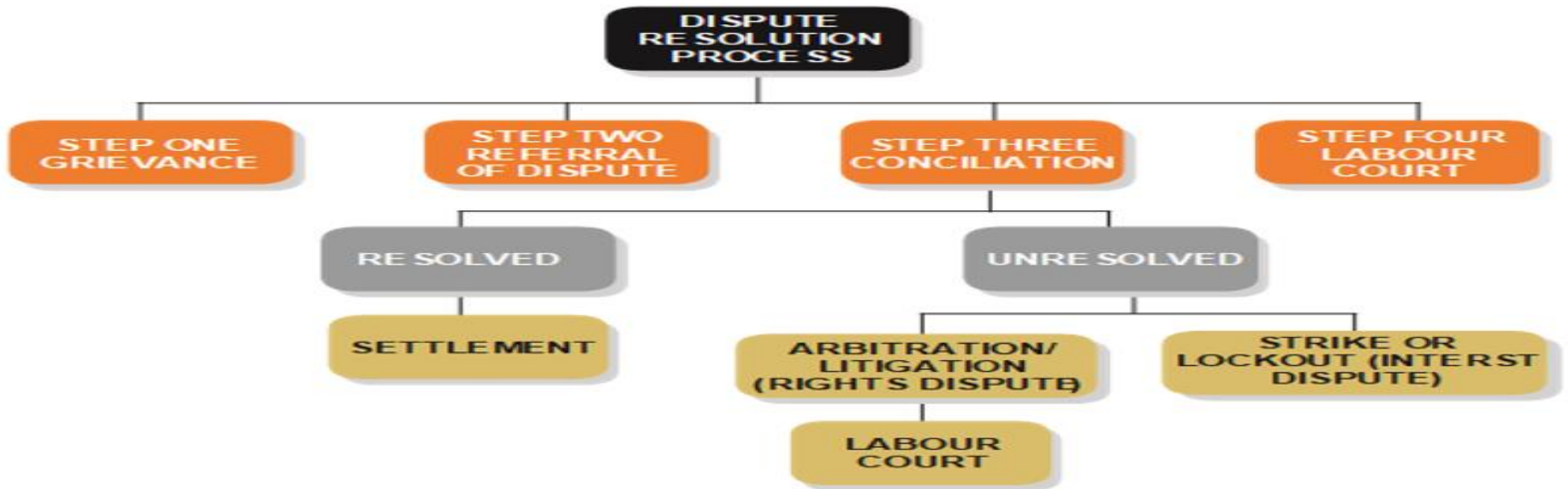


PROGRESS ON INSTITUTIONAL PROFESSIONALISM, Cont...

LEVELS OF BARGAINING



DISPUTE RESOLUTION PROCESS



PROGRESS ON INSTITUTIONAL PROFESSIONALISM, Cont...



- ❑ SALGA has already enrolled the Professionalisation Programme into the Agenda of the Executive Committee of the South African Local Government Bargaining Council. The meeting is convening on the 22 September 2022.
- ❑ The Bargaining Council structural formations, like the Local Labour Forum (LLF), are envisaged to play a critical role in the realization of the professionalization agenda.
- ❑ The delivery of all the ideal intentions of the Service Charter shall be on the permanent Agenda of the LLF Meetings in Municipalities.
- ❑ LLF shall be seized with all matters pertaining to Skills Development and Application thereof as well as Employment Equity matters that cover On-Boarding of new employees in municipalities. SALGBC EXCO shall be monitoring regularly all these commitments.
- ❑ SALGA will ensure buy-in of all Trade Unions, including Minority Unions, to participate in the LG Professionalization Indaba which is scheduled to take place on the 08 – 10 March 2023. Communication with Minority Trade Unions, that do not sit at SALGBC EXCO level, has been initiated.



PROGRESS ON INSTITUTIONAL PROFESSIONALISM, Cont...



- Developed and facilitated the COVID-19 induced organizational rearrangements / Business Continuity framework to ensure compliance with Directions, reduce the spread of the pandemic in municipal workplaces, work from home, rotational work, risk mitigation, guide the deployment of designated essential workers and employees with comorbidities.
- Monitored COVID – 19 infection and vaccination rates by municipal employees.
- Supported municipalities with ensuring that Occupational Health and Safety (OHS) sub-committee are formally constituted and capacitating in order to effectively execute its oversight and monitoring role on OHS compliance.



PROGRESS ON SERVICE ORIENTATION PROFESSIONALISM



- The Bargaining Council parties (SALGA, SAMWU and IMATU) already signed up on the Local Government Service Charter as early as 2015.
- As the result of the above, 32 Local Government Service Standards (LGSS), comprised of performance and material standards and aligned to municipal powers and functions were developed for municipalities.
- Ongoing disciplinary actions were taken as a consequence of breach of the Municipal Systems Act Code of Conducts.



