



# LOCAL GOVERNMENT PROFESSIONALISATION INDABA **2023**



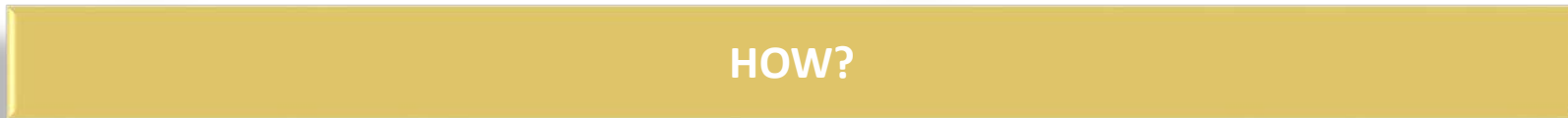
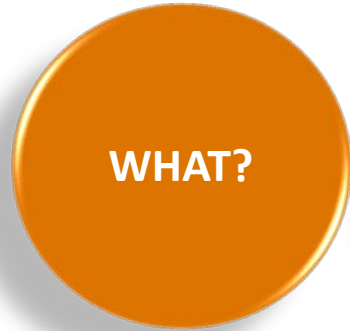
*“STRONG PARTNERSHIPS FOR RESTORING TRUST IN A CAPABLE AND DEVELOPMENTAL LOCAL GOVERNMENT: A CLARION CALL TO DRIVE THE LOCAL GOVERNMENT PROFESSIONALISATION AGENDA”*

## Public Sector Professionalisation: A Macro Perspective Prof Busani Ngcaweni, The NSG



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Centre for Leadership and Governance

# Professionalisation of the Public Sector



WHO?



**Public Sector**  
social policies government education issues history  
benefit solve bureaucracy management  
opinion judicial  
constitutional guide investment firm administration regulation sociology business governance executive  
customs system firm investment regulation sociology business governance executive  
employment globalisation firm investment regulation sociology business governance executive  
policy makers firm investment regulation sociology business governance executive  
legislation accounting healthcare political policy corporate  
institutional national theory traditional law reform legislative  
principled

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

# What makes the Public Sector unique?

## WHO?

- Public Sector: national, provincial, local, the judiciary, SOEs and SOCs - **owned by the government work together to achieve a single goal**
- Provide goods and services to **benefit communities**
- **Run by Government** – implements the policies of the governing party
- **Funded by taxes**, raised from citizens
- Governance – rules, policies and procedures to **manage power relationships**
- Takes care and **looks after the well-being of the Nation**
- Honor and **commitment to serve versus financial gain**



<https://mg.co.za/news/2022-08-02-basic-water-services-in-south-africa-are-in-decay-after-years-of-progress/>

# Towards delivering on the Electoral Mandate

WHAT?

## CAPABLE STATE

A capable state has the required **human capabilities, institutional capacity, service processes and technological platforms** to deliver on the NDP through a social contract with the people.



## ETHICAL STATE

An **ethical** state is driven by the constitutional values and principles of public administration and the rule of law, focused on the progressive realisation of **socio-economic rights** and **social justice** as outlined in the Bill of Rights.



## DEVELOPMENTAL STATE

Aims to meet people's needs through **interventionist, developmental, participatory public administration**. Building an autonomous developmental state driven by the public interest and not individual or sectional interests; embedded in South African society leading an **active citizenry** through **partnerships** with all sectors of society.



As executives and senior managers, are we mastering Statecraft, being ethical in conduct & developmental in our decisions?

# Characterizing A Developmental, Ethical & Capable State



**WHAT?**



# WHAT IT MEANS TO BE PROFESSIONAL IN THE SA PUBLIC SECTOR

## WHAT?

To be professional means to work and project yourself in a way that demonstrates superior levels of acquired knowledge, skills, and competence as well as exemplary conduct, commitment to the profession & its code of conduct.



Professionalism entails a high work ethic and adherence to standards and principles of specific work discipline and context; including qualifications, skills, competencies and values.

Professionalisation subject all employees to a single dispensation of professional registration and regulation. Recognition of the various professional categories within the sector, and subject them to registration with external regulated external professional bodies.

# Towards a New Public Sector Cadre

## A PUBLIC SECTOR THAT DELIVERS!

WHY?



**Committed**  
to the course of national  
development &  
transformation



**Prudent**  
in the deployment of  
public funds



**Masterful**  
& know what they  
are doing

**Diligent**

in the execution of  
national priorities



**Ethical &  
accountable**  
to the people



**Innovative**

always seeking new  
ways of doing things  
with precision







# THE FRAMEWORK: PROFESSIONALISATION IN POLICY

HOW?



