



LOCAL GOVERNMENT PROFESSIONALISATION INDABA _____ 2023



“STRONG PARTNERSHIPS FOR RESTORING TRUST IN A CAPABLE AND DEVELOPMENTAL LOCAL GOVERNMENT: A CLARION CALL TO DRIVE THE LOCAL GOVERNMENT PROFESSIONALISATION AGENDA”

Local Government Ethical Leadership Initiative

Kris Dobie





Local Government **ETHICAL LEADERSHIP** — Initiative —



In partnership with:



**cooperative
governance**

Department:
Cooperative Governance
REPUBLIC OF SOUTH AFRICA



moral regeneration movement

- LGELI – Progress update
- Ethical leadership and professionalism

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Local Government **ETHICAL LEADERSHIP** — Initiative —

Objective:

National dialogue on ethical leadership in local government

➔ **Code for Ethical Municipal Leadership**

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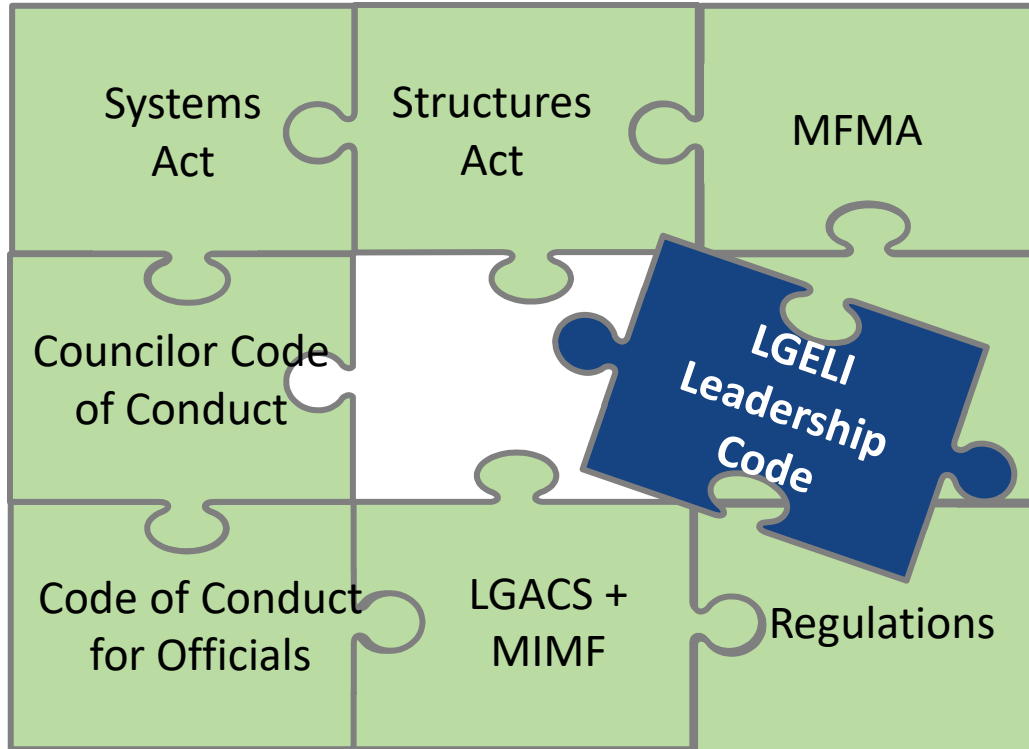
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LGELI Leadership Code in context



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Process



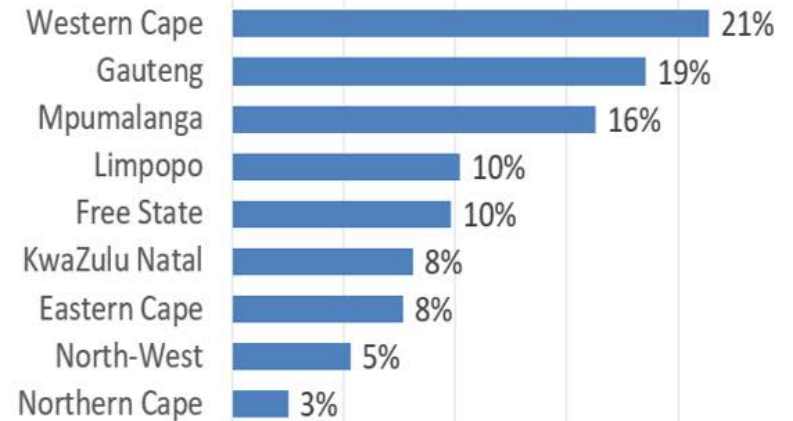
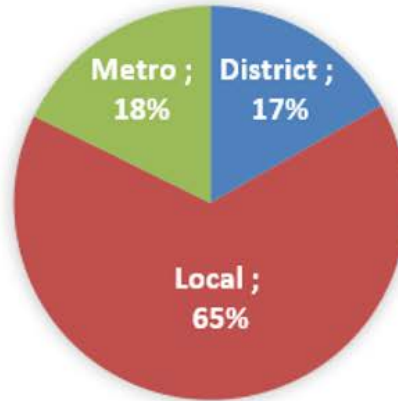
Research process

Focus groups and interviews in all 9 provinces



Online survey

2 500
participants
including
640 councillors and
1830 officials



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What should ethical leadership look like in local government?

