



SALGA
South African Local Government Association

Councillor Induction Programme



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Introduction

Contents

- Systems and structures of local government
 - Longest chapter with 12 subsections
- Roles and responsibilities of councillors
- Personal and leadership skills
- Co-operative Governance
- Protocol and International Co-operation
- Concludes with a list of municipalities and contact details



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1. Systems and structures of local government



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1.1 What is a municipality?

‘The Systems Act, defines a municipality as comprising of its political structures, its administration and the community of the municipality.’

Community participation is integral to the functioning of local governance

‘The political structures include the municipal council, executive structures(that is the executive committee and the executive mayor), and committees of the council.

1.1 What is a municipality?

- All municipalities must have a municipal council
- The Constitution vests both the legislative and executive powers of a municipality in the council
- Full council is made up of all the councillors (both PR and Ward)
- After the election of an executive committee, the council elects **1 member of the executive committee** as **mayor** of the municipality.
- The executive mayor is responsible for running the municipality on a day-to-day basis with assistance from the mayoral committee



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1.1 What is a municipality?

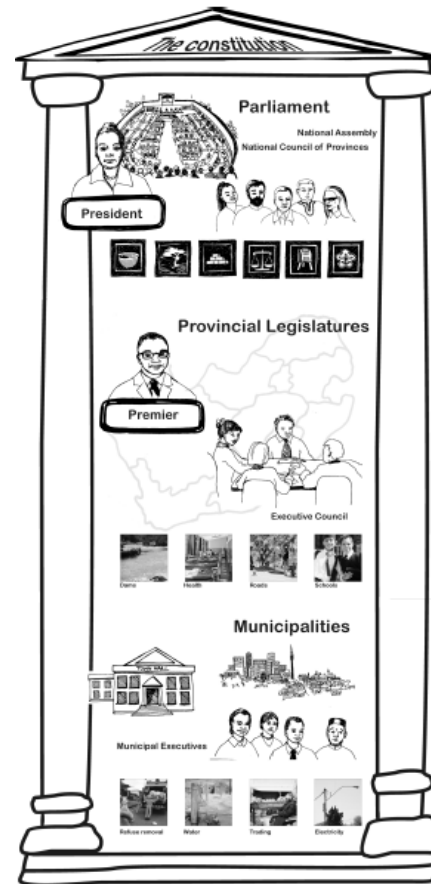
Types of committees:

- **Executive committee** is the ‘principal committee’ of the municipality and **Mayoral committee – executive authority** is exercised through an **executive mayor**
- **Section 79 committee** reports to council while a **Section 80 reports** to the executive committee or executive mayor.



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1.1 What is a municipality?



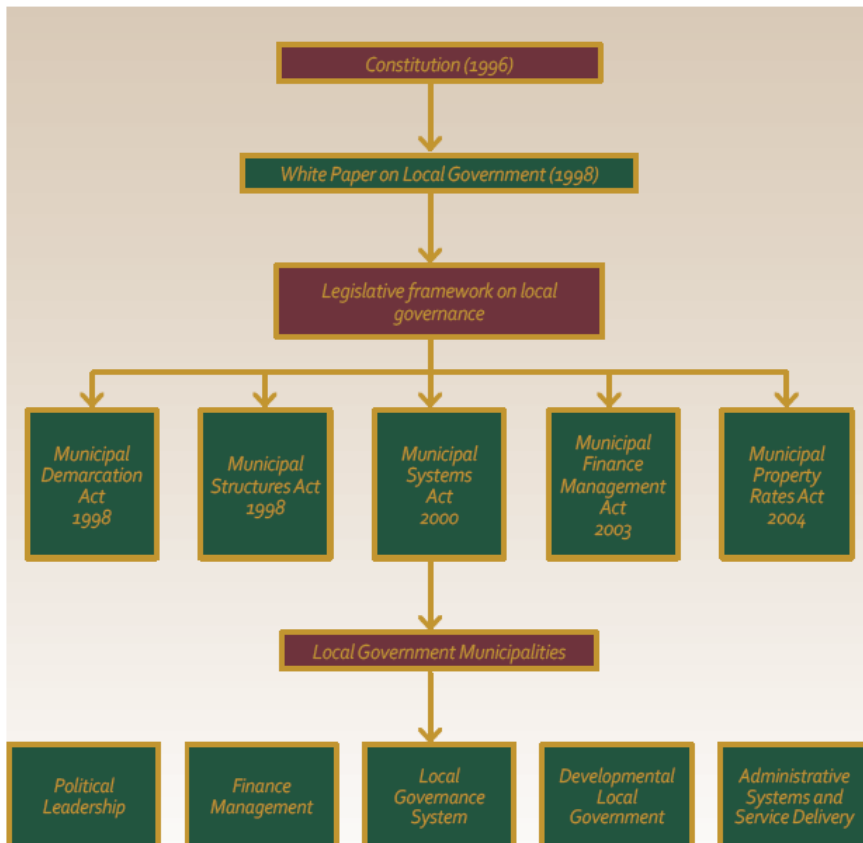


1.2 Policy and legal framework guiding local government

The **Constitution provides for 3 spheres of government** which are inter-dependent and interrelated: **national, provincial and local government**

- Municipalities fall within local government
 - **There are 8 METRO councils, 47 DISTRICT councils and 231 LOCAL councils**
- Local municipalities have a constitutional obligation to:
 - Ensure sustainable, effective and efficient municipal services
 - Promote social and economic development
 - Encourage a safe and healthy environment by working with communities
- Municipalities have a **developmental local government mandate**

1.3 The legislative framework



Source: DCoG – Local Government Fact Book 2003/2004.

