



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”

Design and Development of Professionalization Readiness Assessment Model (PRAM) for South African Local Government

- Introduction/Context
- Case for LG Professionalisation
- Study Objectives and Methodology
- Classification Framework & Simulated Systems View
- PRAM
- Demonstration Case
- Findings & Conclusion



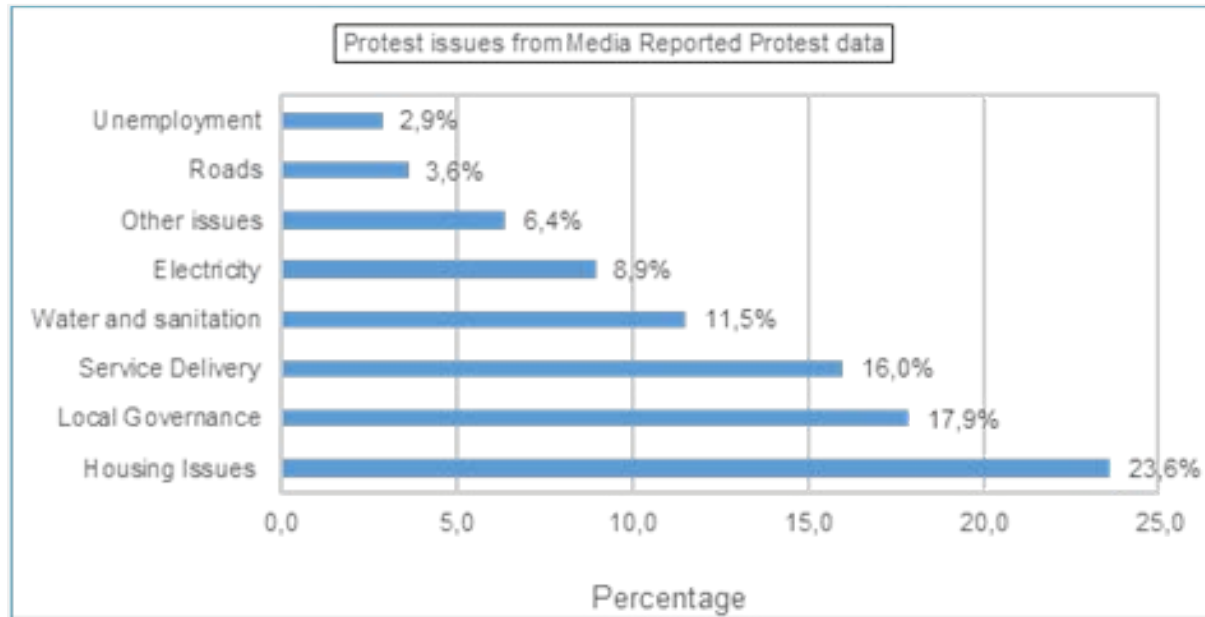


Introduction/Context

- The public sector is the largest service provider, collectively and globally
- Access to information & social activism have led to heightened expectations for public service performance
- In South Africa, municipalities are the bedrock of basic services
- There are shortfalls & deficits in public service delivery
- Professionalisation offers hope provided the implementation approach is guided

Case for LG Professionalisation - 1

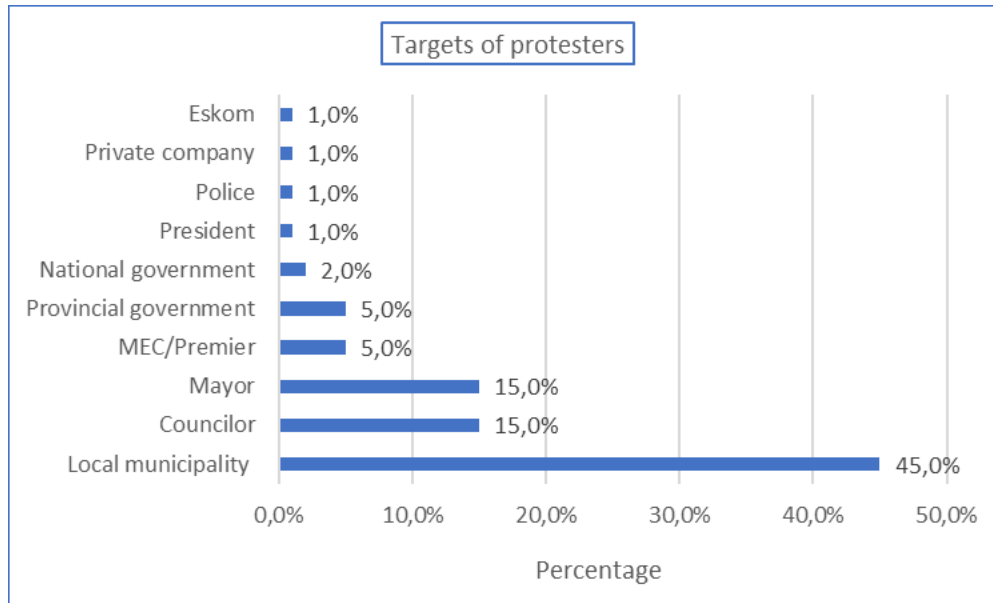
- Public unrest arising from service delivery deficits is not unusual in many countries, but can be violent in South Africa
- Studies show that most of these unrests & protests are due to service delivery shortfalls



