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*Training Aids*



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# Activity 1.1

## Functions of key structures and office of councils

Office	Function
Mayor	Chair of council meetings
	Call the first meeting of the newly elected council and preside over the election of the speaker
Speaker	Political head of the council
Chief whip	Appointment of staff and job descriptions
	Annually report on the involvement of communities and community organisations in the affairs of the municipality
	Drive the preparation of the municipality's annual report
Municipal Manager	Set agendas and allocate time of the meetings with the speaker
	Responsible for provision of services to local community in a sustainable and equitable manner
	Ensure that council meets quarterly
	Ensure that councillors attend to their duties and are accountable

# Activity 1.5

## Performance Management

Key performance area	Key performance indicator	Target /result	Measure	Who	Importance		Target reached? (yes/ no/comment)
					Important	Not important	
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 recognized 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 peryear 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		

	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 WC 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 form municipal departments	Ward councillor	1 2 3 4 5	

# Activity 1.7(i)

## Meeting Procedures

### Role-play cards

#### Chairperson

You are the chairperson of the Iketsetseng Municipality ward committee. You have prepared an agenda which you table for the first time at the meeting. You did not send out a Notice of Meeting or circulate the agenda in advance. You also have not circulated any minutes prior to the meeting and in fact do not have any minutes from the previous meeting. At the meeting you interrupt members and refuse to listen to complaints, suggestions or comments.

#### Ward committee member 1

You are of the view that the chairperson is not doing his/her job properly. The chairperson never circulates notices of meetings, agendas or minutes of meetings in advance. You have frequently asked for minutes and an opportunity to input to the agenda and he/she never responds. You are angry at the attitude of the chairperson and keep raising these issues. When the chairperson presents the agenda you put up your hand and raise an objection.

#### Ward committee member 2

You are not happy with the conduct of the chairperson. A new housing project is being undertaken. The owner of the development company is the brother-in-law of the chairperson and the land that the development is taking place on will mean that the children who attend the local school will now have to walk an extra 2 klm to reach their school as it cuts across the path they usually take. Although you accept that housing is a national and provincial issue, it impacts locally on the school children. You want to raise the issue at the meeting and keep putting up your hand

#### Ward committee member 3

You are a friend of the chairperson and you are unhappy about the other members complaining about the chairperson and every time another member says something you defend the chairperson and start arguing with the committee member.

#### Ward committee member 4

You think the chairperson is doing a good job and that the only way to get things done in your municipality is by acting in an authoritarian way as you think that if the chairperson doesn't behave like this then ward committee members spend too much time having a discussion and never actually do anything. You spend the meeting reading a book and sometimes interjecting in support of the councillor.

## **Ward committee member 5**

You are unhappy with the chairperson as you feel that chairperson does not consult with the ward committee members. When you ask for a report back meeting to the community the councillor does not organise the meeting. Also the councillor is reluctant to call ward committee meetings.

## **Ward committee member 6**

You represent women in the community and you feel that the councillor does not understand the needs of women. You are also of the view that the municipal council doesn't consider women. A group of women have started a vegetable co-op to supplement their income. For some of the women, this is their only income. However the women have been prevented from selling their products at the bus rank. You have been trying to get this issue put on the agenda for several months and you have tried to raise this issue with the councillor. You are feeling frustrated and angry with the councillor.

## Activity 1.7(ii)

### Meeting Procedures

Make copies and cut them up separating each stage. Insert into an envelope clearly marked 'proceedings at meetings'.

#### Proceedings at meetings

The Chairperson shall control and conduct a meeting and may for such purpose issue directions to any participant or person, and at his or her discretion adjourn the meeting at any time.

Whenever the Chairperson speaks during a meeting, any participant then speaking or intending to speak shall be silent and all persons present shall be silent so that the Chairperson may be heard without interruption.

A participant who speaks shall confine his or her speech strictly to the motion or proposal under discussion or to an explanation or point of order and no discussion shall be allowed which will anticipate any matter on the agenda.