- The **Constitution** states that the most important function of local government is the responsibility for service delivery.
- 7 Objects of Local Government as per Chapter 7 no.152 (1) in the Constitution: To provide democratic and accountable government for local communities:
 - To ensure the provision of services to communities in a sustainable manner;
 - To promote social and economic development;
 - To promote a safe and healthy environment; and
 - To encourage the involvement of communities and community organizations in the matters of local government
- A municipality must strive, within its financial and administrative capacity, to achieve the objects set in subsection (1).

1.3 The legislative framework

1.3.1 What are the relevant laws and SALGA's role

- The **White Paper on Local Government** - established the basis for a new developmental local government system.
- **Municipal Demarcation Act, 27 of 1998** - Provides for criteria and procedures for the determination of municipal boundaries by the Municipal Demarcation Board
- **Municipal Structures Act, 117 of 1998**- Outlines the 3 categories of municipalities (Metropolitan, local and district) and how each municipality is classified and governed.
- **Municipal Systems Act, 32 of 2000** - Outlines the internal systems of operations of municipalities and regulates key municipal organisational, planning, participatory and service delivery systems.

1.3 The legislative framework

- **Municipal Finance Management Act, 56 of 2003** – regulates financial management
- **Municipal Property Rates Act, 6 of 2008** - regulates the levying of property rates by all municipalities
- **Intergovernmental Relations Framework Act, 13 of 2005** - it promotes coherent government, effective provision of services; monitoring and implementation of policy and legislation and realisation of national priorities
- **The Division of Revenue Act** – provides for the equitable division of revenue to be raised nationally among the 3 spheres of government
- **Local Government Electoral Act** - Regulates local government elections and amends certain laws.



1.3 The legislative framework

1.3.1 What are the relevant laws and SALGA's role

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- National representative body of local government
- Responds to challenges facing organised local government and addresses past weaknesses
- Drives forward the process of consolidating the transformation process of local government
- Has a Constitutionally defined mandate

1.3 The legislative framework

1.3.2 Municipal categories

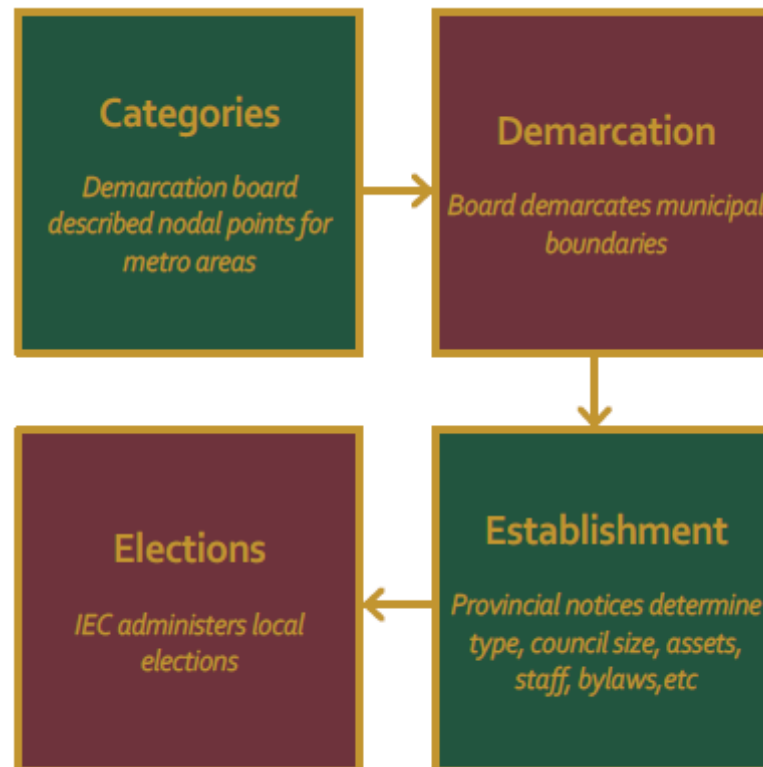
- Category A – **Metropolitan municipality** and there are **8** in the country
- Category B – Local municipality and there are
- Category C – District municipality and there are

Municipal Demarcation Board (MDB)

- Determines and re-determines the boundaries of Category A, B and C municipalities.
- Responsible for the delimitation of wards every five years
- Categorisation of metropolitan areas
- Capacity assessments
- District management areas

1.3 The legislative framework

1.3.2 Establishment of municipalities



1.3 The legislative framework

Public participation

- **Ward committees** – metros and local municipalities may have ward committees.
- **Ward and Sub-council participatory systems** – ward a defined geographical area represented by ward councillor.
 - Councils with ward participatory system may establish ward committees in each ward of the municipality
 - established to manage council business in a large council more effectively

1.3 The legislative framework

1.3.3 Structures of municipalities

- **Municipal council** – composed of elected councillors both PR and Ward. Is headed by the mayor and administered by the speaker
- **Municipal administration** – consists of officials employed to deliver municipal services to the community
- **Municipal council executive** – the political structure within a local municipality
 - **Plenary Executive system** – municipalities with less than 9 councillors and executive powers are exercised by the full municipal council

1.3 The legislative framework

Executive Leadership System



Source: www.local.gov.za/dcd/dcdlibrary/types_mun/mun_systems.html

- Collective Executive system** – municipalities with more than 9 councillors and executive responsibilities are delegated to the elected executive committee
- Mayoral Executive System** – Exercise of executive authority through the executive mayor with support from the mayoral committee
- Council committees** – established by council and referred to as standing or portfolio committees. Correspond with key functions or departments of the municipality