# EXPECTATIONS/ OUTCOMES



**HOW?**

To create a clear vision as to where the next generation of public servants will emanate

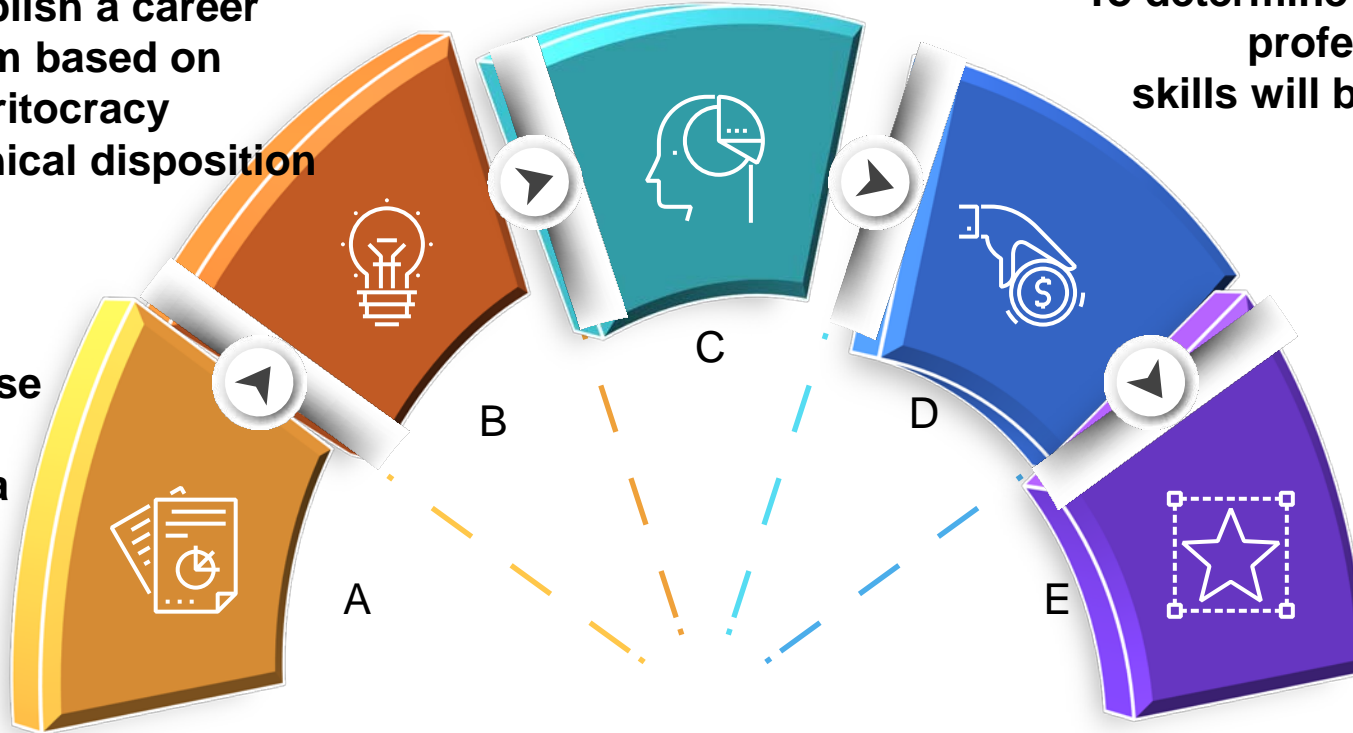
from

To determine how specialist/  
professional  
skills will be reproduced

To establish a career system based on meritocracy and an ethical disposition

To institutionalise the public sector as a career of choice

To devise mechanisms to address skills deficit and inappropriate staffing



**AS PART OF STATE REFORM TO STRENGTHEN STATE CAPACITY**

**1. Merit-based recruitment and appointments** shall apply at pre-entry, progression and promotion.

**2. Review the Pre-entry SMS (Nyukela) course:** compulsory to all levels in the **public sector**; (Military, State Security, Correctional Services, Police, Staff appointed to Political Office & Advisors.

**3. Introduce compulsory occupation-based competency** assessments, and integrity assessment for

**4. By 2025, review the academic entry requirements** into SMS level

**5. Align Internships with pre-entry orientation and training programmes .**

**6. Recruitment of DGs and DDGs:**

HOPA - part of the interview panel.