Any participant may ask the Chairperson for permission to address the meeting:

- on a point of order with a view to calling attention to any departure from the prescribed procedure; or
- in personal explanation, in order to explain some material part of his or her former speech which may have been misunderstood, and any participant so asking shall be heard forthwith unless the Chairperson rules the point of order or explanation to be inadmissible.

If a participant misconducts himself or herself, behaves in an unseemly manner or obstructs the business of any meeting or challenges any ruling of the Chairperson, the Chairperson shall direct such person to conduct himself or herself properly and if speaking to discontinue his or her speech.

In the event of a persistent disregard by any person of the directions of the Chairperson, the Chairperson shall direct such person to retire from the place where the meeting is being held for the remainder of the meeting, failing which the Chairperson may direct that he or she be removed from such place.

Any other person who misconducts himself or herself, behaves in an unseemly manner or interrupts proceedings at any meeting, shall, if the Chairperson so directs, leave the place where the meeting is being held, failing which the Chairperson may direct that he or she be removed from such place.

Any interpretation by the Chairperson of these Rules of Order shall, if any participant present so requests, be recorded in the minutes.

Source: Local Government Transition Act, 1993

# Activity 1.7(ii)

## Meeting Procedures

Make copies and cut them up separating each stage. Insert into an envelope clearly marked 'orders of business'.

### Order of business

The order of business at a meeting shall be as follows:

- opening
- application for leave of absence
- statements and communications by the Chairperson
- finalising the agenda, including decisions on the release of documents to the media and the public
- confirmation of minutes of previous meeting
- matters arising from the minutes (if not covered by agenda item)
- consideration of report by a joint technical committee referred to in paragraph 12 including its working groups and task teams (if any)
- consideration of any matters of common concern or interest relating to the area of the forum
- matters of urgency or necessity in terms of subparagraph 4
- possible press statement.

The Chairperson may give preference to any item on the agenda with the consent of the meeting.

No business shall be transacted at a meeting other than that specified in the agenda relating thereto.

The Chairperson may as a matter of urgency or necessity accept a request to discuss a matter which request could not have been notified to the secretariat in terms of paragraph 7, in which case a properly motivated written request in this regard shall be directed to the secretariat a reasonable time before the meeting.

The Chairperson shall rule on the acceptability of any urgent request, and on the need for other participants to be given appropriate time to prepare for discussion thereof.

Source: Local Government Transition Act, 1993, Act no 209

## Activity 1.7(ii)

### Meeting Procedures

Make copies and cut them up separating each stage. Insert into an envelope clearly marked 'process to follow in introducing a motion'.

#### The process to follow in introducing a motion

A problem is identified in the community.

A councillor submits a document in which he or she explains the problem and suggests a solution [this is the motion]. The councillor gets another councillor to second it. The councillor who seconds the motion can belong to any party.

The motion should be discussed with the councillor's party caucus in order to get support for the motion.

The motion should be submitted for inclusion to the council's agenda at least ten days before the monthly council meeting. If the motion is urgent, the councillor can submit it at the start of the meeting and explain why it was not submitted in time.

In council, the chairperson asks if the motion is opposed. If the motion is not opposed, then it will be accepted without any discussion. If the motion is opposed the following procedure is followed:

- The councillor is asked to explain (or move) the motion. He or she has to argue in favour of the motion.
- The members who oppose the motion are given an opportunity to say why they oppose it.
- The chairperson allows the debate on the matter.
- When the chairperson is satisfied that the matter has been sufficiently debated, the proposer is allowed to say a final word before the debate is closed.
- The chairperson then asks the council to vote on the matter.
- If the motion is agreed to (we say it is carried), the motion is sent to the relevant department, in the form of a recommendation for implementation.

Source: Planact Enhancement Programme for Ward Committee's, Councillors and Officials

## Activity 1.7(ii)

### Meeting Procedures

Make copies and cut them up separating each stage. Insert into an envelope clearly marked 'sample agenda'.

#### Sample agenda

- 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 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

## Activity 2.2

### Key role players in the municipality

#### Mayor

The mayor is elected by the council to co-ordinate the work of the council. He or she is the political head of the council. The mayor performs any ceremonial functions and duties delegated to him or her by the council. An executive mayor has all the executive powers to make decisions.