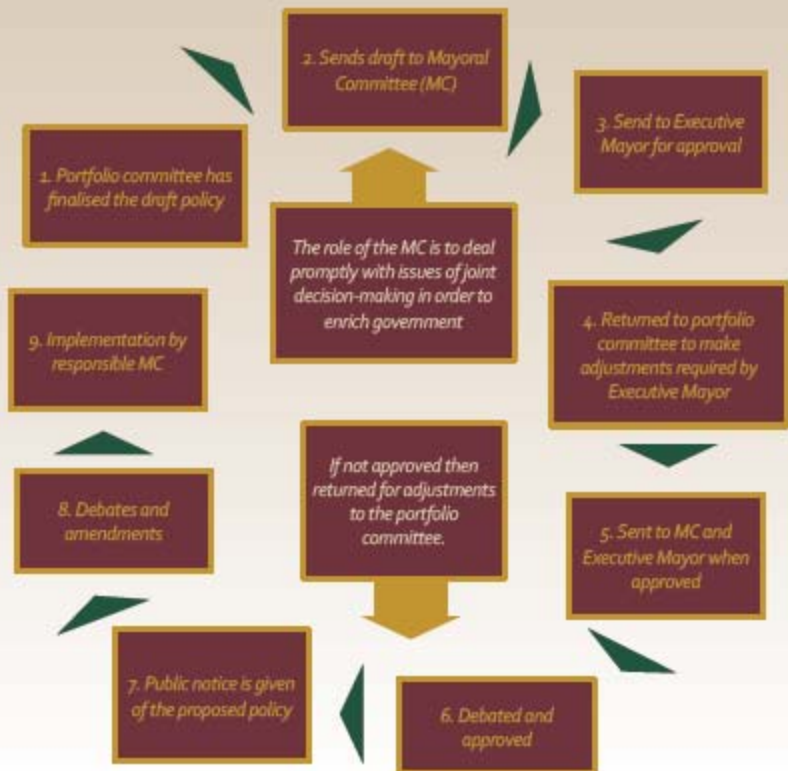
1.3 The legislative framework

1.3.4 Functions and powers of municipalities

- Have executive and legislative authority
- Infrastructure and basic services
- Social and welfare services
- Administration and public order
- Municipal planning

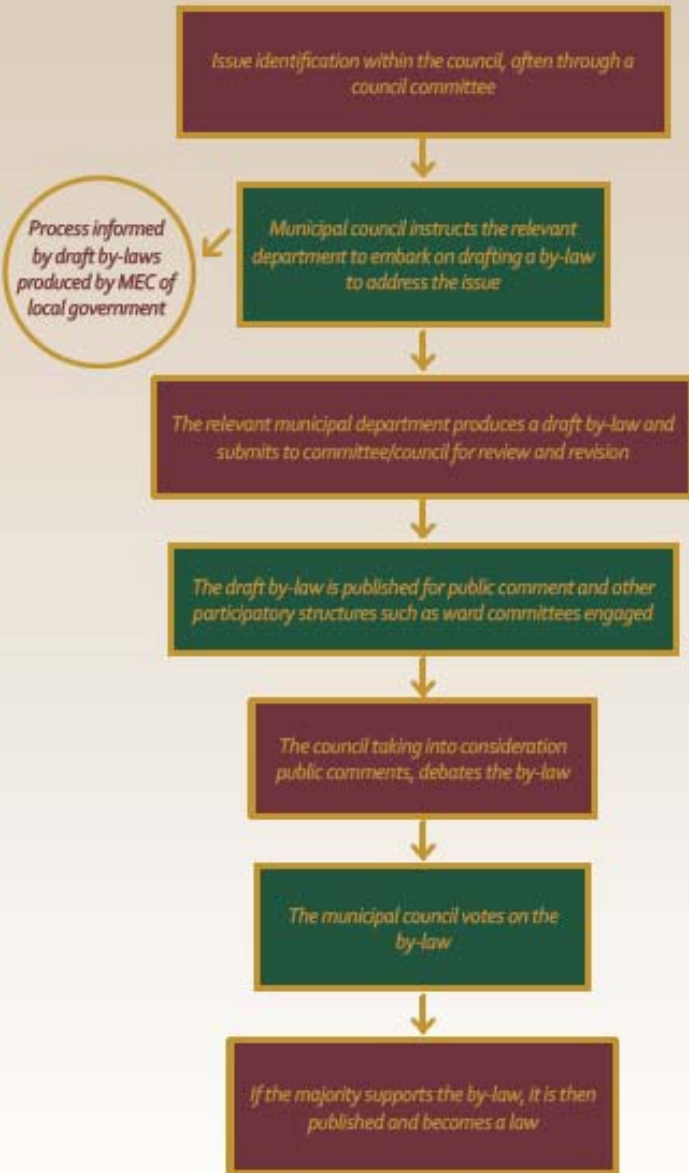
1.3 The legislative framework

Policy formulation steps



1.3.5 Developing policies and by-laws

A **policy** is initiated by a political party and it undergoes changes and reforms by other interested actors such as opposition parties, CSOs



1.3 The legislative framework

1.3.5 Developing policies and by-laws

A **by-law** is a law dealing with matters of local or internal regulation made by council

1.3 The legislative framework

1.3.6 Remuneration of Office Bearers Act

- Remuneration of Public Office Bearers Act, 20 of 1998 – determines the upper limits of the salaries, allowances and benefits of the different members of municipal councils
- Section 219 (1)(b) of the Constitution stipulates that an Act of parliament must establish a framework for determining upper limits
- Determined annually

The Upper Limits are published annually and deal with the following:

- ↘ Grading of municipalities for purposes of determining the remuneration scales;
- ↘ Upper limits of annual total remuneration packages of full-time councillors;
- ↘ Upper limits of annual total remuneration packages of part-time councillors;
- ↘ Upper limits of allowances of full-time and part-time councillors;
- ↘ Upper limits of remuneration or allowances in respect of appointed councillors;
- ↘ Upper limits of cell phone allowances of councillors; and
- ↘ Upper limits of pension fund contributions and medical aid benefits of councillors.

