

CHAPTER 5

CONCLUSION AND EVALUATION OF THE STUDY

Chapter one of the study served as a general introduction to the study and included an exposition of the motivation of the study, a problem statement and the objectives of the study. Apart from this, the method of how the study was undertaken and the demarcation of the study were outlined. The data collecting method and the study sample were explained which was followed by a glossary to complete the parameters within which the study was conducted and to provide an overarching framework for the rest of the study.

Chapter two contained the conceptualisation of the study and embraced information on the respective phases of local government transformation, the area of jurisdiction, the institutional composition and other relevant introductory information that were covered in the study. **Chapter three** provided the constitutional, statutory and economical framework within which the study was undertaken and served as the broad parameters of the model that was developed. **Chapter four** dealt with the prerequisites of a management model, the creation of institutional capacity and made provision for the empowerment of designated local government employees. **Chapter five** contains the general summary of the study and an evaluation of the findings. Flowing from the evaluation and critical analyses is an extensive conclusion. Particular recommendations are made in this chapter.

Municipalities such as the Centurion Metropolitan Local Council is experiencing increasing pressure to provide additional and improved services. These, *inter alia*, include municipal policing-, law enforcement-, basic health-, curative-, and community development services to an increased community,

largely due to the local and foreigner influx in most demarcated municipal areas. Post 1994 legislation and directives that were promulgated and issued respectively, in some instances (for example in the Centurion Town Council jurisdiction area) nearly doubled the area of jurisdiction.

Simultaneously, pressure is put on local government, as a designated employer, to appoint employees at all levels of the organisational structure in such a manner that institutionalised local government reflects the composition of the broader community it serves. This can be ascribed to the environmental changes that have taken place, requiring local authorities to adapt to this in the spirit of reconstruction and development. A new dispensation of developmental local government is foreseen in the *White Paper on Local Government, 1998*. These changes must take place within the broad statutory guidelines of contemporary legislation. Further pressure is placed on municipalities because of the situation in most municipalities where the current organisational arrangements, measured against community-, employee- and union needs, contemporary legislation, statutory benchmarks and monitoring guidelines, are wanting.

One way of relieving the pressure on local government is to create structural capacity in the organisational structure. This can be obtained through an efficient and effective organising process including early retirement, interim management incentives, voluntary packages, re-training and re-deployment interventions and fixed-period-contracts for affected non-designated personnel. Another way of relieving pressure is to create a general system to capacitate and empower designated local government employees in accordance with their development needs, aspirations and special interests, as well as the unique needs of the specific municipality. It is imperative to

ensure that suitable employees with the required competencies, potential, qualifications and applicable experience are readily available when needed. A universal applicable system could provide justifiable guidelines for the creation of a uniform policy.

The main objective of the study was to indicate that institutional capacity creation and the empowerment of designated employees in an effective management model can create an ideal framework according to which local municipalities, such as Centurion Metropolitan Local Council, could identify shortcomings, and together with employees, set and achieve specific capacity building and career objectives. Taking the above into account it becomes possible to evaluate the contents of the study and to make particular findings.

It has been perceived that a management model could be developed. The model is based on a combination of theory, data and methodology that provides a framework according to which identified gaps and problems, originating from the present circumstances experienced in local government, could be ordained, interpreted and explained.

Through a universal management model it becomes possible to make specific findings concerning the research questions that were posed in chapter one. The research question concerning the need for institutional capacity creation within the municipality concerned, as well as the question concerning the nature of the current career management and advancement system for designated employees, were determined during the environmental reconnaissance. The current career development and advancement system was found to be insufficient and inadequate.

Taking into consideration the influences from the internal and external environment it could be determined that there is a substantial need for institutional capacity creation.

On the question: “Why is a proper career management and advancement system for designated local government employees important?”, the following was determined:

- several problems concerning the career management and advancement of designated employees were identified which in turn increased pressure on the institution; and
- the proposed management structure which will resolve the problems identified, underline the importance of a proper management system.

The research question relating to which factors should be taken into account during the development of an institutional capacity creation model can also be answered in accordance with the information that was gathered during the research. Originating out of the values of the community, reflected in the statutes of the country, the vision, mission, aims, objectives, needs and wants of the community, the needs of designated and non-designated employees and the needs of the inhabitants of the municipality that should be taken into account, could be determined. A further factor that had to be taken into account is the availability of resources - specifically financial resources. That will determine how resolutions concerning the implementation of a capacity creation and empowerment model in the short-, medium-, and long term could be implemented and sustained. The question on how the model should be developed could also be determined. With the consideration of best practices

to emulate and pitfalls to avoid, the statutory prescriptions and the identified shortcomings (internal and external) could be determined and assisted in developing a model that provides for effective implementation of programmes to promote employment equity.