Integrity

Being guided by strong values and morals

Setting an example

Community centredness

Serving the community.
"People first."

Diligence

Being committed and passionate

Being competent

Accountability

Being accountable & ensuring accountability

Ensuring good governance and compliance

Courage

Being courageous

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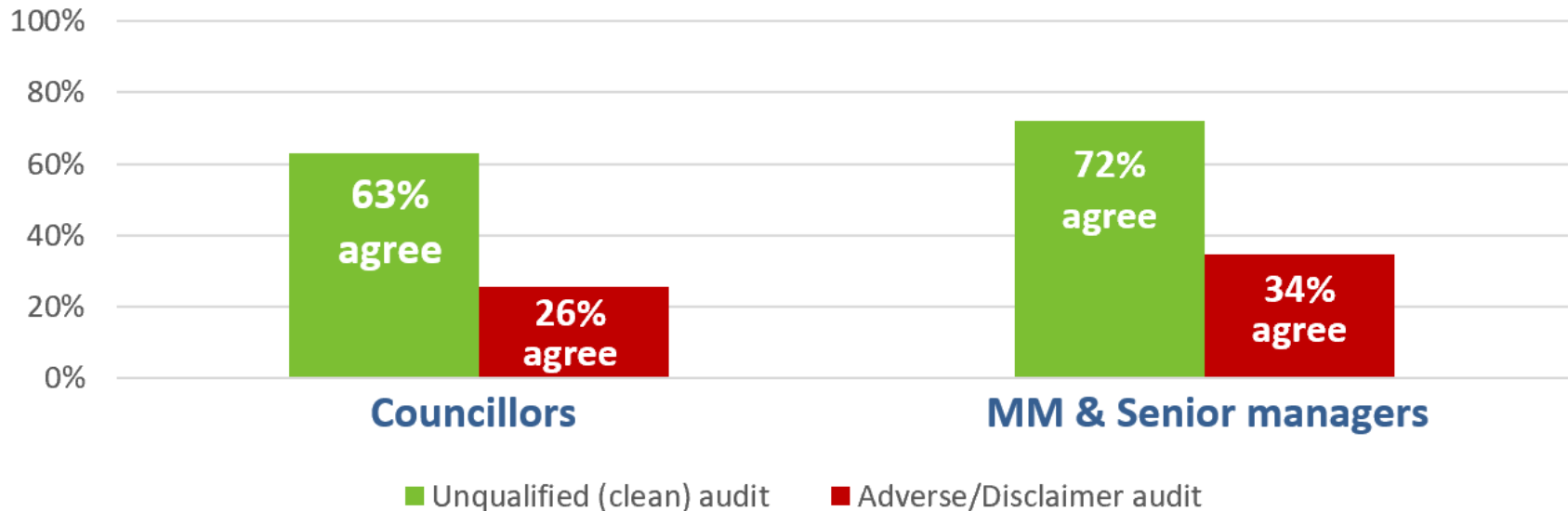
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What does ethical leadership look like in local government?

Good ethical leadership is shown by...



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What makes ethical leadership difficult in LG

1. Politicization of LG

- Destructive 'deployment'
- Political interference
- Factionalism
- Lack of skills

2. Lack of councillor competence

3. Impunity / Lack of accountability

4. Criminal capture

- Politics of the stomach
- SCM abuse

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Senior
education
Cadre
officials
people
local
management
skills
experience
ethica
managers
Lack
knowledge
government
training
Councillors
understanding
deployment