1.3 The legislative framework

1.3.7 Traditional Leaders

“Together doing more and better” (MTSF 2009-2014 theme)

Legislative Context:

- Traditional Leadership and Governance Framework Act 41 of 2003 (TLGF)
- National House of Traditional Leaders Act, 22 of 2009
- Local Government: Municipal Structures Act, 117 of 1998
- Disaster Management Act, 57 of 2002
- Municipal Systems Act, 32 of 2000

1.3 The legislative framework

My role as a councillor:

- Review and be familiar with the provision of local government laws and their amendments
- Be aware of the category of his/her municipality
- May act as a member on a sub-council
- Take decisions in council through a vote count

1.4 Functions of key structures and office of councils

- **Mayor** – elected by the council to co-ordinate the work of the council
- **Speaker** – elected by the council and becomes the chairperson of the council
- **Whip** – has to ensure that councillors attend to their duties and are accountable and also assists with the deployment of councillors to various committees
- **Municipal manager** – is the head of the administration and is responsible for the development of an economical, effective, efficient and accountable administration

1.5 Key Municipal Processes

- **Municipal integrated development planning** – 5 year plan
- **Municipal budgeting** – closely linked to the IDP
- **Municipal performance management** – Monitoring of municipality's performance in terms of the key deliverables
- **Public participation and citizen involvement** - functional and active public participation mechanisms

1.6 Municipal integrated development planning

Definition

- **Integrated development planning** is a **process** through which municipalities prepare a strategic development **plan** for a **5 year period**.
- The **integrated development plan (IDP)** is a **product** of the planning process
- The **planning process** should be **driven by officials and councillors** and also **involve the community**

IDP phases	
Phase 0 Preparation	What do we need to prepare to plan? a Municipal Process Plan & District Framework
Phase 1 Analysis	Where are we? Well understood Priority Issues
Phase 2 Strategies	Where do we want to go? Vision, Objectives, Strategies, ID Project
Phase 3 Projects	What detail do we need to define in order to realise the strategies? Indicators & basic project implementation information
Phase 4 Integration	What do we need to manage to make it happen? Integrated management programmes & plans
Phase Approval	Are we satisfied? Amended & adopted IDP

1.6 Municipal integrated development planning

1.61 and 1.62 IDP Phases:

- Phase 0: Preparation
- Phase 1: Analysis
- Phase 2: Strategies
- Phase 3: Projects
- Phase 4: Integration
- Phase 5: Approval

Planning phase	Methods for Participation
Analysis	<p>Community meetings organised by the ward councillor</p> <p>Stakeholder meetings</p> <p>Surveys and opinion polls (getting views on how people feel about a particular issue)</p>
Strategies	<p>IDP Representative Forum</p> <p>Public debates on what can work best in solving a problem</p>
Projects	<p>Meetings with affected communities and stakeholders</p> <p>Representation of stakeholders on project subcommittees</p>
Integration	IDP Representative Forum
Approval	Public discussion and consultation with communities and stakeholders
Monitoring and Implementation	IDP Representative Forum

1.7 The role of local government in economic development (LED)

Municipalities play an important role in the local economic development (LED) of their municipal area, necessitating the development of a new skills base within municipalities.

Key points

- There are four interrelated key municipal processes: integrated development planning, budgeting, performance management and citizen involvement.
- Integrated development planning is a process through which municipalities prepare a strategic development plan, for a five year period.
- The IDP is a product of the integrated development planning process.
- The IDP is the principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making in a municipality.
- The IDP informs and guides the councils' activities for the duration of its office.
- An IDP is developed with community input and represents their issues and aspirations.
- Councillors are responsible for developing, monitoring and overseeing the implementation of the IDP.
- The process of developing an integrated development plan has five phases: Phase 0 Preparation, Phase 1 Analysis, Phase 2 Strategies, Phase 3 Projects, Phase 4 Integration, and Phase 5 Approval.
- IDPs are reviewed annually.
- Different objectives of district/metro IDPs and IDPs of local municipalities.

1.8 The role of local government in Information and Communication Technology (ICT)

- ICTs, provides a platform for municipalities to deliver services to the public and achieve the objectives of enabling socio-economic growth.
- ICT does have the potential to make local government more efficient, 'people-centric' and a powerful instrument in increasing productivity, generating economic growth and creating job opportunities.



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1.9 Municipal Finance

SLIDES TO BE RECIEVED FROM SALGA

1.10 Performance Management

- Performance management is a mechanism that is used to ensure that the municipality is doing its work and delivering on its mandate.
- PMS is also about setting indicators of performance and measuring achievements against these indicators.
- All municipalities should develop and implement a performance management system
- The executive mayor, executive committee, or a special committee of councillors (in a plenary type municipality) must manage the development of the PMS and submit it to council.

1.10 Performance Management

Municipal Systems Act require all municipalities to:

- Develop a PMS
- Set target, monitor and review performance based on key performance indicators linked to the IDP
- Publish an annual report on performance for the councillors, staff, the public and other spheres of government
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government
- Conduct internal audit on performance before tabling the report; and
- Involve the community in setting indicators and targets and reviewing municipal performance

Key performance indicators must be measurable, relevant, objective and precise. The municipality must develop KPIs for all its units, employees as well as its service providers.