#### Ward councillor

These are elected members who work with the council to pass by-laws and approve policies for their areas. They have to make recommendations for consideration by their municipality every year and have to decide on development plans and service delivery for their municipal area. They are required to work closely with the community and know their views.

#### Ward committee member

The ward committee consists of a maximum of 10 members and meets approximately 10 times a year (depending on the municipality). It makes recommendations on any matter that affects its ward. Ward committee members attend public meetings of their council and participate in planning for their wards. They suggest local government activities and monitor and evaluate these activities. Ward committee members are not paid but the municipality may reimburse them for expenses they incur in doing their duties E.g. Travel expenses.

#### Municipal manager

The municipal manager is the most senior official in a municipality. Municipal managers need to know the policies of the political parties in council and must be able to offer ideas to council of ways in which they can deliver on their policies.

#### Ordinary citizen

Ordinary citizens have a duty to participate in a democracy. Participation may take many forms. For example: standing for elections, voting in elections, being informed, debating issues, attending meetings, paying taxes, lodging petitions etc.

#### Municipal official

Officials are the people who carry out the work of the municipalities. Councillors are responsible for policies and plans, but officials are there to deliver the services to the people.

There are many different kinds of officials. They may be clinic sisters, accountants, secretaries, clerks, garbage collectors, etc. Their job is to serve the community.

## Community development worker

Community Development Workers (CDWs) are public officials who work with municipalities where they live to bridge the gap between service provision by government and access by the communities. CDWs are required to address, amongst other things, the lack of information, knowledge and poor communication that communities experience in relation to government services. Municipalities are responsible for the CDW daily programme.

## Activity 2.3

### Code of Conduct

#### Case study 1

Mr Smith is a councillor for the Iketsetseng municipality. He is a shareholder in a rubble removal company called ABC Rubble Removers; The Company has its head office in Durban.

The Iketsetseng municipality has been busy with a housing project and needs to clear a large section of land that previously had a factory on it as well as trees and rubbish. The municipality put out a tender and ABC Rubble Removers has tendered. Mr Smith is on the tender committee to hear the application. He has not disclosed to the municipality that he is a shareholder.

**Q:** Identify the section of the Code that this situation refers to. What should Mr Smith do in the circumstances.

#### Case study 2

Councillor Ngubane has failed to attend council meetings on 2 consecutive occasions without providing an apology or reason. She was warned by the speaker that if she fails to attend the next meeting without an apology or reason she will be removed from office as a councillor.

**Q:** What section of the Code does this situation refer to? What should Councillor Ngubane do in regard to attending or not attending meetings?

#### Case study 3

Councillor Jones's cousin is interested in putting up a factory next to the railway station.

She is in the construction business. Ms Jones cousin asks her to intervene with the relevant officials who sit on the tender committee that awards tenders for construction and growth.

Her cousin has asked her to "help where she can" so that they are awarded the tender. In return, her cousin has promised her R50 000 for any help that she can give. Ms Jones makes an agreement with one of the officials on the Tender Committee that they will "share" the money if her cousin is granted the tender.

**Q:** Has Ms Jones breached the Code of Conduct? If so which section and what should she do in the circumstance?

#### Case study 4

Councillor de Bruin is a full-time councillor. His neighbour runs a small business in town delivering fresh produce to suppliers. He has received a request to supply a large supermarket with fresh produce and

has asked Councillor de Bruin if he would like to partner him as they both have smallholdings. Councillor de Bruin agrees on the basis that they split the profits between them.

**Q:** Which section of the Code was breached and what are the procedures for a breach of the Code of Conduct

## Activity 3.2

### Qualities of an effective leader

#### Different styles of leadership cards

##### Card 1

You are an elected leader of an informal settlement. You believe that the members of your community need strong leadership otherwise they will continue to be marginalised. You have decided that as you know what their needs are you can make decisions on behalf of the community because there is no time to have endless consultations. Besides you have lived in the community and believe you are well placed to make these decisions.