Case for LG Professionalisation - 2



- Protests are targeted mostly at local government

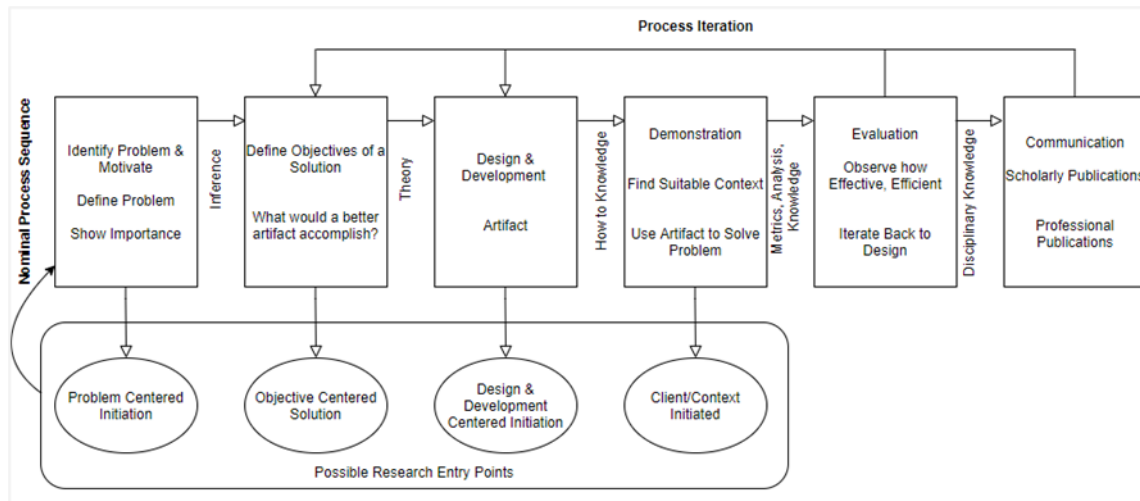


- This strengthens the notion that local government must be supported and empowered to perform.

Study Objectives and Methodology

- Study Objectives:
 - a. Develop a classification framework to manage the multidimensionality and interconnectedness of all facets of the professionalization program
 - b. Design and develop a model (PRAM) to diagnose the professionalization state of readiness of South African municipalities.

- Research Methodology: Design Science Research Methodology



Requirements Elicitation Process

(Focus Group & Coding)



Functional & Non-Functional Requirements - PRAM Share

Transcript and Codes Participant Information

P1
 The PRAM must be simple, clear and concise. Hope it will not be used against officials. In addition to that, I expect it to be non-partisan, it should be purely work and work only
 Incentivized non-politicized Non-punitive Simplicity

P2
 It must be intuitive, efficient and easy to understand. Know how professional we are annually and should not be used as a disciplinary tool
 Ease of use Incentivized non-politicized Non-punitive Scheduled reports Simplicity

P3
 It must be very clear and simple. Reliability and availability of system. Not cumbersome to take hours of your day
 Confidentiality Ease of use Incentivized Non-punitive Scalable Scheduled reports Simplicity Usefulness Visualization

P4
 I prefer if it is intuitive and simple. Also it must not be complex like the other performance management system.
 Incentivized

P5
 Must not be used as a political weapon.
 non-politicized

P6
 It must not be time consuming since it is extra work. Scalable
 Ease of use Scalable

P7
 I expect incentive for using it and not penalty for not using it. It must not be hijacked by politicians. Ease of use Usefulness Scalability
 Ease of use Incentivized non-politicized Scalable