1.10 Performance Management

- Municipalities should include local communities, through ward committees, in setting KPIs and performance targets and to ensure community involvement in monitoring and reviewing these.
- **Community involvement** in the process of monitoring, measuring and reviewing performance is **important**, as the municipality must, after consultation with the local community, **develop and implement mechanisms, systems and processes to monitor, measure and review performance.**

1.10 Performance Management

Key performance area	Key performance indicator	Target /result	Measure	Who	Importance
Participation	Council meetings are open to the public	At least 75 % of meetings are open to the public	Record of meetings	Municipal manager	1 2 3 4 5
	Formally recognised mechanism for consultation	There are ward committees	Council policy	Municipal manager & council	1 2 3 4 5
	Public participation in budgeting	At least 1 public meeting per year on the budget. At least 2 opportunities for ward committees to make input on budgeting	Record of meetings	Council	1 2 3 4 5
Consultation	Report on expenditure and financial management is available to the public	The meeting where the Auditor-General's report is tabled, is advertised. The Auditor-General's report is tabled at council meetings that are open to the public & wards committees	Record of meetings	Council, finance manager & ward councillor	1 2 3 4 5

Key performance area	Key performance indicator	Target /result	Measure	Who	Importance
Consultation	Community is able to track municipal progress through reports	Project report on projects and programmes must be given. Each ward councillor reports on projects at ward committee meetings	Record of meetings	Ward councillor	1 2 3 4 5
	Delivery of service and projects addresses greatest needs of residents	All development is reflected in the IDP and subject to consultation	Record of meetings & consultations	Ward councillor	1 2 3 4 5
	Priorities in project implementation match priorities in IDP	Local ward priorities are reflected in planning and project implementation	Priorities in IDP & records of ward committee input. Project reports from municipal departments	Ward councillor	1 2 3 4 5

1.11 Public participation and citizen involvement

The central responsibility of municipalities is to work together with local communities to find sustainable ways to meet their needs and improve the quality of their lives. Public participation is outlined in:

- The Constitution –Chapter 7 (section 152) two objectives of local government that apply to public participation:
 - Provide democratic and accountable government for local communities
 - Encourage the involvement of communities and community organisations in matters of local government
- The White Paper on Local Government, 1998
- The Municipal Structures Act, 117 of 1998
- The Municipal Systems Act, 32 of 2000

Rights and duties of members of the local municipality:

- contribute to the decision-making of the municipality;
- be informed of decisions of the municipal council;
- disclosure of the state of affairs of the municipality;
- submit recommendations, representations and complaints;
- receive prompt response;
- use public facilities; and
- receive regular reports of the state of affairs of the municipality, including finance.

Members of the community have a duty to:

- observe the procedures of the municipality;
- pay promptly for service fees, rates, etc.;
- respect the municipal rights of the other members;
- allow officials reasonable access to property; and
- comply with municipal by-laws.

1.11 Public participation and citizen involvement

Other relevant laws include:

- The Promotion of Access to Information Act, 2 of 2000 which gives access to state and other information required for the protection of rights. Within the context of local government, the public has a right (using the correct channels and procedures) to access any information or records of a municipality.
- The Municipal Finance Management Act, 56 of 2003 which outlines ways in which the community can be informed of the financial situation of a municipality.
- The Batho Pele White Paper, 1997 which aims to provide citizen orientated customer services.

Mechanisms of public participation

- Ward committees (Municipal Structures Act, 117 of 1998) in category A and B municipalities

1.11 Public participation and citizen involvement

Ward committees

A ward committee functions as the formal communication channel between the community and the municipal council.

Are also advisory committees which can make recommendations on any matter affecting their ward

The council makes rule/terms of reference that guide the functioning of ward committees

- The ward councillor is the chairperson of the ward committee
- The committee has up to 10 people elected by the community in their ward
- Ward committees support councillors in working with the community by:
 - Representing the community; and
 - Building relationships with the community

1.11 Public participation and citizen involvement

Councillor

The ward councillor should make sure that the interests of all the people in the ward are represented in council as properly as possible.

- Report on council activities on a regular basis
- Report on annual performance
- Strengthen the relationship with community

Community development workers (CDWs)

CDWs are public officials who work with municipalities where they live to bridge the gap between services provided by government and access by the communities to these services.

- CDWs can attend ward committee meetings and offer advice
- CDWs could offer secretarial support to the ward committees

1.12 Meeting Procedures

Councillors will be required to **attend and chair meetings** on a regular basis as part of their **overall responsibilities**.

Councillors participate in meetings at 2 levels namely:

- Ward committee, constituency and public meetings; and
- Council meetings

Meetings are held to:

- Exchange and evaluate information
- Solve problems
- Resolve conflicts
- Disseminate information
- Exchange ideas and experiences
- Inspire and develop team work

1.12 Meeting Procedures

Types of meetings

- Ward committee meetings
- Constituency meetings
- Special meetings
- Council meetings
- Committee meetings
- Mayoral and Collective Executive Committees

Ward committee, constituency and public meetings

- The councillor is the chairperson of the ward committee and responsible for calling meetings for the election of ward committees as well as convening regular ward committee meetings
- 1 member of the ward committee would be selected as the secretary and would be responsible for taking minutes at the meetings. Work closely with councillor in distributing minutes and preparing and circulating the agenda and other notices.

1.12 Meeting Procedures

Skills of a chairperson

The chairperson should:

- Explain topics clearly
- See that each interested party has the opportunity to speak
- See that only one person speaks at a time
- Keep people more or less to the point
- Giving full and polite attention to each point
- Help to interpret each member's points
- Intervene to relieve tension if
- Decide when discussion of an item has gone on long enough
- Respect everyone's rights
- State what has been
- Indicate what action is to be taken

- Clarify and summarise
- Be flexible
- Facilitate

1.12 Meeting Procedures

Meeting procedures

- Notice of meeting and agenda

Sample agenda

Iketsetseng Municipality Agenda

3rd May 2006 – Iketsetseng municipality ward committee meeting

- ↘ Welcome
- ↘ Present and Apologies
- ↘ Adoption of the agenda – the meeting should agree to the contents of the agenda. If there are any items that were left out or a participant would like included they should be noted and added to the agenda.
- ↘ Minutes of the Previous Meeting
- ↘ Matters Arising – this item deals with decisions and tasks allocated at the previous meeting and the status of these activities such as fundraising for a school hall
- ↘ Adoption of minutes – The minutes are adopted either the way they are or if there are any errors in the previous minutes recorded
- ↘ Other items such as
 - Financial report
 - Road closure on Fifth Avenue
 - Fundraising
- ↘ Any other business

- Standing orders
 - Attendance register
 - Removal of an official, councillor or member of the public
 - quorum

1.12 Meeting Procedures

- Resolutions and motions

Sample of a resolution

Development planning, transportation and environment (Transportation planning and management). It is recommended that the MMC for Development Planning, Transportation and Environment be authorised to sign this Charter with the Gauteng MEC for Public Transport, Roads and Works on behalf of the City.

