PROGRESS ON CAPACITY BUILDING AND WOMEN’S EMPOWERMENT: THE LOCAL GOVERNMENT CONTEXT

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PRESENTATION OUTLINE

- BACKGROUND AND INTRODUCTION
  - SALGA’S MANDATE & STRATEGY
  - HRM&D LEGISLATIVE FRAMEWORK
  - TYPICAL FUNCTIONS WITHIN A MUNICIPALITY
  - LOCAL GOVERNMENT (LG) CAPACITY BUILDING STAKEHOLDERS

- INDIVIDUAL CAPACITY BUILDING

- INSTITUTIONAL CAPACITY BUILDING

- ENABLING ENVIRONMENT CAPACITY BUILDING

- SALGA GENDER MAINSTREAMING APPROACH & PROGRAMMES

- MUNICIPAL CAPACITY BUILDING PROGRAMMES - 2014 ONWARDS
Global Progress

- 2011 UN General Assembly = Resolution on women's marginalisation from political participation through discriminatory laws, practices, attitudes and gender stereotypes

- Convention on the elimination of all forms of discrimination against women = Women's right to participate in public life

- Beijing Platform for Action = Removing barriers to equal participation

- MDG = measures progress towards gender equality through participation of women in parliamentary seats
BACKGROUND AND INTRODUCTION

- From local to global the women leadership and participation are restricted
- Underrepresentation as voters as well as in positions both in elected office and the civil service, private sector, academia etc.

- What are the obstacles?
  - Structural barriers
  - Discriminatory laws
  - Institutional limitations
  - Education and Resource capacity gaps between men and women
  - Social and Cultural dynamics

How do we propose to deal with the Challenge??
**SALGA’S MANDATE**

**SALGA MANDATES**
1. Representation
2. Employer Body
3. Capacity Building
4. Support and Advisory Role
5. Profiling Role
6. LG Knowledge Hub

**INTER / NATIONAL CONTEXT**
1. MDGs & Global Commitments
2. National Dev Plan & other national plans/policies
3. MTSF
4. LGTAS
5. Electoral Mandate (2011)

**7 STRATEGIC GOALS**
1) Accessible, equitable, sustainable services
2) Safe and healthy environment and communities
3) Coherent local planning & economic development
4) Effective, responsive and accountable local governance for communities
5) Human capital development in LG
6) Financially and organizationally capacitated municipalities

**SALGA 5 YEAR STRATEGIC PLAN 2012-2017**

**3 APEX PRIORITIES:**

1. Review of legislative & policy framework impacting negatively on LG.
3. Improved municipal capacity.

**Differentiated Approach to Managing / Supporting LG**
## Legal Framework for HRD in the LG Sector

### Essential Acts and Policies
- **Skills Development Act**
- **Relevant SETA’s**
- **Constitution of the Republic of South Africa, 1996**
- **Labour Relations Act**
- **Employment Equity Act**
- **The Municipal System Act 2000**
- **The municipal Structure Act**
- **Basic Conditions of Employment Act No 74 of 1997**
- **Promotion of Access to Information Act No. 2 of 2000**
- **Municipal Performance Management Regulations (2006)**
- **Compensation for Occupational Injuries & Diseases Act No. 130 of 1993**
- **Commission on Gender Equality Act No 39 of 1996**
- **Promotion of Administrative Justice Act no. 3 of 2000**
- **Occupational Health & Safety Act No. 85 of 1993**
- **Tobacco Products Control Act no 83 of 1993**
- **Commission on Gender Equality Act No 39 of 1996**
- **Compensation for Occupational Injuries & Diseases Act No. 130 of 1993**
- **Promotion of Administrative Justice Act no. 3 of 2000**
- **National Archives & Record Service of SA Act No 43. of 1996**
- **Occupational Health & Safety Act No. 85 of 1993**
- **Tobacco Products Control Act no 83 of 1993**
- **Public Finance Management Act 1 of 1999**
- **Tax on retirement funds Act 38 of 1996**
- **Unemployment Insurance Act no. 63 2001**
- **Unemployment Insurance Contributions Act no 4 of 2002**
- **South African Revenue Service Act 34 of 1997**
- **Protection of Equality & Prevention of Unfair Discrimination Act no 4 of 2000**
- **Employment Equity Act 1998c**
- **Prevention of Combating of Corrupt Archives Act no. 12 of 2004**
- **Obligation of Employers Act 8 of 1996**
- **Promotion of Equality & Prevention of Unfair Discrimination Act no 4 of 2000**
- **Employment Equity Act 1998c**
- **Unemployment Insurance Contributions Act no 4 of 2002**
- **South African Revenue Service Act 34 of 1997**
SALGA AT THE FOREFRONT OF PROFESSIONALISING LOCAL GOVERNMENT: CREATING A LINK BETWEEN SUSTAINABLE SERVICE DELIVERY AND EFFECTIVE HUMAN CAPITAL MANAGEMENT AT A MUNICIPAL LEVEL