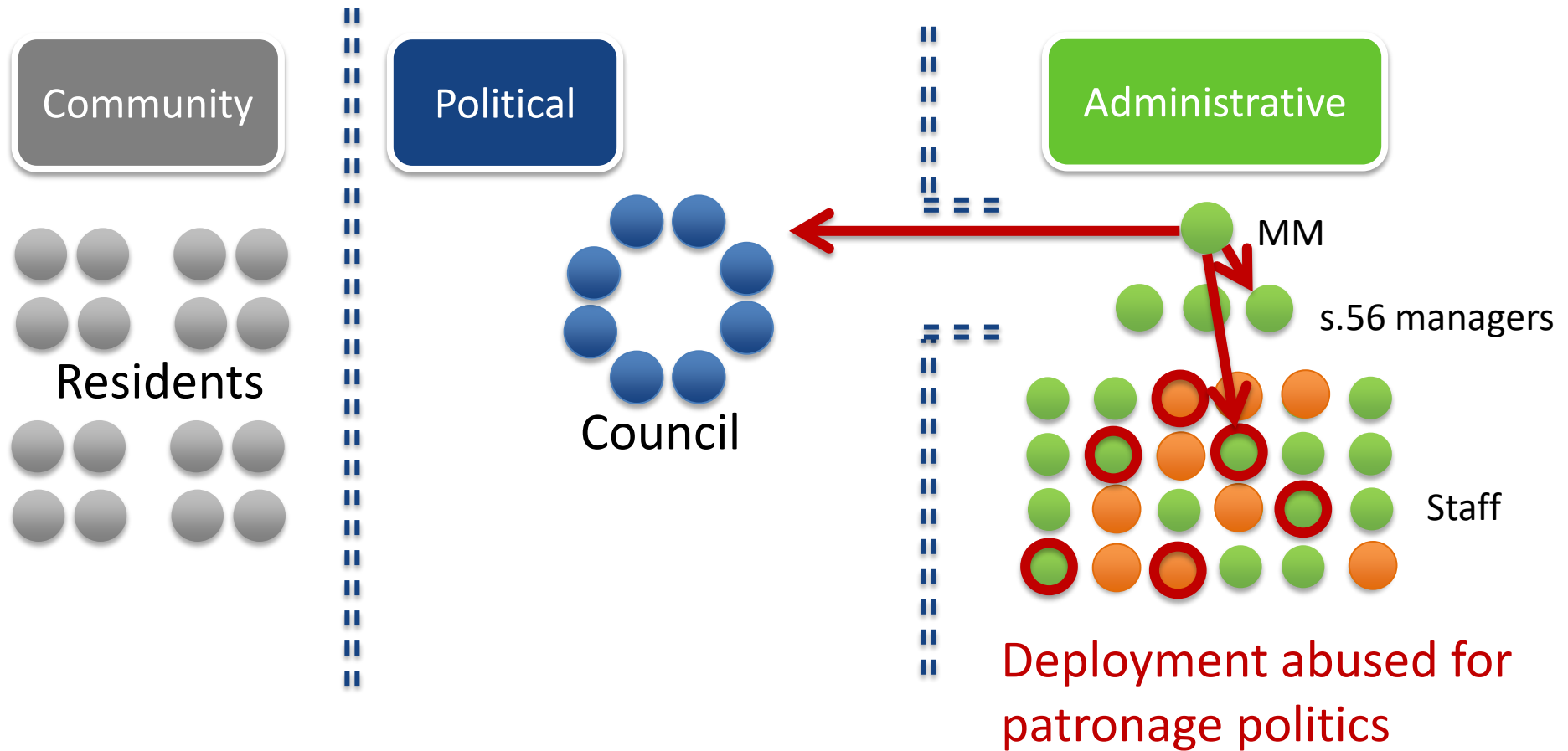
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Effects of destructive deployment

1. Lack of skills

- = management weakness = impacts service delivery
- = governance weakness = lack of accountability = open muni's to corrupt elements

2. Politicians as officials

- = your junior is your political senior
- = politically untouchable employees = lack of accountability

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To what extent do you agree that the following undermines ethical leadership in your municipality?

	Adverse / disclaimer audit	Difference	Unqualified / clean audit
Appointment of officials with political connections rather than skills	73	-21	53
Interference from political party branches in council / the administration	68	-16	52
Appointment of political party office-bearers in the administration	66	-19	47
Lack of education, skills and qualifications among officials	65	-23	42
Unlawful instructions from councillors to officials	65	-22	43
Unlawful instructions from senior managers to officials	57	-18	40

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*“Some of the political decisions taken undermine us as admin leaders. For example, on appointment of staff, there’s clear criteria and credential etc. Politicians then push people in their positions for political reason. This creates a problem. **So in the administration you have people who are qualified to do their jobs and those who are there to push for a political agenda.** Those who are there for an agenda, they don’t adhere to policies etc, they create chaos and they always have the upper hand in terms of politics so things happen despite what you say is the policy/process. **These people undermine the processes. They get away with it because they are “protected”.** “*

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*“We need competent skilled qualified personnel and this is where cadre deployment goes wrong - even at strategic levels personnel must be competent, skilled and qualified – There must be a balance between cadre deployment and expertise – To attract a pull of good talent especially in faculties like finance and technical – **currently the messaging to new talent is that “doors are closed”.**”*

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Draft Code for Municipal Ethical Leadership