- ↘ The Gauteng Inter-governmental Transport Charter attached as Annexure B to the report (amended as described in Paragraph 3(5)) be approved.
- ↘ The MMC for Development Planning, Transportation and Environment be authorised to sign this Charter with Gauteng MEC for Public Transport on behalf of the City.
- ↘ Any transport policy re-alignment arising from the Charter be incorporated into the current update of the Integrated Transport Plan (ITP)

Director: Planning, Transportation and Management



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2. Roles and responsibilities of councils and councillors

2.1 Councillors' roles

Councillors are representative of their **constituents** and their **immediate needs**. They also have the **responsibility that the decisions** they take must address past imbalances and access to services and opportunities.

Roles of councillor:

- Maximise social development economic growth
- Integrating and co-ordinating
- Democratising development, empowering and redistributing
- Leading and learning
- Oversight
- Appointment of senior management

2. 2 Key role-players in the municipality?

Who are the role-players in the municipality?

- Mayor
- The Speaker
- Councillors
- Officials
- Ward committee
- Citizens

2.2 Key role-players in the municipality?

Councillors serve as:

- Facilitators of community/constituency input
- A communication link between council and community
- Members of committees
- Councillors ratify key decisions of the council
- Councillors help to monitor the performance of the municipality

Role of a ward councillor

- The ward councillor is elected by citizens living in the ward that he's standing for elections.
- The ward councillor is expected to make sure that the concerns related to his/her are represented in council.
- The ward councillor and ward committee are there to ensure that everyone can participate in local government

2.2 Key role-players in the municipality?

Role of PR Councillor

- The PR councillor is elected through the party lists and therefore is primarily accountable to the party.
- The PR councillor may interact with party structures at local and provincial levels, and can get input relevant to council business through such structures

Key role players

- Mayor
- Ward councillor
- Ward committee member
- Municipal manager
- Ordinary citizen
- Municipal official
- Community development worker

2.3 Code of Conduct

Councillors are bound by the Code of Conduct set out in Schedule 1 of the Systems Act. The Code of Conduct spells out specific way in which the councillor must conduct him/herself with regard to:

- Attendance at meetings
- Disclosures of interests
- Personal gain
- Declaration of interest
- Full-time councillors
- Rewards, gifts and favours
- Unauthorised disclosure of information
- Intervention in administration and council property

Breaches of the Code are regarded in a serious light, hence the Code also spells out procedures for a breach of the conduct.

2.4 Delegation of powers

Principles of delegation

Three basic principles which should be considered in delegation. SALGA has proposed the following:

- Authority
- Responsibility
- Accountability

Process of delegation

The executive mayor or executive committee must be certain that the subordinate committee has the ability to successfully undertake the task, before delegating or assigning a task or responsibility.

Disaster management

SALGA has prioritised the following as key issues which are central to improving the management and coordination of disaster risk management at the local government level

- SALGA prioritised key issues to improve, manage and co-ordinate disaster management
Improved intergovernmental planning and co-ordination
- Increasing funding to enable effective municipal response
- Functional reporting to the highest political office in the sphere of governance concerned
- Active involvement of ward councillors with communities (this involves the strengthening and/or development of volunteer units)
- Technical expertise in each municipality (includes the appointment of Heads of Disaster Risk Management Centres with competencies in forecasting and strong leadership)
- Enhancing funding and capacity of fire services, ambulance services, emergency medical services, engineers and traffic services
- Active mitigation of climate change.



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2.5 Gender mainstreaming

Gender mainstreaming – central strategy of the Plan of Action for advancing gender equality and equity.

Gender mainstreaming and integration requires:

- Champions/leaders with political will and commitment
- Policy/Legislative Framework
- Funding and resources
- Partners
- Learning and capacity building
- Transparency and Accountability
- Focus on women and girl specific programmes and activities



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3. Personal and leadership skills

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3. Introduction

Councillors are in a position to provide their community with the opportunity to use their strengths to develop their communities. They can help communities deal with, manage and prevent problems that may arise. They can also bring about change in the community.

Community leaders need to be:

- Honest
- Transparent
- Accountable

They must:

- Listen to what the community is saying
- Practice democracy by interacting with the community in a democratic way



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3.2 Leadership skills

Styles of leadership

- **Autocratic leadership** – makes decisions on behalf of the team
- **Consultative leadership** – shares the problem or information, asks for ideas and suggestions, bases decision on the input
- **Democratic leadership** – shares problem with the team and jointly finds a solution

3.3 Communication

Ways of communicating

- Create a listening environment free from distractions where people are focused and can listen attentively.
- Non-verbal behaviour is a powerful way of getting a message across. Simple actions such as nodding the head, maintaining eye contact, using appropriate facial expressions, gestures, posture and body orientation can help in communicating.
- Active listening requires empathy and involves listening with a purpose: to gain information, solve problems, share interests. Wait for the person to finish what they are saying. Don't interrupt to give your opinion.
- Use questions to obtain information or to clarify exactly what the other person is saying.
- Be persuasive and not coercive – attack the problem and not the person.