PSC - create a pool of technical experts to augment selection panels for DGs & DDGs.

EAs , President & Premiers status quo remains

**7. Recruitment of the Commissioners to the PSC:**

Use external experts to be part of a selection committee.

**8. Recruitment of Municipal Managers:**

**Representative from Provincial Treasury** –part of the selection panels

**PSC** will create a pool of technical experts to augment selection panels for Municipal Managers.

**Municipal Councils status quo remains**

**9. Collaborate with higher education institutions (HEIs), professional bodies, industry experts and departments to undertake curricular development.**

HOW?

**PILLAR 1: PRE-ENTRY, RECRUITMENT & SELECTION**

# Pillar 2: Induction & On-Boarding

## 1. Participation in Compulsory Induction Programme by Prospective Public Servants:

Commence with induction immediately after appointment or within 90 days of appointment



## 2. Compulsory reorientation programme for serving public servants.

### Who must Participate? Public Servants:

- National, Provincial, **Local Government** & State Owned Entities,
- Including Institutions of Traditional Leadership
- Military, Police, State Security, Correctional Services,
- Staff appointed into Political Office & Advisors.

HOW?

# Pillar 3: Performance Planning & Management

## HOW?



1. **DPSA review performance management system**

- DGs and DDGs to be tabled to Cabinet



2. **Align performance management with professional bodies' registration.**



3. **The new system should provide objective mechanisms to:**

- Link performance of HODs and DDGs to that of the Institution.
- Introduce independent triggers for exit of non-performing HoDs.
- Improve the competency of politicians to manage performance.
- Address the systemic challenges that result in instability and poor relations between Executive Authorities and HoDs.



4. **Cabinet resolved that the PSC should play a role in performance evaluation of HoDs** to strengthen objectivity & introduce an approach that will link the performance of the individual to the institution they lead.

