

# Open Society Foundation South Africa (OSF-SA)

## Municipal Capacity and Skills Study



Human Sciences Research Council  
Developmental, Capable, Ethical and State (DCES)  
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# Introduction

The focus of this presentation is to highlight –

- 1) the objectives of the study
- 2) the research methodology, and
- 3) to provide context to the findings presented in the next two presentations



# Objectives of the study

- To conduct a ***skills and capacity assessment of municipal officials*** in order to inform ***training and capacity-building interventions***.
- To assess whether existing or planned municipal ***training and capacity-building strategies and interventions*** are appropriately ***aligned with the priority needs of the communities*** they serve.
- To assess whether such ***strategies and interventions contribute towards professionalising municipal officials*** including their ***ability to effectively manage the political / administrative interface*** in order to enhance accountability for a more efficient and effective capable state.
- To assess the ***availability of tools and capacities to reinforce ethical behaviour and leadership*** among municipal officials to resist corruption and maladministration.

# Overall research approach of the study

The study employed a *mixed-methodology*

- **Literature review**
- Qualitative component
  - **In-depth-interviews** with **key stakeholders** (N=28)
  - **In-depth interviews** with **Senior Municipal Officials** (N=23)
  - **Focus groups** (4 FGs; N=32)
- Quantitative component
  - **Survey** (face-to-face and online) with public officials (N=102)
  - Secondary **data analysis of available quantitative data**



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# Research Approach before COVID-19

Province	Municipality	Fieldwork Period	Research Approach
Free State	<b>Mangaung Metropolitan</b>	November 2019	<ul style="list-style-type: none"> <li>• Secondary data analysis of available reports</li> <li>• Focus group discussions               <ul style="list-style-type: none"> <li>• Junior (level 6 to 10) Focus Group (N=7)</li> <li>• Senior (level 3 to 5) Focus Group (N=7)</li> </ul> </li> <li>• In-depth interviews with senior municipal officials (N=6)</li> <li>• Quantitative survey (face-to-face and online) with public officials (N=21)</li> </ul>
	<b>Fezile Dabi District</b>	December 2019	<ul style="list-style-type: none"> <li>• Secondary data analysis of available reports</li> <li>• Focus group discussions               <ul style="list-style-type: none"> <li>• Junior (level 6 to 10) Focus Group (N=10)</li> <li>• Senior (level 3 to 5) Focus Group (N=8)</li> </ul> </li> <li>• In-depth interviews with senior municipal officials (N=6)</li> <li>• Quantitative survey (face-to-face and online) with public officials (N=81)</li> </ul>

# Impact of COVID-19 on our methodology

- COVID-19 for a host of reasons impacted on our ability to conduct face-to-face fieldwork.
  - The research team was forced to work in ways that would **ensure the health and safety** of the participants as well as the researchers.
  - Municipal officials were often **not available** because some of them contracted the **Coronavirus** or were in **self isolation**.
  - **Working from home** made reaching the municipal officials extremely difficult and sometimes impossible. In some municipalities, offices had a worker rotation system that **made regular communication impossible**.
  - **Political instability** at some of the municipalities made access also difficult.
  - The online **survey was not data free** and when participants completed the survey by using their personal money it became an obstacle.
- The focus group discussions were therefore abandoned
- The interviews with senior municipal officials were done online using Zoom and Teams

# Research Approach during COVID-19

Province	Municipality	Fieldwork Period
Eastern Cape	Nelson Mandela Bay Metropolitan	March – May 2020
	Makana District	April – June 2020
Limpopo	Elias Motsoaledi Local	June – July 2020
	Ba-Phalaborwa Local	June – August 2021
North West	Bojanala Platinum District	June – August 2021
	Ngaka Modiri Molema District	June – August 2021

## ***In the remaining municipalities we conducted:***

- Secondary data analysis of available reports
- Secondary data analysis of available statistical data
- In-depth interviews with senior municipal officials (N=11) was online via telephone or Zoom or Teams





# Expert Stakeholder Interviews

- About **28 expert in-depth interviews** were conducted with key stakeholders in the **public, private and civil society sectors** between October 2019 and March 2020.
- For example: Representatives from SALGA, CoGTA and National School of Government participated in the interviews.
- The in-depth interviews were conducted ***via telephone, and online platforms*** such as Zoom and Microsoft Teams.
- An ***Expert Stakeholder Report*** was produced based on the expert interviews.



# Final Report

**The final project report draws on the findings from:**

- literature review (Report)
- focus groups
- in-depth municipal interviews with senior municipal officials
- in-depth interviews with key stakeholders (Report)
- publicly available quantitative / statistical data
- survey data with public officials in Fezile Dabi and Manguang