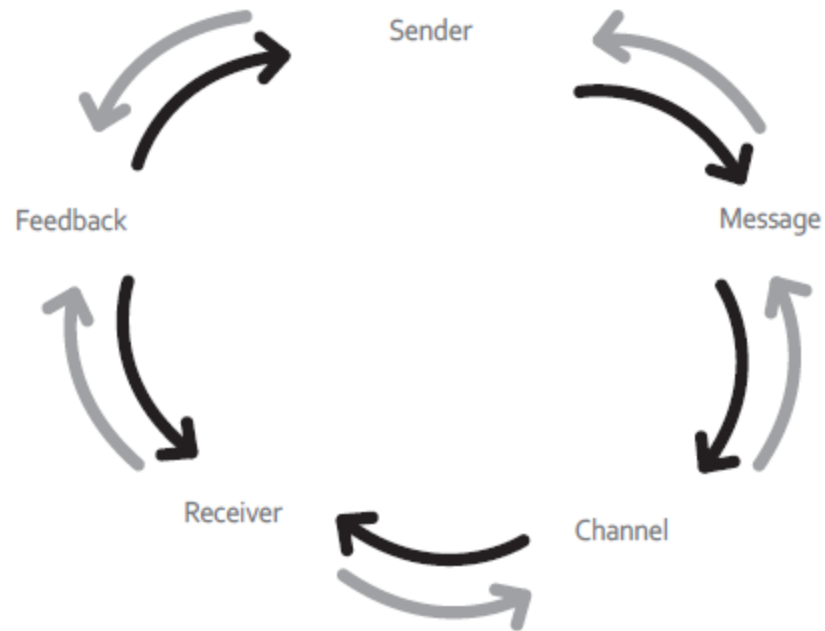
Effective communication helps build public trust, confidence and integrity between all stakeholders



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3.3 Communication

The components of communication



3.4 Managing and resolving conflict

Conflicts arise between:

- Ward councillor and PR councillor
- Ward councillor and municipal manager
- Ward committee members
- Ward councillors and ward committees
- Ward councillor and community
- Ward councillor and speaker and/or mayor
- Ward councillor and CDWs

3.4 Managing and resolving conflict

- **Negotiation** – a process where parties engage with each other in an effort to come to an agreed outcome. Takes place in forums, committees or meetings setup between contesting parties to reach agreements
- **Mediation** – a third party intervenes to assist disputing parties to find a mutually acceptable settlement (win win situation)
- **Arbitration** – relies on an arbitrator to resolve the dispute by ruling in favour of one or other party. A formal process where arbitrator determines outcome of the dispute (similar to a court hearing)



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3.5 Problem Solving

The problem solving model

Step 1 – Introduction

The purpose of this step is to develop trust and allay fears. It is important to re-assure all parties involved that your role is to assist the parties to come to a solution that they are all in agreement with.

Step 2 – Understanding and diagnosis

The purpose of this step is to advance understanding and analyse the dispute. This stage allows parties to identify commonalities, interests and needs to assist in identifying the cause of the problem. This step identifies what the issue is, that is, name the problem.

Step 3 – Problem solving

The purpose of this step is to develop consensus

- ✎ generating options – invite both sides to think about how the situation can be resolved by brainstorming ideas
- ✎ agreeing on criteria to assess each option, the criteria could include:
 - ✎ what is possible immediately
 - ✎ financial consideration
 - ✎ who will carry the financial burden
 - ✎ choosing the best solution.

Step 4 – Closure

The purpose of this step is to bring closure by reaching an agreement and implementing it. This can be achieved by developing a list of steps that should be taken to raise concerns and how to address them effectively, identifying resources needed to implement a decision or to carry out an action plan and listing the tasks and working out the time it will take to complete them.

3.5.a Establishing a power base

The value base of community work



Questions which raise ethical awareness

- ↘ Which value may you undermine – if you ignore a complaint of citizens or the community, because you consider it as unimportant or irrelevant?
- ↘ Who might be affected – if you signoff a document without scrutinising the content because you are in a hurry to get home?
- ↘ Who might be harmed – if you put pressure on a subordinate to cut corners on a project so that you can meet your own deadlines and improve your own performance evaluation?
- ↘ Who is being excluded – if you advertise for a position in such a way that it privileges your friends or someone you would like to work with?
- ↘ Which value is being ignored – if you give information about tenders to family and friends before it is in fact public knowledge?

Rate your municipality's performance in terms of the *Batho Pele* principles

Service standards	Poor...Excellent
Citizens should be told what level and quality of service they will get so that they know what to expect.	1 2 3 4 5
Access	
All citizens should have equal access to the services they are entitled to.	1 2 3 4 5
Courtesy	
All citizens should be treated with courtesy and consideration.	1 2 3 4 5
Information	
Citizens should be given full, accurate information about the public services they are entitled to receive.	1 2 3 4 5
Openness and transparency	
Citizens should be told how local governments are run, how much they cost and who is in charge.	1 2 3 4 5
Redress	
If citizens do not receive the quality of services they have been promised, they should be given a full apology and a full explanation, and also a speedy remedy. Their complaints should be received with sympathy.	1 2 3 4 5
Value for money	
Services should be provided economically and efficiently in order to give citizens the best value for money.	1 2 3 4 5

3.5.b Public Service values: The *Batho Pele* principles

The *Batho Pele* White Paper aims to provide citizen-oriented customer service. It calls for a shift away from inward-looking, bureaucratic systems, processes and attitudes to the issues and interests of the people or the public.