In order to transform local government to meet the requirements of its mandate it is necessary that municipalities begin to approach and engage with Human Resource Management & Development (HRM&D) as a strategic service.

An institutional service delivery model has been formulated showing the relationships and inter-dependence between various factors and the interface with internal and external stakeholders.

This model underpins the strategic framework for human capital management in municipalities.

A MATURE MODEL FOR LOCAL GOVERNMENT HRM&D

The HRM & D maturity model outlines the future state of local government and the transitional steps that define the evolution to the ideal state of municipal HR maturity. By following the maturity model in the implementation of its human capital practices, each municipality will be able to reproduce its value proposition as an employer of choice and an effective facilitator of service delivery excellence.

THE HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT STRATEGY MODEL

This integrated Human Resource Management and Development strategy outlines how HRM&D should be managed to support the achievement of the objectives of the Integrated Development Plan (IDP) of a municipality. The core of the HRM&D strategy hinges on the underlying appreciation of how the different elements of the human capital management functions fit together to create meaning and value for the municipality.

SALGA developed this model for its members as mandated by the national conference held in 2011 primarily for the following reasons:

- to serve as a guide to strategy development;
- to position Human Capital planning alongside the development of the IDP;
- for use by SALGA as a tool for determining Human Capital Management support requirements in municipalities.

A caption of competencies that can be associated with a mature human capital management function. These competencies provide a basis for understanding and defining the delivery expectations of HR as a strategic partner:

Core Competencies

- Relationship builder;
- Change Facilitator;
- Trusted adviser;
- Service Excellence Enabler;
- Human Resource Management and Development Expert

Please direct all queries via email to: municipal.hm@salga.org.za.
A HOLISTIC APPROACH TO CAPACITY BUILDING IN LOCAL GOVERNMENT

COGTA: NCBF 2011
Individual Capacity Building

WORKSHOPS/SEMINARS/ CONFERENCE/ SUMMITS/ FORMAL

- Councillor Induction Programme
- Senior Managers Induction Programme
- Anti-Corruption Summit
- Local Democracy and Local Governance Programme (LODLOG)
- Municipal Public Accounts Committee (MPAC)
- National and Advanced Certificate In Municipal Governance
- Local Labour Forum (LLF)
- Leadership Development Workshops (Hotspot municipalities)
- Human Resource Policy Conference
- Portfolio Based Councillor Induction Programme (Housing, Water Services)
INSTITUTIONAL CAPACITY BUILDING

TOOLKITS, GUIDELINE, FRAMEWORKS, POLICIES, PROCEDURE

- LG Professionalisation Framework
- Accountability and Oversight Guideline
- Separation of Functions: A differentiated model Guideline Development
- Establishment & Functioning of MPACs Guideline Development
- Roles and Responsibilities of Political Office Bearers Guideline Development
- Developmental Human Capital Management Profiling & Reporting Toolkit
- Contributed to Credit Control & Debtor’s Management Training and Policy Development Financial Oversight Portfolio Based Training for Councillors
- Human Resource Management & Development Strategy – Blueprint for LG
HANDS ON SUPPORT

- Audit Outcomes Support; Institutionalising Performance Management;
- Support in the establishment of oversight structures e.g. MPACS, Audit Committee, Internal Audit Units in municipalities;
- Maturity Level Profiling - Municipal Human Capital Management Function

REPRESENTATION

- Collective Bargaining & Employee Relations Management,
- Conciliations and Arbitrations.