P8
 Would we have the reports? Usefulness Security of information and confidentiality Visualization
 Scheduled reports Usefulness Visualization

Codes
 Search or Add Codes

- non-politicized (4)
- Visualization (2)
- Scheduled reports (3)
- Non-punitive (3)
- Confidentiality (1)
- Scalable (3)
- Incentivized (5)
- Usefulness (2)
- Ease of use (7)
- Simplicity (4)

Participant ID	Department	Total years with DCM
P1	Finance (SCM)	6.5
P2	Engineering (Electrical)	15
P3	Engineering (Fleet management)	7
P4	Corporate Services (HR)	9
P5	Corporate Services (Intern)	1
P6	Strategic Services (LED)	6.5
P7	Strategic Services (Town planning)	11
	Total years of experience	56
	Average years of experience	8

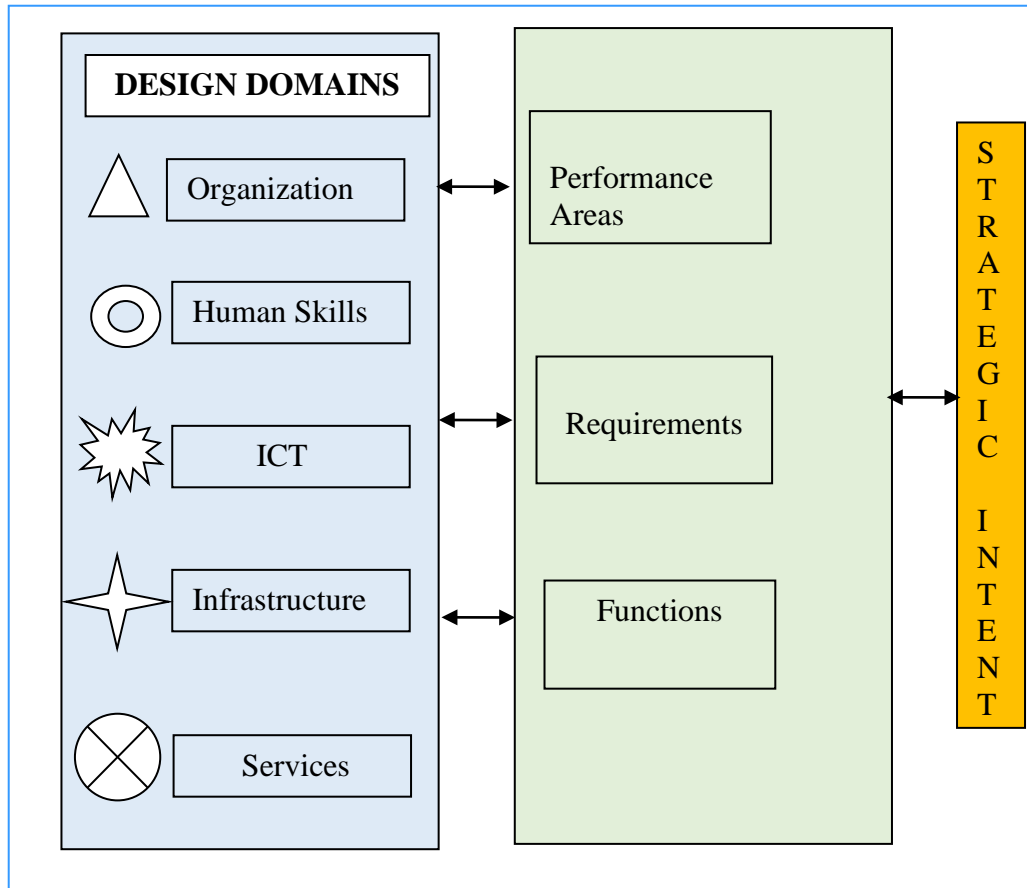