3.6 Collective responsibility and accountability

- Effective councillors represent the interests of their constituency and use their authority to the benefit of the community.
- A councillor needs to convey accurate, clear and complete information to his/her constituency about the municipality's programmes, policies and services
- Councillors can engage through
 - Ward committees
 - Networking and consultation
 - Regular meetings
 - Information sheets
 - Community radio stations and media
 - petitions
- Councillors should also:
 - Engage with communities
 - Handle authority wisely
 - Manage time effectively
 - Possess communication skills
 - Manage and resolve conflicts
 - Possess problem solving skills





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4. Co-operative governance:

***The importance of national
and provincial processes for
municipalities***

4. Introduction

Co-operative governance – important to ensure that government:

- delivers on its mandate to provide services for its people
- addresses challenges such as poverty and unemployment
- enhances investment, development and growth

All three spheres of government must work together to achieve the above, while being **DISTINCTIVE, INTERDEPENDENT AND INTERRELATED**

Intergovernmental Relations Framework Act, 13 of 2005 provides structures and institutions to foster intergovernmental relations

Important features of IGR are

- service delivery
- public accountability
- Co-ordination and integration
- Effective implementation
- Dispute resolution
- Sustainable development

4. Introduction

To do this agree to implementation protocols that:

- set out clearly the outcomes of the joint work to be undertaken by the three spheres
- details who is responsible for what
- determines what resources are required and who will provide them
- established indicators to measure whether the outcomes have been achieved
- put in place oversight mechanisms to ensure that the outcomes are achieved.

Government's programme of action

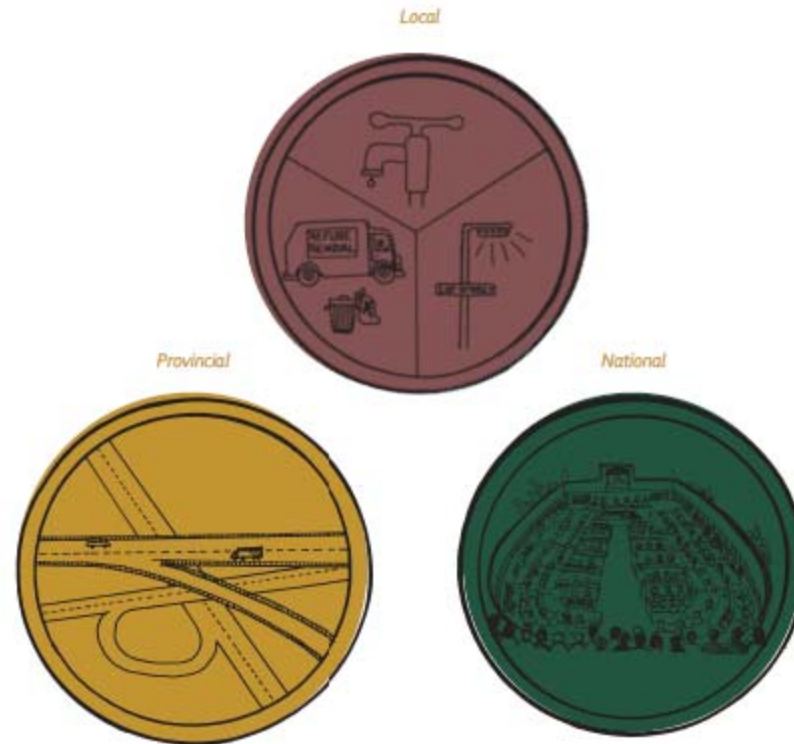
- National Spatial Development Perspective
- Provincial Growth and Development Strategies



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4.1 Co-operative governance



Spheres of government

4.2 Government's Programme of Action

Government's programme of action

- President makes an annual State of the Nation address at opening of Parliament giving an overview of the state of development in the country.
- The address sets priorities for the forthcoming year – Programme of Action (POA)
- POA divided into 5 clusters:
 - Economic, investment and employment
 - Governance and administration
 - International Relations, peace and security
 - Justice, crime prevention and security
 - Social
- DCoG has responsibilities under clusters of Economic, investment and employment
- Governance and administration and social.
- DCoG co-operates with other departments taking the lead in the implementation of Project Consolidate.
- PC aims to strengthen management in 139 under performing municipalities

4.2 National Spatial Development Perspective

- A perspective not a national plan –
- Acts as a policy co-ordination and indicative planning tool for the three spheres of government
- Provides an approach to intergovernmental planning and alignment that supports and enhances co-operative governance
- Provides an indication of development potential in various geographic spaces across the country

4.2(a) National Spatial Development Perspective

Why do we need NSDP?

NSDP serves as a guide for meeting governments objectives:

- Economic growth
- Employment creation
- Sustainable service delivery
- Poverty alleviation
- Eradication of historic inequities including spatial distortions

4.2(b) Provincial Growth and Development

PGDS is the development framework of the province. It contains provinces proposed economic growth trajectory and sectors and areas where province plans to invest (similar to municipalities IDP)

Provinces work with:

Government bodies:

- Metropolitan, district and local municipalities
- Neighbouring or strategically linked provinces
- National government departments
- Provincial sector and line departments, including development and trade forums and organisations
- Parastatals
- International donors, trade bodies and NGOs.

Private and civil organisations:

- Organised business and labour
- National and regional community based organisations
- Corporate bodies
- Academic and training institutions
- Social and cultural bodies.



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5. Protocol and international co-operation



5.1 Principles, objectives and DIRCO's mandate

Principles and objectives

- South Africa's foreign policy follows externally our internal values
- Guided by priorities set by Cabinet

Mandate of the Department of International Relations and Co-operation (DIRCO)

The **Constitution** sets out responsibilities for :

- **President**
 - ultimate responsibility
- Minister of Internal Relations and Co-operation
 - entrusted with formulation, promotion and execution of SA's foreign policy
- **DIRCO**
 - overall day to day aspects relating to formulation,
 - promotion and execution of SA's foreign policy
 - management and co-ordination of SA's international relations
- **Ensures policy cohesion on matters relating to international affairs**



5.2 Who are the stakeholders and how do they link together

Stakeholders

- The Presidency
- National Departments
- Provincial and Local Government (SALGA) and Legislatures and Councils
- Parliament
- Parastatals
- South African Missions abroad
- Foreign missions accredited to South Africa

5.3 Recommendations for improved co-ordination