PROGRESS ON TECHNICAL PROFESSIONALISM



- Various partnerships have been entered into with professional bodies and institutions of higher learning to embed professionalism of technical staff and professionals in municipalities.
- SALGA responded to a call for comments and submitted these in relation to Public Administration Management Act (PAMA) draft regulations on conducting business with the state, disclosure of financial interests and ethics, integrity, and discipline technical assistance unit. Concurrence was also granted in this regard.



Critical Skills necessary to achieve the vision of a developmental and capable local sphere of government



- Skills needs in LG is aligned to the occupations linked to powers and functions. This is usually occasioned by scarcity, vacancies, turnover, which is higher in senior manager posts, hard to fill vacancies and the skills mismatches, to a long training lead time, inability to attract candidates because of industry unattractiveness.

Thus, skills linked to the following functions are critical to achieve the vision of developmental local governments.

- Finance Related Occupations
- ICT Related Occupation
- Engineering
- Property Valuer
- *Construction Programme /project manager*

CRITICAL SKILLS NECESSARY cont...



- Water process controller& reticulation/plant controllers
- Internal audit
- GIS Land use technologist
- Healthcare Related Occupations (*Primary & Environmental Health*)
- Town Planning Technician - Geographic Information Systems Specialist/Technician
Disaster Management Coordinator/Officer
- Leadership / Managerial



Impact of the lack of appropriately skilled / qualified personnel and councillors



- The impact of lack of skilled and appropriately qualified staff and councillors has negative repercussions for service delivery to communities and to the brand local sphere of governments. Government wide reputational damage and risks.
- Most municipalities only deliver a fraction of their mandate due to low capacity, in relation to finance, staff establishments/organograms that are not fit for purpose with position occupied, by staff with mismatching skills.
- Increase in service delivery protest due to citizen dissatisfaction about service delivery.
- Loss of institutional memory and lack of succession management.
- Consequences for poor performance should be triggered.
- Low staff morale and stress on top performers.

Impact and consequences of poor financial management



Impact and consequences of poor financial management

- Lack of accountability and poor audit findings
- Non compliance with municipal finance and other fiscal management legislation.
- The municipal environment becomes a breeding ground for fraudulent and other corrupt activities.
- Lack of sustainable delivery of services and the quality becomes compromised.

Eliminating political interference in the administration



Eliminating political interference in the administration

- Clear roles and responsibilities must be outlined and consequences for transgression should be clearly outlined and committed to in writing by all parties.
- The system of delegation of powers should be regularly reviewed and approved by Council

A breakdown in constitutional values amongst public representatives



values amongst public representatives

- Public opinion, audits, diagnostic assessments and research conducted on the various aspects of the state of local government and service delivery has shaped the working environments of public service professionals to date, provoking questions about the values espoused by public servants and therefore what it means to be an effective public sector servant, not only purely in terms of how municipal workers execute their roles or professional identity.
- Therefore, there is a widely held view that the public servants fall short of discharging their duties in a professional, ethical, effective and efficient manner, amongst others as envisaged by s195 cited earlier on in the discussion.
- The District Development approach seeks to rally for a government wide implementation approach, to rid the system the current ambiguities and lack of accountability created by the silo implementation model amongst other.

Dealing with the entrenched culture of lack of accountability and of consequences or consequence management



of accountability and of consequences or consequence management

- All municipalities must introduce adopt a performance management system which clearly maps out binding consequences for outcomes performance (e.g. What happens in the event of poor performance?)
- Governance institutions should strengthen their oversight and enforcement mechanism.
- Whistleblower facilities should be revitalized and sufficient protection granted to the whistleblower.
- Councils should also review their governance models with a view to create an early warning mechanism and strengthen accountability.

Forward Looking Key Interventions



As resolved by the 5th National Conference of SALGA in March 2022, the following undertakings are being implemented at SALGA level:

1. An intensive mobilisation process to be undertaken to secure constituency buy-in and implementation adoption by municipalities and other relevant stakeholders
2. Development and affirmation of a compact between municipalities, regulators, professional bodies & other relevant stakeholders on how to collaboratively give meaningful effect to an impactful LG Professionalisation Model.
3. Resolution of persistent problems related to the remuneration and conditions of service of the municipal senior management echelon & to support the reorientation of this important layer of municipal officials into a professionally licenced and properly remunerated cohort.
4. Benchmarking exercise on senior management remuneration and appropriate regulatory mechanisms
5. Performance metrics be developed & widely communicated to continuously monitor and evaluate against set professionalisation norms and standards whilst also intensifying efforts to support implementation..
6. Providing for integration of citizens in the professionalization efforts, jointly promoting professions and professionalism to the communities and improving community engagement and ownership.
7. Elevate gender responsive planning and budgeting to address the paucity of gender equality in the public sector, in general and across some its in the Framework to further advance the objectives of gender equality.

Key Interventions (Cont...)



SALGA fulfilled an essential under the ministerial task team led by the Minister of Public Service and Administration and later delegated to the National School of Government, SALGA continues to embrace its role and shall extend its efforts in the advancement of those initiatives. Moreso given the latest legislative developments at local level where the systems amendment Act was regularised by the courts, yielding the much desired certainty and improvements in conditions of service of senior managers amongst others.