Classification Framework & Simulated Systems View

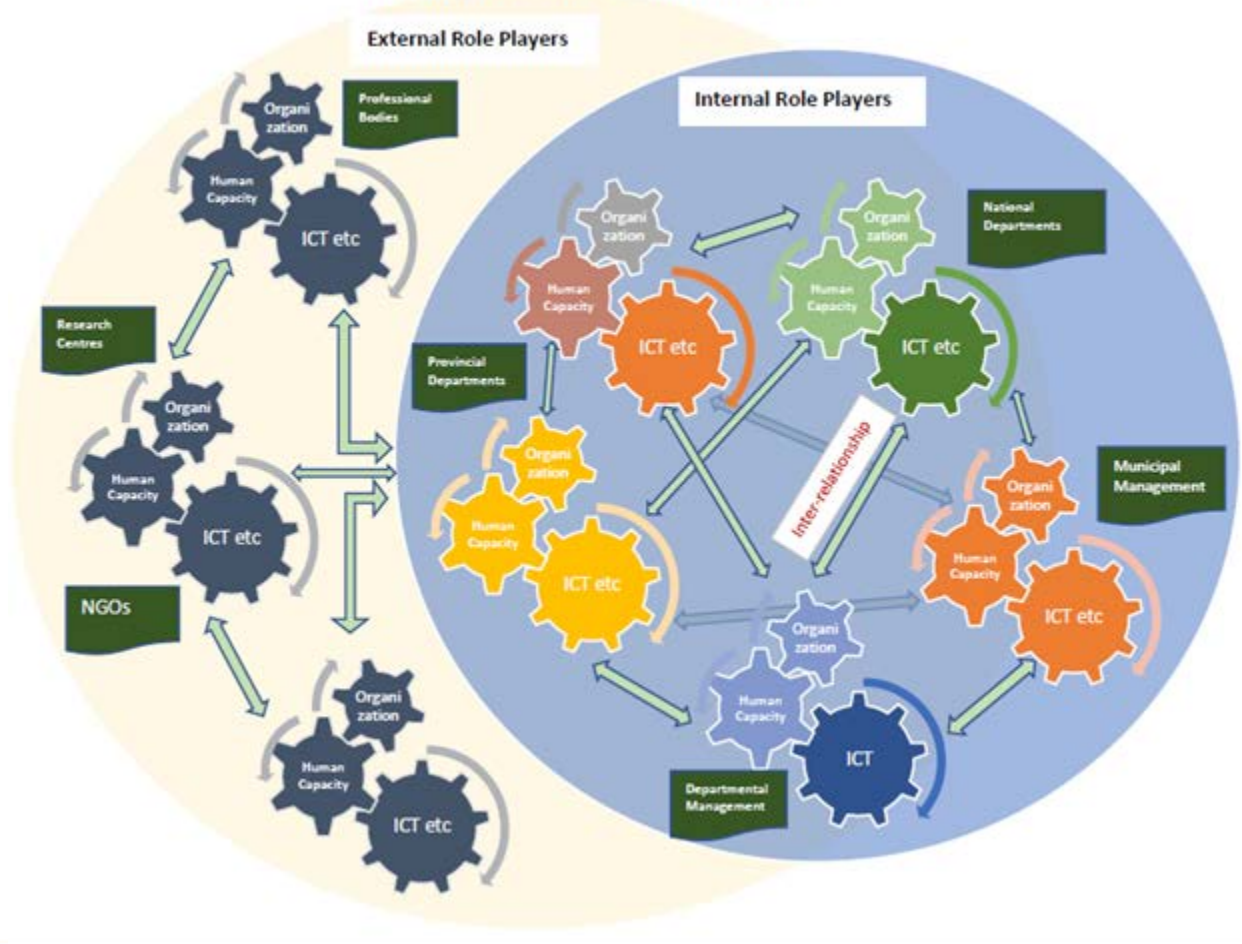
- Systems theory provides a worldview that enables the arrangement, design, or redesign of all facets of an organization to be done in a comprehensive, holistic, concise, and integrated manner
- In this context, it will enable the arrangement and interconnectedness of all the internal and external role players, systems, information flow, operating processes and procedures, and internal/external strategic linkages to be optimized.
- We classify the professionalization program into internal and external blocs with domains (and sub domains) grouped into organization, human skills and know-how, ICT, infrastructure, and services as shown below