Extended to Local Government Sphere



# Pillar 4: Continuing Learning & Professional Development

**HOW?**



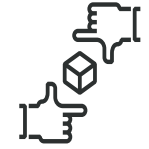
**DPSA & DCOGTA**





**NATIONAL TREASURY**




**DPME**

**DoJ & CD**



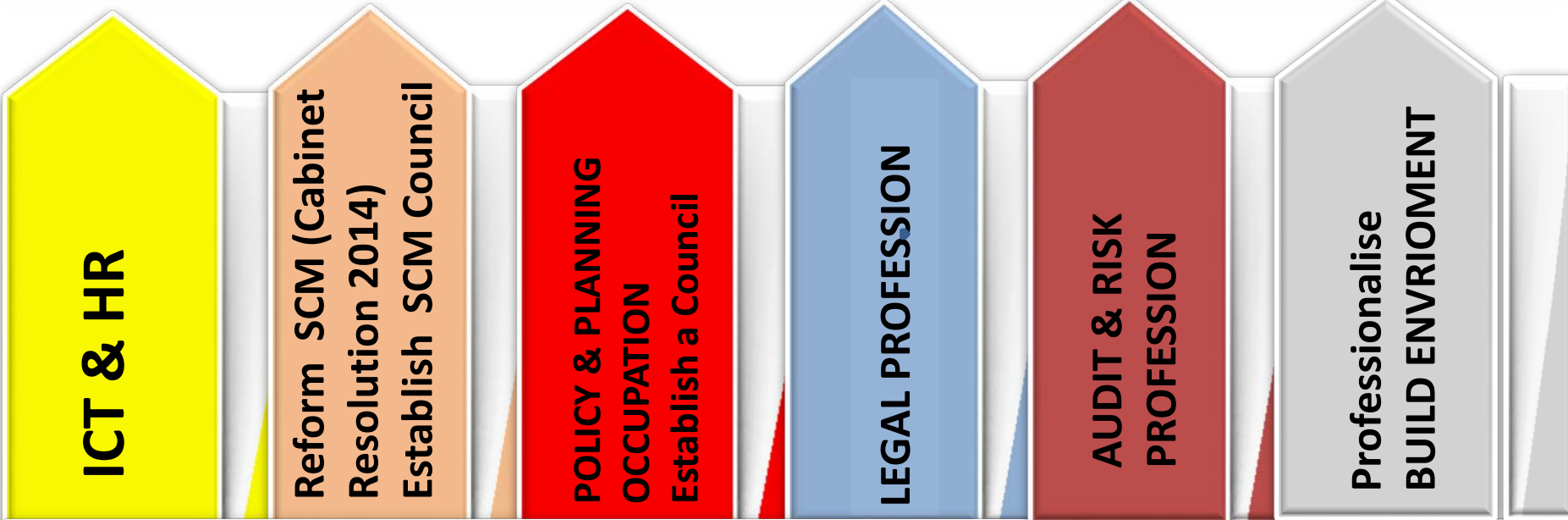

**AGSA**




**DPW & CBE**



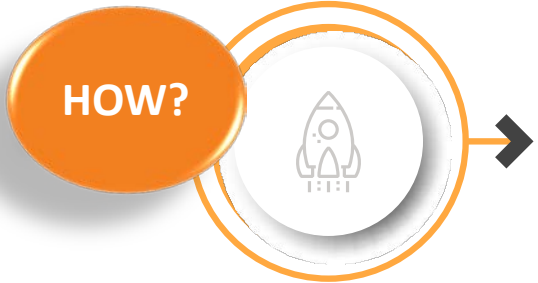
**TO PROFESSIONALISE**



**MINISTER OF THE SCIENCE & TECHNOLOGY & SAQA TO ASSESS THE PROFESSIONAL BODIES FOR REPRESENTATIVITY & TRANSFORMATION**

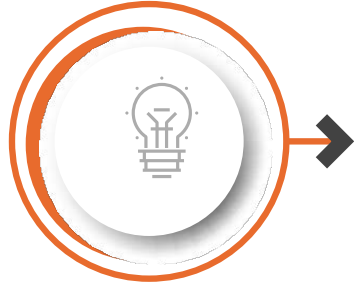
# Pillar 5: Career Progression & Career Incidents

## HOW?



### Political Administrative Interface:

- Cabinet resolved DG in the Presidency will be designated as Head of Public Administration.
- In Provinces this function is designated to Directors General in the Office of the Premiers.
- The HOPA will assist the President & Premiers to manage career incidents of HoDs and serve as mediation mechanism.



### Tenure of DGs, HODs & MMs

- Tenure of HoDs increase to ten years:
  - ✓ rigorous process of recruitment & selection
  - ✓ training and development
  - ✓ performance management reviews
  - ✓ consequence management for non-compliance.
- Revised performance management framework for HODs to be presented by the MPSA to Cabinet.



### Revolving door Policy

- To provide for the movement of identified public servants between private sector, academia
- Consider external candidates for the positions of DDGs and DGs.
- Manage conflicts of interests - highlight those Departments that might create conflict of interest.



### Review RPL Policy (DHET and SAQA)

- Explore possibility of recruitment for optimum use in public sector (recognition of experience) MPSA must determine need for an RPL assessment centre.

### Tenure of Municipal Managers:

- Should be **delinked from political term** for continuity in administration and improved service delivery.
- **DCOGTA will work on measures to ensure that there is uniformity to the Service of Conditions for HoDs and Municipal Managers and introduce a rigorous process for recruitment, selection, training, development and consequence management for non performance**

# A Local Government Perspective – From policy and intentions to results



**HOW?**



**EXISTENCE & ASPIRATIONS**

What is the purpose for the existence of Local Government sector?

What guides our aspirations for a professional sector?



**SPACE & BOUNDARIES**

Understanding our mandate and boundaries.

Where are we competing



**SUCCESS FACTORS**

Understanding our value proposition

Understanding our outcomes and Impact

Are we improving the lives of citizens and communities?



**CAPABILITIES**

What are our skills and capacity

Where do we lack? Where are we strong?

Multiplying successes



**MANAGEMENT SYSTEMS**

Systems to coordinate initiatives for professionalisation

Structures required (formal and informal)

Performance measures – how will we know we are achieving the objectives of professionalizing the sector?





# PARTNERSHIP



# Local Government Programmes

## COVID-19 AND THE ECONOMY:

Provide an overview of the trajectory of the pandemic and the public health response, and the implications for the economy.



## SEIAS

Socio-economic impact assessment conceptual understanding of the SEIAS.



## ETHICAL LEADERSHIP AND EXECUTIVE OVERSIGHT PROGRAMME

Purpose of the programme is to help build a culture of ethical leadership in government, modelled by the ethical conduct of Members of the Executive.



## ETHICS AND INTEGRITY MANAGEMENT WORKSHOP ON ETHICS

Purpose of this workshop is to promote ethical behaviour in the Public Sector, to prevent unethical conduct, fraud and corruption, and to support ethics and integrity management and anti-corruption. The Constitution requires a high standard of professional ethics in the Public Sector.