LOBBY AN ADVOCACY

- Legislation & Policy

KNOWLEDGE MANAGEMENT

- Knowledge Sharing and inter municipal peer learning
Gender Mainstreaming:

Refers to the systemic incorporation of gender concerns into policy, planning and programme implementation, so that before decisions are taken an analysis is made on the circumstances and effects on women and men. It is not simply concerned with increasing the participation of women, but also the quality and conditions of their participation.

Mainstreaming is not a goal but a process towards achievement of transformation and development goals.
Two focus areas for gender mainstreaming:

1. Equity of Representation; and
2. Gender mainstreaming within local government functioning and practice
Municipal Structures Act of 1998, which includes guidelines stating that “every party must ensure that 50 % of the candidates on the party lists are women, and that women and men candidates are evenly distributed through the list. However, as the Global Database of Quotas for Women (2006) points out: "There is no penalty if this is not adhered to". 
2004: Gender audit conducted, after the poor representation of women at the 1995/6 & 2000 local government elections. The audit focused on Councillors & Section 57 employees in municipalities.

The audit concluded that women representation stands at 29.06% with a high concentration of men in decision making positions and women occupied positions of deputies, although they were still under represented when compared to men.
2005: The Women in Local Government Summit:

“Enhancing the Representation and Participation of Women in Local Government”

This led to the Benoni Declaration calling for 50/50 representation of Women. The campaign sought to increase the representation and participation of women in local government.

SALGA actively drove 50/50 campaign
The table summarises gender and local government election results over four municipal elections since 1995.

The table shows steady progress in the first three elections, with women’s representation increasing from 19% in 1995 to 29% in 2000; up further to 40% after the ANC adopted a 50/50 quota in 2006.

The decline in women’s representation in ward seats from 37% in 2000 to 33% in 2011, and corresponding overall decline of women’s representation by two percentage points to a bitter blow for the 50/50 campaign.

<table>
<thead>
<tr>
<th>YEAR</th>
<th>% Women Ward</th>
<th>% Women PR</th>
<th>% Women overall</th>
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</thead>
<tbody>
<tr>
<td>1995</td>
<td>11</td>
<td>28</td>
<td>19</td>
</tr>
<tr>
<td>2000</td>
<td>17</td>
<td>38</td>
<td>29</td>
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<td>2006</td>
<td>37</td>
<td>42</td>
<td>40</td>
</tr>
<tr>
<td>2011</td>
<td>33</td>
<td>43</td>
<td>38</td>
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</tbody>
</table>

Source: Gender Links 2011
Gender mainstreaming within Local Government functioning and practice

1) Women in Local Government Programme
2) Capacity building programmes (National School of Government, Gender Links, GEMLOG)
3) SALGA Women’s Commission
Women in Local Government Programme:

Held annually since 2002” – and designed to:

- Offer space for reflection and review of the achievements and challenges experienced by women in local government
- Identifying transformation challenges faced by women in local government
- Provide opportunities to address the empowerment for women councillors networking and sharing experiences with a view to finding solutions to service delivery
- Celebrating achievements and progress made with regards to gender equity and equality in local government
- Determine and agree on measures to institutionalize the WIPLG into a more programmatic component rather than an annual event/activity
Development of a Local Government Gender Policy Framework: SALGA in partnership with the dplg “Cogta” in this venture

The framework provides guidelines for municipalities & government departments when developing their own gender policies
Gender Links Centres of Excellence Training:

- This takes place through sustained interventions that bring together policy, implementation, on the job training, monitoring and evaluation and annual sharing of good practices at the Gender Justice Local Government summit & Awards.

Aims to:

- Capacitate Municipalities to become centres of excellence in gender mainstreaming through on the job training and practical application of skills.