Classification Framework & Simulated Systems View - 2



Classification Framework & Simulated Systems View - 3

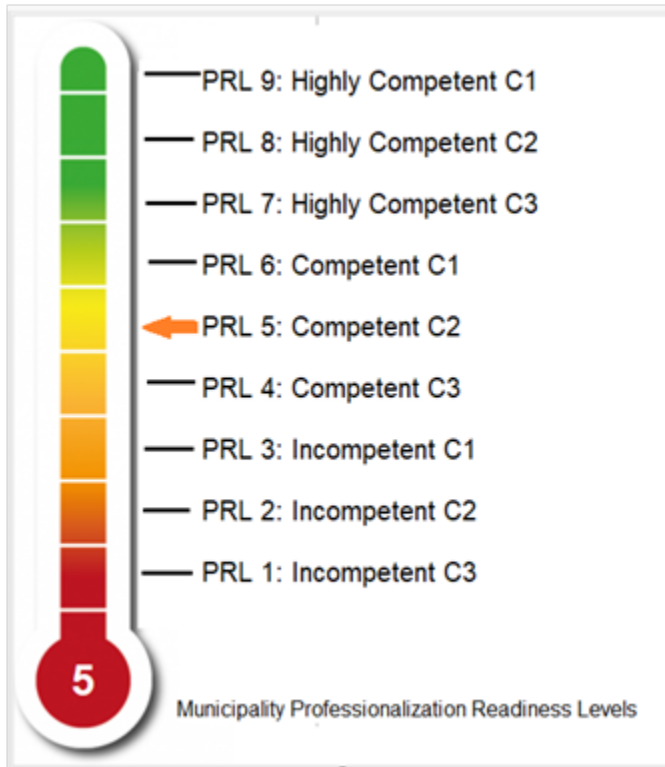
MULTI SECTORAL PROFESSIONALIZATION VIEW



PROFESSIONALISATION READINESS ASSESSMENT MODEL

(PRAM)

- Professionalisation Readiness Scale (PRS)



PR Levels	Category	Description
1 to 3	Incompetent	Non-Compliant. Scored against pre-validated factors & criteria, municipality has not initiated the professionalization program
4 to 6	Competent	Compliant. Scored against pre-validated factors & criteria, municipality has initiated the professionalization program
7 to 9	Highly Competent	Fully Compliant. Scored against pre-validated factors & criteria, municipality has made good progress with the professionalization program