## PLANNING, MONITORING AND EVALUATION TRAINING

Purpose: Analysing and using M&E evidence to improve performance



## EVIDENCE-BASED POLICY MAKING AND IMPLEMENTATION

To empower officials with technical skills to use a range of tools to support policy development and implementation processes. Participants will understand different types and sources of evidence, and their ability to differentiate higher from lower quality evidence.



## THEORY OF CHANGE FOR PLANNING

Purpose of this course is to provide participants with the skills to apply Theory of Change as a tool for the development of Strategic Plans and Annual Performance Plans.



# Local Government Programmes (2)

## STRATEGIC SOURCING: ASSESSMENT

2 day course aim to build the capacity of public service SCM officials in planning and executing strategic Sourcing processes.



## SEXUAL HARASSMENT

2 day course aims at addressing gender discrimination, violence and sexual harassment simultaneously requires a collaborative effort of all officials within the municipality, in all their diversity to make the working spaces safer and fairer.



## STRATEGIC SOURCING: DEVELOPMENT

5 day course aim to build the capacity of public service SCM officials in planning and executing strategic sourcing process.



## GENDER BASED VIOLENCE

2 day course has the involvement of all public servants, across different experiences and identities, contribute to challenging gender based violence for inter-sectoral cooperation to eradicate all forms of gender violence on all levels of society.



## STRATEGIC SOURCING: EXECUTION

3 day course aim to build the capacity of public service SCM officials in planning and executing strategic Sourcing processes.



## RISKS RESPONSE AND REPORTING

5 day course equips officials in the public sector risk management environment with the necessary knowledge and skills to enable the application of risk response and report on risk management within a municipality.



# Local Government Programmes (3)

## BID COMMITTEES: MFMA

To build the capacity of public service bid committee members who serve on bid specification, evaluation and adjudication committees as well as Supply Chain Management practitioners who are responsible for support functions of the Bid Committee system.



## MAINSTREAMING GENDER IN THE PUBLIC SERVICE

To enable participants to integrate gender considerations into their daily planning activities across all levels of the public sector.



## STRATEGIC SOURCING: ASSESSMENT

2 day course aim to build the capacity of public service SCM officials in planning and executing strategic Sourcing processes. Decisions are generally made at managerial level however will be useful to be done at different levels in the public sector.



## DEMAND MANAGEMENT

To equip officials with the necessary knowledge and information on Demand Management and the advantages that this element can bring to effective service delivery



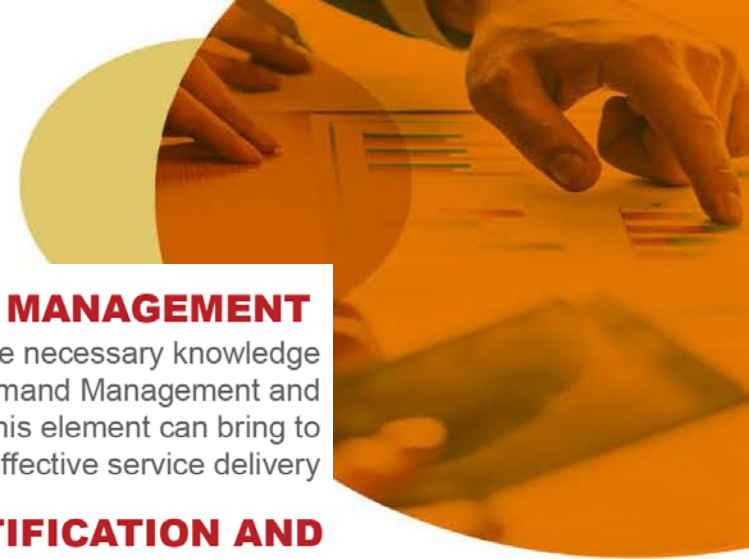
## APPLIED RISK IDENTIFICATION AND ASSESSMENT

5 day course is aimed at equipping middle and senior managers in the public sector risk management environment with the necessary knowledge and skills to enable them to apply risk identification and assessment within a municipality.



## RISKS RESPONSE AND REPORTING

5 day course equips officials in the public sector risk management environment with the necessary knowledge and skills to enable the application of risk response and report on risk management within a municipality.



# Local Government Programmes (4)

## MUNICIPAL STANDARD CHARTS OF ACCOUNTS (MSCOA)

Aims to equip officials with the requisite knowledge and skills to understand key principles of MSCOA.



