

HRD at Municipal Level in South Africa

Local government is an employment and economic driver that deliver key social, environmental and economic services to communities across the country.

To be effective and efficient, municipalities requires a skilled work force but they compete with other spheres of government and the private sectors to attract and retain skilled personnel

Introduction

- Training and development is an important issue in South African Local Government.
- South Africa, in particular, human resources managers are faced with great challenges.
- This is because the employment situation in South Africa is unique: on the one hand there is a serious shortage of skilled labour and on the other hand, a high rate of unemployment prevails among unskilled employees.
- South Africa is therefore faced with an enormous challenge in bridging the gap between the lack of productivity among lower-level workers and the need to be highly productive particularly at this level of employment

Legislations govern HRD

- Skills Development Act 1998
- Skills Development Levies Act 1999
- South Africa Quality Authority Act 1995
- SETA Grant Regulation Gazette No.35940
- NSDS III
- DHET Guide on Grant Regulation Implementation

MUNICIPAL CATEGORIES

- 278 Municipalities
- (A) 8 Metros
- (B) 226 Local Municipalities
- (C) 44 Districts

AUDITOR GENERAL FINDINGS

- 7% Well functioning
- 31% reasonable functional
- 31% almost dysfunctional
- 31% dysfunctional which are 55 municipalities
- 13% received clean audit which are 33 municipalities
- **Irregular expenditure increased** from R16,212 billion to R28,376 billion (a 75% increase)
- 92% of the municipalities are using consultant to handle their financial reports at a cost of R 892 Million

THE CHALLENGES FACED BY MUNICIPALITIES

- **Municipalities in general do not acknowledge the ethical values that support skills development, as a key element of human resource development (HRD) policies and strategies**
- **Weak/poor awareness and understanding of HRD policy/plan by employees**
- **Poor practicing of skills development by municipalities**
- **Lack of departmental skills plans**
- **Ineffective functioning of Consultative Committees**
- **Poor support by stakeholders**

STRUCTURE ESTABLISHED TO ASSIST FACILITATION OF SKILLS DEVELOPMENT

- LGSETA
- was established in terms of the Skills Development Act (SDA) and Skills Levy Act
- The Skills levy act requires employer to contribute 1% of total payroll bill towards training and development.

- **FUNDING SKILLS DEVELOPMENT SKILLS LEVY:**

- SARS collects and distribute the levy as follows:
 - - 20% to the National Skills Fund (NSF) &
 - - 80% to the SETA