PERFORMANCE METRICS DEVELOPMENT APPROACH

- Performance metrics are indicators that will be used to describe performance on professionalization of LG.
- The information they provide will be used identifying ***possible problems, opportunities for improvement, informing policy, and comparative benchmarking.***
- A **three-stage process** for developing the matrix has been considered:
 - 1. Identification:** identify candidate indicators with a systematic review
 - 2. Development & Evaluation:** evaluate indicators in terms of validity, statistical power, technical specification and fairness
 - 3. Implementation & feedback:** engage users early, publish indicators to build trust and drive up data quality, interpret related indicators together
- The suitability of combining the indicator development process with the systematic review study undertaken by the Research unit was assessed.

(CONCEPTUAL FRAMEWORK)

The following questions were considered in framing the Performance Metrics development process:

- What data need to be collected?
- ⑩ (Indicator development, compilation of metadata and description of how indicators will be calculated).
- ⑩ Should the indicators be collected via a survey or administrative data?
- ⑩ Will the data be collected internally or through partnerships?
- ⑩ (Map the data to indicators)
- ⑩ How will data be obtained from municipalities / entities that are not able to provide the data?
- ⑩ How often will the data be collected?
- ⑩ (How to avoid data collection fatigue?)
- ⑩ At what level to report on the indicators? Per municipality or sample?
- ⑩ How will the indicators be piloted?
- ⑩ Will the indicators cover all thematic areas or one theme with sub-thematic areas? (if one theme questionnaire will be very detailed)

CRITICAL QUESTIONS IN INITIATING THE REPURPOSED PROFESSIONALISATION IMPLEMENTATION JOURNEY

1. How many professional bodies have professionals employed in LG (municipalities, SALGA, national & provincial depts & other agencies)? How many of the members of each professional body are LG employees?
2. In what disciplines do these professionals operate by employee headcount and job/designation?
3. What are the various professional body registration & related requirements that apply eg membership fees, ethical standards or codes etc & how do these relate to or align to LG employment practices?
4. What is the Professional membership profile in LG by province, category of municipality, demographics etc?
5. What is professional or unprofessional about LG(culture, systems, practices, processes, structures,other)?
6. How do the various professional bodies see or envisage as the appropriate model of Professionalisation for LG now &/or going forward and is their body of thought contribution and insights into the matter?

CRITICAL QUESTIONS IN INITIATING THE REPURPOSED PROFESSIONALISATION IMPLEMENTATION JOURNEY



8. What policy proposals and/or reforms have been produced, advocated and/or published in the domain of LG Professionalisation thus far in the broadly defined stakeholder ecosystem and what does it say oughts' to be done to realize this objective?
9. Who are the major stakeholders in the LG Professionalisation system & what influence assets/endowments do they possess or can be leverage to achieve a professionalisation success story?
10. What exists, is missing, and/or is inadequate in the legislative & policy discourse of LG to enable/facilitate/embed a LG Professionalisation ethos?
11. What are we missing/overlooking/undermining as a force of influence in this multi - dimensional process of major change for municipalities?





2023 Local Government Professionalisation Indaba

Call for Papers

Strong Partnerships for Restoring Trust in A Capable and
Developmental Local Government: A Clarion Call to Drive the Local
Government Professionalisation Agenda

2023 Local Government Professionalisation Indaba

Call for Papers



SALGA invites scholars, researchers, thought leaders and other interested parties to submit abstracts that will be selected as full-length paper presentations for the 2023 Local Government Professionalisation Indaba. Selected papers will contribute to a body of knowledge on the professionalisation of the sector and provide insights that will advance the local government professionalisation agenda. Papers must respond to one of the following sub-themes and may include a compendium of recommendations for policy and legislative reform.

Local Government Professionalisation Indaba sub-themes

- Establishing and upholding standards of professional ethics and integrity
- Attracting and retaining high-calibre leaders for local government
- Upscaling outcomes of learning programmes for institutional professionalism
- Revisiting legislation, regulations and policy underpinning local government professionalism
- Improving citizen perceptions to rebuild institutional trust
- Leveraging professional bodies as custodians of good governance
- Strengthening the political-administrative interface
- Developing systems, structures and performance metrics for professionalisation
- Or any related topic

Submission Guidelines

- Abstract submission date: 30 November 2022
- Full-length paper due date: 28 February 2023
- Abstract length: 250-300 words

Please click here to submit Papers

For more information on how to submit an abstract please email Ms Concelia Choma cchoma@salga.org.za or research@salga.org.za.

- SALGA invites all stakeholders & interested parties to contribute thought leadership & strategic insights to the call for papers prior to the Indaba as well as participating in the Indaba.
- Participants in this conference and beyond are encouraged to contribute to enriching & energizing this debate in the public discourse as the business of LG is everyone's business,
- SALGA enlists the support of everyone concerned towards the realization of a stakeholder inclusive professionalisation compact, and
- Conference delegates here should note the intersecting points & commonalities between the public sector & LG models of professionalisation across multiple dimensions of legal & implementation reform.



Thank You



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