- Assist municipalities in developing gender action plans based on the Gender Policy Framework for Local Government.
Gender Links (2014): Women in Politics covers:

- Gender and governance
- Gender, elections and the media (understanding the concept of media literacy and hold the media and leaders accountable as well as equip participants with skills to make their voices count).
- Making Information Technology work for you (developing their Information and Technology advocacy skills)
- Campaigning (how to include gender issues in the campaigns)
Gender Mainstreaming and Local Governance (GEMLOG) =
is a practically oriented training programme
aimed at building capacity of SA municipalities and LG institutions in
gender equality and gender mainstreaming.

Partnership between SALGA & SKL International
(subsidiary to the Swedish Association of Local Authorities
& Regions).
GEMLOG Programme (cont.)

Overall objective
- “To advance gender equality and democracy through increased knowledge and understanding of the principles and values to ensure that LG officials are well equipped to manage gender policies and programmes within LG processes & initiatives”

Participants
- Representatives from SALGA, including politicians and officials from 6 municipalities in the NW & Mpumalanga provinces
National School of Government (cont.)

- **Gender Mainstreaming Training** = offered by the National School of Government - “training under review to ensure LGSETA accreditation”
Launched at the 2010 Women in local government summit

The establishment of the Women’s Commission for SALGA derives from a United Cities Local Government Association (UCLGA) initiative, aimed at the strengthening of gender equality within African local governments

Proposed Mandate:

The SALGA Women’s Commission is established to coordinate, promote and advocate for gender appropriate strategies and practices within member municipalities and feed into regional and continental processes.
Composition and Membership:

Provincial and National Representation of SALGA politicians and officials

Ex-Officio representation from external structures (like minded organisations including for example; tertiary and or academic institutions, the media and civil society organizations)
Role of the SALGA Women’s Commission

- Co-ordination of SALGA Women’s Commission processes
- Providing annual status reports as part of the Women in Local Government Programme and to the UCLGA
- Development of the National Implementation Plan for local government
- Monitoring of gender mainstreaming processes in local government
Role of the SALGA Women’s Commission

Lobbying and advocacy (e.g. furtherance of the campaigns i.e. 50/50 campaign, Millennium Development Goals (MDGs) etc; and

Prepare and publish information designed to inform appropriate institutions on policy issues regarding women participation in local government

Promoting and sharing of best practices from member municipalities and across the borders

Engagement with National Gender Machinery and with other relevant gender structures locally and internationally
Municipal Capacity Building Programmes - 2014 Onwards

- Establishment and Initial Operationalization of the SALGA Centre for Leadership and Governance (SCLG)
- Municipal Multi-disciplinary Audit Support Programme - COPs
- On site Task Job Evaluation Implementation and Support Programmes
- Cllrs Induction Programme Review and Launch for 2016 elected representatives
- Provision of Support to Profiled Municipalities to Implement Municipal Specific Human Capital Management Strategy
- Annual Publication of SALGA Capacity Building Prospectus
- Implementation of SALGA Support Framework for LG Gazetted Regulations through systematic deployment of COPs
- Public Campaign on Professionalisation of LG based on LG Service Charter Implementation at Municipal Level
- Implementation of SALGA Intelligence Management Capability including regular Publishing of Municipal Human Capital Management Index
- Institutionalisation of thought Leadership Based Programme
The SALGA Centre for Leadership and Governance (SCLG) drive a development agenda through active reflection and thought leadership programmes. Targeting elected local government leaders and senior managers in South Africa and the SADC Region; SCLG programmes focus on enhancing leadership and governance capabilities to drive professionalism and excellence in a dynamic and complex municipal environment.

### POSITIONING STATEMENT & MODEL OF ENGAGEMENT

**LEARNING**
- Leadership in Governance Programme

**REFLECTING**
- 'Local Links' Leadership Conversations

**SHARING**
- Knowledge Exchange Programme

### PROGRAMMES / PRODUCTS

### SERVICES
- Psychometric and competency assessments
- E-Learning Platform
- Centralised booking, client/learner tracking tool
- Case study development
THANK YOU