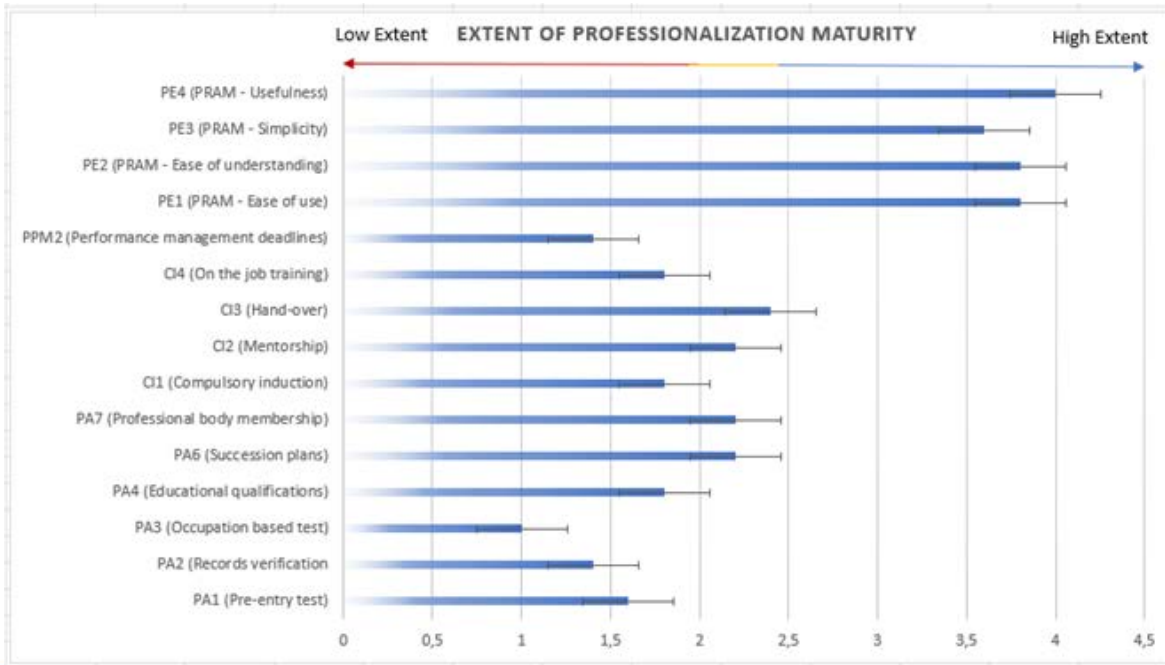
<https://tinyurl.com/ALProfMaturity>



Demonstration Case

Metrics	PA1	PA2	PA3	PA4	PA6	PA7	CI1	CI2	CI3	CI4	PPM2	PE1	PE2	PE3	PE4
Mean	1,6	1,4	1	1,8	2,2	2,2	1,8	2,2	2,4	1,8	1,4	3,8	3,8	3,6	4
Standard Error	0,2449	0,2449	0,3162	0,2000	0,3742	0,2000	0,2000	0,2000	0,4000	0,3742	0,2449	0,2000	0,2000	0,2449	0
Median	2	1	1	2	2	2	2	2	3	2	1	4	4	4	4
Mode	2	1	1	2	2	2	2	2	3	1	1	4	4	4	4
Standard Deviation	0,5477	0,5477	0,7071	0,4472	0,8367	0,4472	0,4472	0,4472	0,8944	0,8367	0,5477	0,4472	0,4472	0,5477	0
Sample Variance	0,3	0,3	0,5	0,2	0,7	0,2	0,2	0,2	0,8	0,7	0,3	0,2	0,2	0,3	0
Kurtosis	-3,333	-3,333	2,000	5,000	-0,612	5,000	5,000	5,000	0,313	-0,612	-3,333	5,000	5,000	-3,333	N/A
Skewness	-0,609	0,609	0,000	-2,236	-0,512	2,236	-2,236	2,236	-1,258	0,512	0,609	-2,236	-2,236	-0,609	N/A
Range	1	1	2	1	2	1	1	1	2	2	1	1	1	1	0
Minimum	1	1	0	1	1	2	1	2	1	1	1	3	3	3	4
Maximum	2	2	2	2	3	3	2	3	3	3	2	4	4	4	4
Sum	8	7	5	9	11	11	9	11	12	9	7	19	19	18	20
Count	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Largest(1)	2	2	2	2	3	3	2	3	3	3	2	4	4	4	4
Smallest(1)	1	1	0	1	1	2	1	2	1	1	1	3	3	3	4
Confidence Level(95,0%)	0,6801	0,6801	0,8780	0,5553	1,0389	0,5553	0,5553	0,5553	1,1106	1,0389	0,6801	0,5553	0,5553	0,6801	0

Descriptive statistics



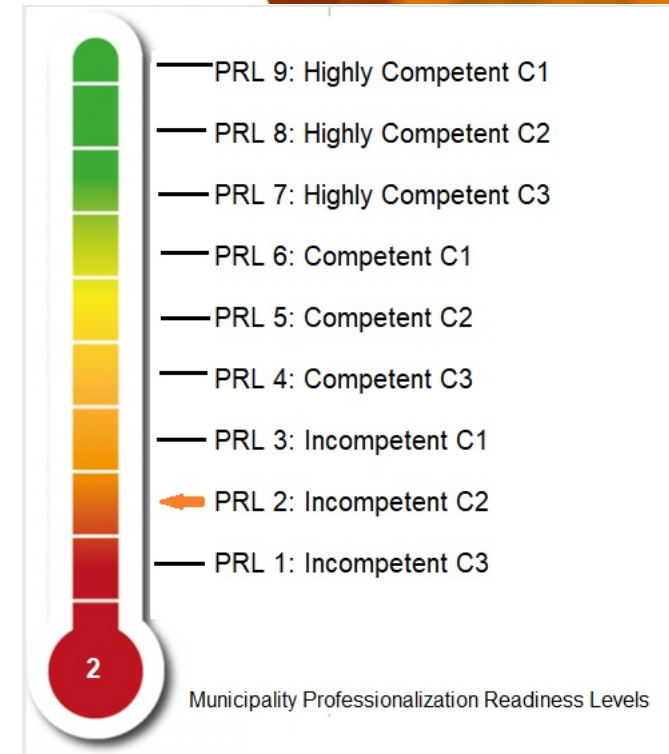
Extent of Maturity

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Findings & Conclusion

- Participants believe that the PRAM concept is useful, easy to understand and use.
- Professionalization readiness scores are very poor mostly because many of the concepts are relatively new to the participants
- Also, it is believed that many senior managers:
 - a. Did not take the prescribed pre-entry assessment within the prescribed time.
 - b. Are not registered members of registered professional bodies.
 - c. Did not get their job specific training on time, on appointment.
- Participants do not believe there are significant political interferences in the DCM recruitment processes.
- There are no known formal succession plans for senior officials.



PRL of DCM

Findings & Conclusion - 2

- Model can be displayed on municipalities websites
- Model can be static or dynamic
- A drill down of each level shows the contributing factors responsible for the level
- Model still needs to be tested at district and metropolitan municipalities level



