

# **Open Society Foundation South Africa (OSF-SA)**

## **Municipal Capacity and Skills Study**

### **Best Practices and Lessons Learned**

**Human Sciences Research Council**  
**Developmental, Capable, Ethical and State (DCES)**  
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# Best Practices

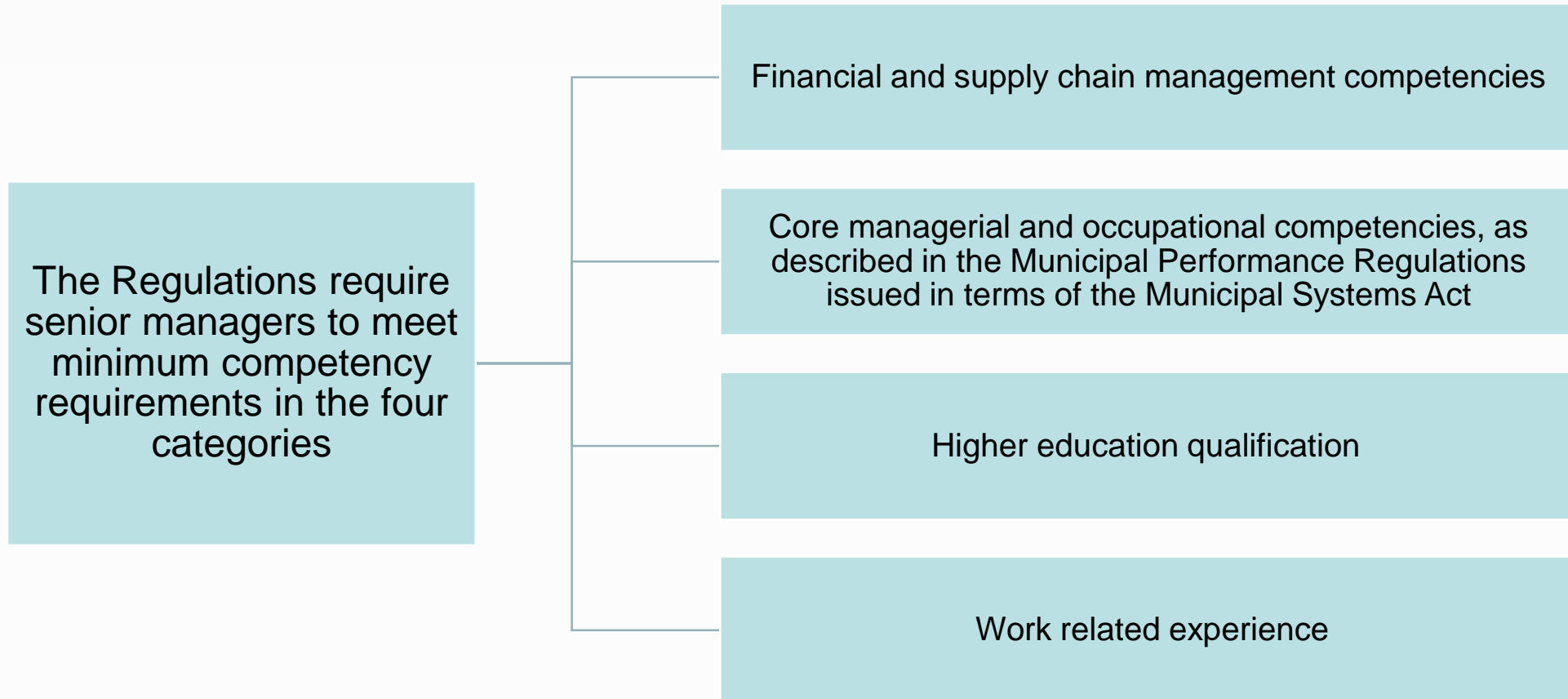
Central to municipal best practices should be activities that have direct impact on service delivery to communities.

Du Plessis (2005) defines best practice as actions and processes to improve efficiency and deliver better services to the community.

In the context of skills and capacity it is critical that municipal work skills programs are designed to address both service delivery and skills and capacity of municipal officials.



# Municipal Regulations on Minimum Competency Levels



# Best Practices

## IDPs benchmarks

- Improved service delivery
- Infrastructure development
- Financial viability
- Local economic development
- Safety and security, and
- Development and the transformation of the institution
  - skills development,
  - succession planning and performance management,
  - capacity development .

# Best Practices

- Strategic and operational planning show a culture of supportive performance management.
- Alignment of policy processes with both employees management and municipal performance,
- Municipal understanding of the importance of ensuring that managers are capable and committed towards managing through;
  - planning,
  - organising,
  - leading and control,
  - alignment of individual (skills and capacity) and institutional performance management

# Lessons Learned

- Methodological flexibility and adaptability
- Study communication (Remote vs face to face interaction) with municipality officials
- Impact of high turnover of municipal manager on the study milestones
- Dedicated municipal official who assisted the study.
- Rural municipality struggle for resource and critical skills

# Lessons Learned

## Skills and capacity

- Low levels of education contribute to a variety of skills constraints including skills shortages, gaps, and imbalances or mismatches.
- Training and skills development is prioritized by municipal officials.

## Municipal category

- Category B municipality struggle to attract skilled workers and are faced with brain drain towards metros and private sector;

## Political interface

- The appointment of politically associated public officials in municipality and public services provides an obstacle to the improvement of public services
- In the absence of political interface, Municipal officials possess the abilities necessary to provide citizens with high-quality services.

# Thank You



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