Besides the value of the management model for a municipality, it was found that the national applicability of the model is to be found in the fact that it could be utilised by other municipalities in South Africa facing similar issues. This can contribute towards municipalities in South Africa taking scientifically founded decisions concerning the creation of capacity in a sensitive, responsible, fair and just manner and the empowerment and advancement of previously marginalised sectors of society. This could have a substantial influence on local government.

Taking into consideration the findings in the study, it becomes possible to make particular deductions concerning the hypothesis that was formulated earlier in the study. Making use of the deductions of the study, the validity of the hypothesis could be determined.

In chapter one it was stated that there is insufficient capacity in the organisational structure of the institution to advance designated employees as required by the relevant statutes. This leads to a situation that the statutory prescribed advancement and affirmation of designated employees could not be done in an efficient and effective manner. Originating from the findings of the study it was found that the capacity in the organisational structure of the institution to advance designated employees is inadequate and insufficient. It was found that the municipality has no formal programme or strategy in place to create the structural capacity required to advance employees from the

previously education and career impaired sectors of society. It was further found that there are no special capacity creation measures in place, other than the traditional filling of positions that become vacant. The measures for career management and advancement of designated employees in the institution were also found to be wanting, insufficient and inadequate. The deduction that was made was that the culture based procurement and career advancement practices of the past, due to a lack of creative, cost effective special measures, still continue. This results in the situation that sound human resource practices for the empowerment and advancement of designated employees of the municipality cannot take place. Based on these deductions and conclusions the following segment of the hypothesis is found to be valid viz *there is insufficient capacity in the organisational structure of the institution to advance designated employees as the relevant statutes prescribe.*

It was stated as part of the hypothesis that the development of a model for capacity creation, career management and advancement for designated employees of local government could create appointment- and career advancement opportunities and empower designated local government employees in a pro-active and innovative manner. The proposed model creates a framework within which municipalities can identify problems, interactively formulate objectives, introduce organisational arrangements, implement and evaluate policy. The conclusion that was reached was that uniform, institutional capacity creation and the empowerment of designated local government employees is possible through the utilisation of the proposed management model. Organisational arrangements can be effected through the creation and utilisation of effective empowerment and career development. This will ensure that employees who represent the true

composition of the broad community, and who have the required potential, prescribed qualifications and the required applicable experience as required by the *Employment Equity Act, 1998* (Act No. 55 of 1998) are available when required.

The use of succession planning can bring about the formulation, implementation and evaluation of policy to ensure that the institution's human resources (specifically the need for designated qualified and experienced employees) are optimally satisfied, and it will also create sufficient career entry and promotional opportunities. It also means higher labour productivity, optimised labour peace and is in line with relevant legislation as reciprocal dividends on the part of the institution. Should this be implemented, non-designated employees (seen as pivotal in the empowerment endeavours suggested in this study) can also be incorporated into this process. All employees will regard their relationship with their employer as a long and mutually enriching experience and career where the institution is also seen as one that fulfils its socio-economic role. This in turn can lead to self-actualisation on the part of the employee, while at the same time contributing to a self-sufficient employer regarding the availability of properly equipped officials when posts become vacant.

Based on the preceding deductions and conclusions, the above hypothesis is found to be valid *viz the creation of a model for capacity creation, career management and advancement for designated employees of local government such as the Greater Pretoria Metropolitan Council would create appointment- and career advancement opportunities and empower designated local government employees in a pro-active and innovative manner.*

The implementation of the management model would therefore lead to effective capacity creation, career management and advancement of designated employees of municipalities.

It is proposed that the capacity creation and empowerment model be implemented in a phased and differentiated manner. Special measures should be introduced in the form of learnerships and mentoring programmes. This is required to build the capacity of designated employees. This will assist the municipality in creating opportunities for designated employees and at the same time enlarging the skills-pool available to the institution. The empowerment programme should, however, form part of the normal career development of the institution. Other education and training initiatives should not be neglected. Municipalities need capacitated individuals from all walks of life to guide the transformation process and to ensure effective and efficient service delivery that meet the expectation of the communities they serve.

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