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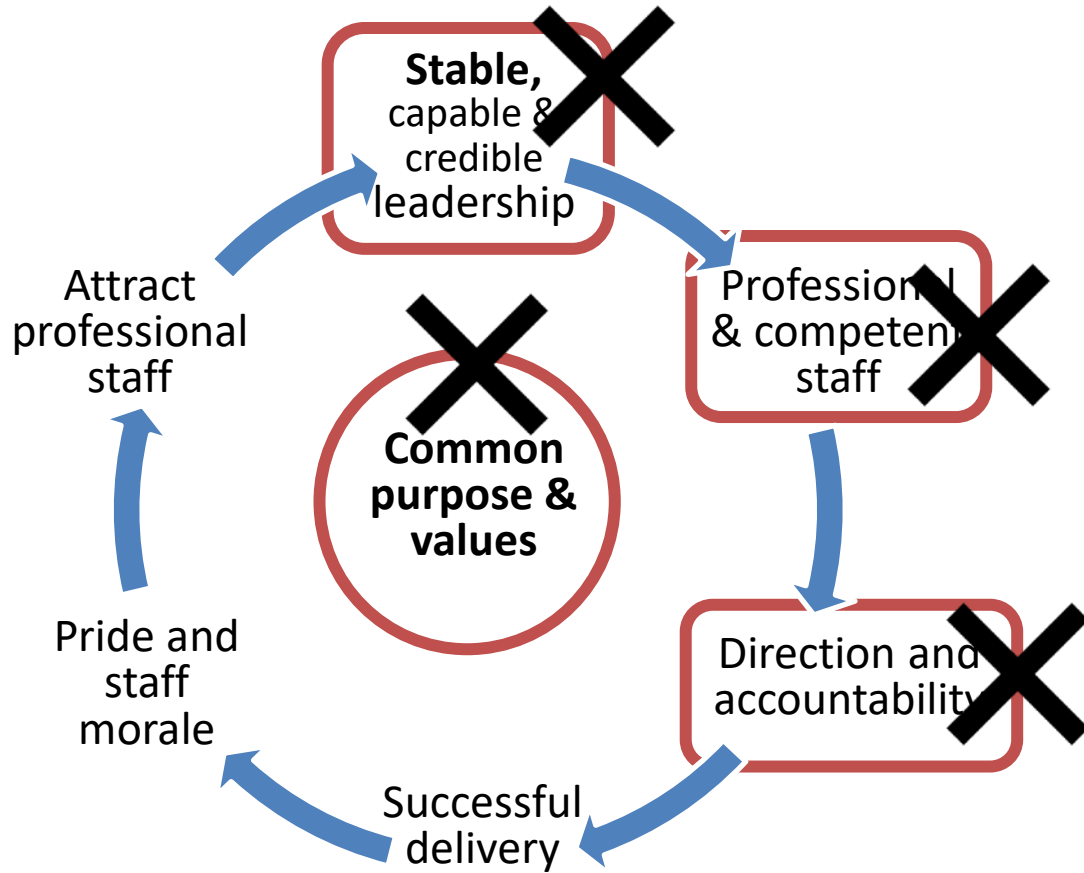
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Professionalism “Flywheel”



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Assumptions behind the code

1. **One cannot legislate ethical leadership.**

- As such this is not enforceable, but rather aspirational.
- Leaders will either choose to abide by its principles, or they won't.

2. **We believe there are enough good leaders** who want to do the right thing – even when no one is watching.

3. **The Code will be a rallying point** for leaders who want to create an ethical and effective municipality

4. **It will clarify what needs to be done** based on the research

- Spirit
- Outcomes
- Principles – What to avoid and what to instil.



Code for Ethical Municipal Leadership



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PRINCIPLES

An ethical municipal leader:

1. Sets the tone for an ethical culture.
2. Ensures a community-centred approach to governance.
3. Respects the boundary between the political and administrative arms of the municipality.
4. Ensures the appointment of staff who have competence and integrity.
5. Ensures the appropriate level of competence on oversight structures.
6. Deals fairly and decisively with ethics transgressions.
7. Engages respectfully and constructively with other municipal leaders.

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To what extent do you agree?

1. The draft Code for Ethical Municipal Leadership is headed in the right direction.
2. I will support the Code for Ethical Municipal Leadership when it is launched.

What is your one input about the draft Code as it has been presented?

- Have we missed anything?
- What should be done to ensure its success?
- What do you like / dislike about it?
- Etc.

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The **TWO** things that will make the biggest difference to local government professionalism are:

- a. Appointing MMs and s56 managers through independent panels (i.e. not by Council)
- b. Permanent appointment of s56 managers
- c. Prohibiting political party office bearers from being appointed into the administration.
- d. Introducing standards of capability before someone can stand as councillor
- e. An entrance exam for local government officials

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