##### Card 2

You have been asked by your organisation to represent the youth sector on the ward committee. You think they chose you because you frequently challenge speakers on whether they take youth issues seriously enough. The council is going to discuss the question of youth employment. You will be attending and to ensure that you are well informed you speak to a range of youth groups so that when you attend the meeting you can table their concerns

##### Card 3

You meet with your ward committee as the council wants the ward committee to make input into the IDP. The matter is discussed at the ward committee meeting and it is agreed that a community meeting should be held to ensure that you get as much input as you can from the community, You also realise that many members of the community may not know what an IDP is and ward committees undertake an information campaign by meeting with different groups, (church groups, youth groups etc) to explain this to them. At the community meeting you once again go through what an IDP is and spend time at the meeting by getting input from the people attending. At the end of the workshop, the community needs are prioritised. You hold a follow up meeting with the ward committee to finalise the input from the community to present at the council meeting.

## Activity 3.4

### The problem-solving model

#### Case Studies

##### Case Study 1

You are a councillor in an area that includes an informal settlement and a well established residential area. There have been problems recently regarding power outages. The local electricity company has been contacted on several occasions. On investigation they advise you that the reason for the outages is that some of the people in the informal settlement have illegally connected themselves to the power supply lines which is overloading the system causing outages. Many residents in the well established areas are angry about these outages and have complained to you. Tension has developed between the residents of the well established area and residents of the informal settlement. Both have come to you to lodge a complaint. You call a meeting with representatives of both communities.

##### Case study 2

You represent a rural constituency. You have received a complaint by a group of residents who say that one of the resident's dogs have been coming on to their land and killing their chickens and in some instances destroying their crops. The chickens and the crops are their source of income as they sell them at the market. They have spoken to the owner of the dogs who says that he needs the dogs to protect his sheep as he has had a lot of theft.

The last time he was confronted he threatened to get the dogs to attack the two people who were selected to speak to him and now you are all afraid.

## Activity 4.4

### Making a by-law

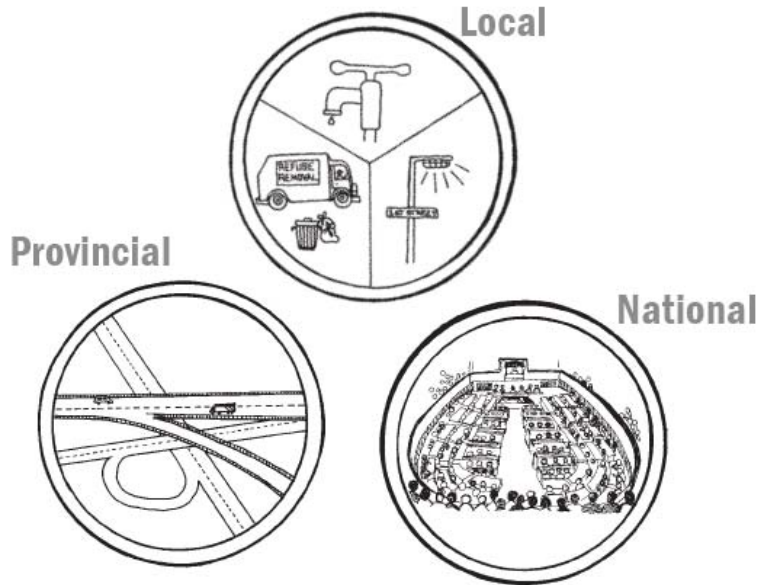
#### Checklist

	True	False
1. There are six institutions provided for in Chapter 9 of the Constitution		
2. The Constitution makes no reference to local government		
3. The Municipal Systems Act, 2000 discusses categories of municipalities		
4. A metropolitan is a Category A municipality		
5. A municipal council can delegate the function of passing a by-law		
6. A municipal council can delegate the function of passing a by-law		
7. The executive mayor may choose to appoint any councillor to serve on the mayoral committee		
8. A member of the community can introduce a draft bylaw in the council		
9. A by-law can only come into effect by a majority vote of 50% plus one		
10. Local government is responsible for providing democratic and accountable government for local communities		

# Activity 5.1

## Co-operative Governance

### Three Spheres of Government



## Activity 6.3

### Recommendations for improved co-ordination