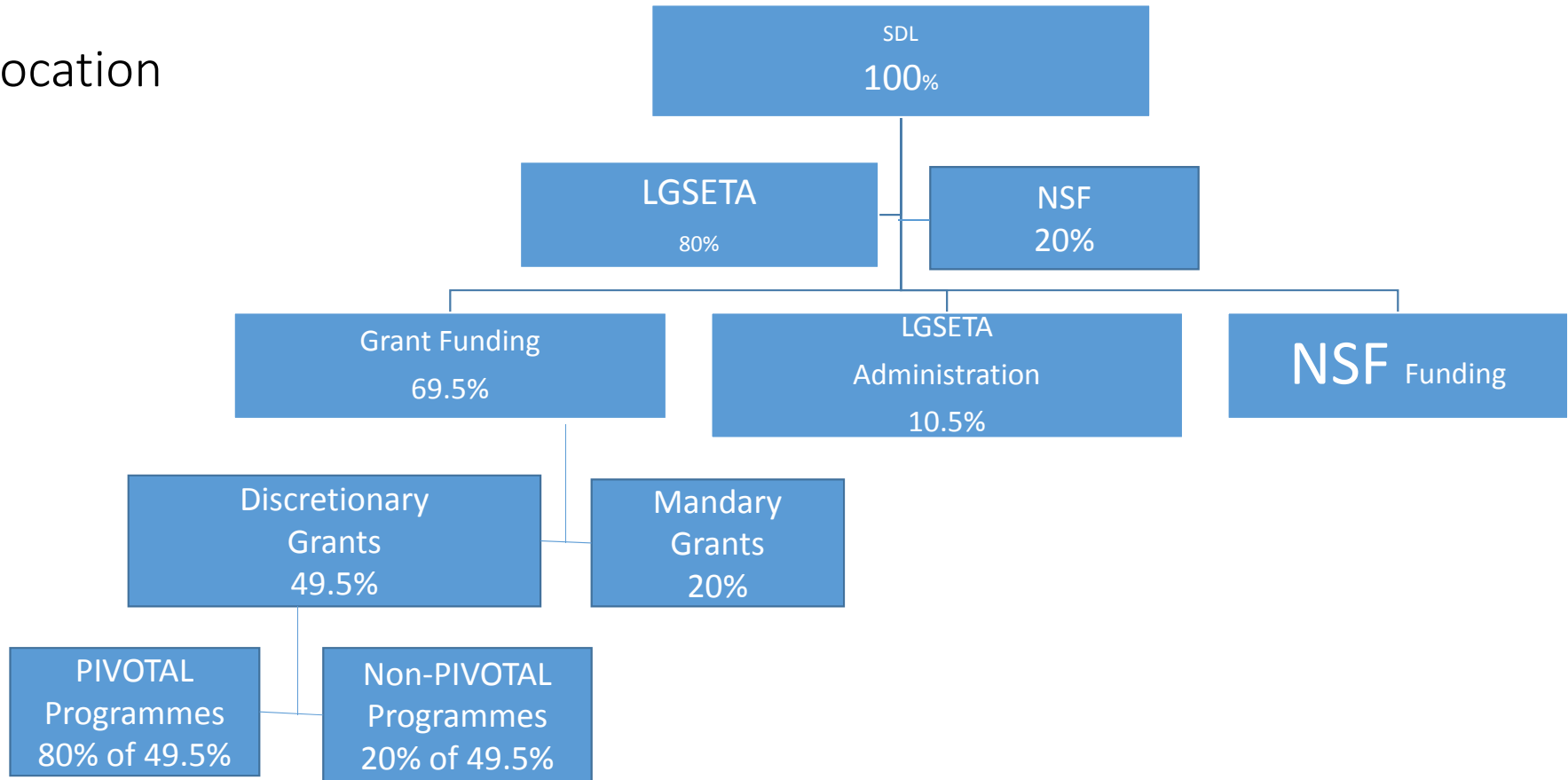
FUNDING SKILLS DEVELOPMENT GRANT PREVIOUSLY DISBURSEMENT:

- 1st year 50% of total levy can be recovered in form of grants
 - Grant A (15%) appointment of Skills Development Facilitator (SDF)
 - Grant B (10%) submission of WSP • Grant C (20%) implementation and report on training
 - Grant D (5%) discretionary grant for learnership and Skills Programmes

GRANT DISBURSEMENT:

- 2nd year 70% of total levy could be recovered in the form of grants.
- 15% for Planning-appointment of SDF and submission of Workplace Skills Plan.
- 40% Implementation of training and reports
- 15% Discretionary grant for learnership and skills programmes.

New allocation



Our strategies to improve status of training

- Our trainings are customized to meet the immediate learning needs
- We offer counselling pre-training, to provide information about why the new skills or information the employee will acquire in the training is essential.
- Take one step further by describing how the learned skills contribute to the larger municipal's objectives
- We provide training opportunities that are immediately applicable on the job
- Identify or set up work situations, which provide time to practice the learned skill.

Conclusion

- Learners must understand the underlying principles and assumptions of the skills and behaviours they are learning.
- Management skills are the skills which are critical in municipalities.
- Senior municipal officials should be capacitated on management principles for them to can manage their juniors and resources effectively, economically and efficiently.
- Other resources to be managed by municipal officials include financial resources, time and information.

Conclusion

- The management training provided to senior municipal officials must include: planning, organising, leading and controlling.
- Leadership training must include the attributes of a leader, leadership styles and theories of motivation.
- The planning skills, organizational skills, communication skills and coordination skills learned by the senior municipal officials in the learning or training environment must also be transferred and applied back to the learning environment.