## CONTRACT MANAGEMENT MFMA

To train and broaden the knowledge and skills base of practitioners involved in contract management on a regular basis.



## ADVANCED ACQUISITION MANAGEMENT

5 day course which equips supply chain officials to understand general aspects applicable to acquisition management and implement acquisition management processes for bids / quotations.



## DETECTION AND COMBATTING BID RIGGING

2 day course aimed to equip supply chain officials and other role players to identify the different forms of bid rigging and to design internal supply chain processes and controls to minimize the risks of bid rigging.



## THE ART OF FACILITATING SOCIO-ECONOMIC DEVELOPMENT for Traditional Communities and Community Development Practitioners

To build an active citizenry that can know and assert its rights, fully access and utilise government resources for societal development and to hold government accountable.



# Local Government Programmes (5)

## Certificate in Governance and Leadership (short learning programme) with 4 modules

- Values based leadership and decision making for the public sector
- Democratic governance and public institutions
- Basic research methods for the public sector Media communication for the public sector

## GENDER RESPONSIVE PROCUREMENT

This is a 2 day to build the capacity of practitioners to assist municipalities to mainstreaming gender in procurement focusing on empowerment of women-owned companies and providers.

## PROJECT KHAEDU



To equip Public Servants with the theory and practice required to unblock service delivery challenges



## ETHICS MANAGEMENT IN LOCAL GOVERNMENT

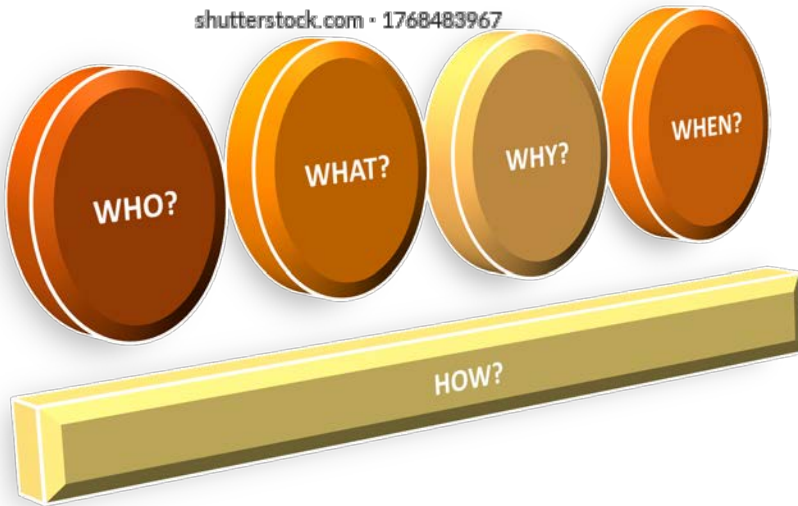


Provides a basic overview of how to manage ethics within municipalities. designed to assist municipal officials who play a role in ethics management and corruption prevention.

# Towards Success

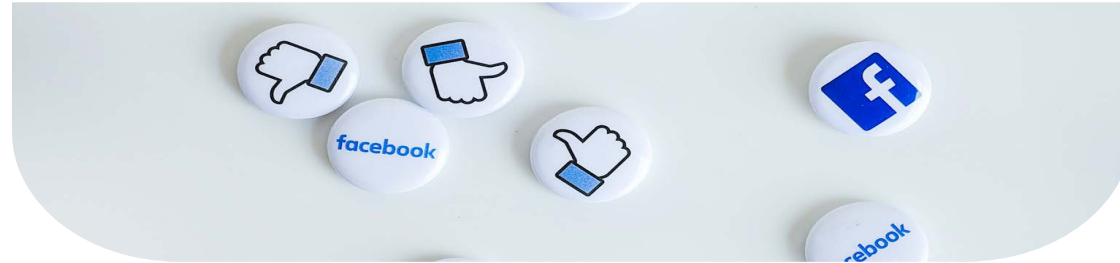


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- ❑ Adopt the Framework
- ❑ Set Priorities:
  - *Interventions* (extend tenure, pre-entry exams, integrity tests, etc.)
  - *Occupational categories* (register with professional councils)
  - Timeframes
- ❑ Set up Structures
- ❑ Single Public Service





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### **The NSG:**

**Learn:** expanding learning opportunities for public servants to master statecraft

**Serve:** building capacity (& culture) of public servants to serve society effectively

**Grow:** helping public servants combine learning & service (experience) to grow professionally

