



SOUTH AFRICAN LOCAL
GOVERNMENT ASSOCIATION

SALGA

Inspiring service delivery

SOME FEATURES OF WELL- STRUCTURED MUNICIPALITIES

Sam Makhubu

02 August 2018

University of North-West

SPECIFIC FOCUS

Internal design of municipalities

- What works
- What doesn't work

DEFINING CONCEPTS

❑ Features

- distinctive characteristics of something that set it apart from similar items; something prominent

❑ Structure(d)

- anything composed of parts arranged together in some way; appearance

❑ Municipality

- elected government body having corporate status and limited self-governance rights, and serving a specific political unit such as a town, city (or village); people living in an area having local self-government

SOME BASIC FEATURES

☐ Must meet and reflect all legislative prescripts

- Political
 - Council
 - Mayor
 - Speaker
 - Mayoral committee
 - Council committees

- Administration
 - Municipal manager
 - Managers reporting to the municipal manager, etc.

- Communities
 - Citizenry (elected & not imposed public representatives)
 - Ward committees

SOME FEATURES (CONT...)

□ Develop a governance framework/model

▪ Governance is multi-faceted

Political	Technical	Institutional
Legitimacy; authority; confidence; public participation, etc.	Requires expertise and knowledge to make the necessary technical decisions	Capacity; structural arrangements; decision-making processes; relationships, etc.

SOME FEATURES (CONT...)

□ Develop a governance framework/model (cont..)

- **key role players and responsibilities are known**
- **don't leave anything to chance**
- **craft terms of reference for critical role players in both the political & administrative wings (within the law)**

- relationships
- responsibilities
- accountability lines
- processes and procedures for minimizing cross-referrals and overlap of responsibilities
- mechanisms, processes and procedures for resolving disputes
- scope and limitations
- delegation of duties, etc.

- **link the model directly to services delivery**

SOME FEATURES (CONT...)

□ Develop a governance framework/model (cont..)

- be creative within the confines of the law
- Executive mayoral system vs collective executive system
 - dictatorship
 - arrogance
 - political party majoritism
- Establish an effective ward committee system
 - apolitical
 - competent
 - passionate
 - civic activists
- Rope in **significant** others
 - private sector; other spheres of government
 - know, respect and live purpose for existence

SOME FEATURES (CONT...)

□ Create a fully functional IDP/Budget Forum

- Municipalities are about and for the people
- Establish and service a platform(s) for dialogue
- With communities and critical interest groups
- Become a government with the people
- Build, promote and cement participatory democracy (civil society support is a strong pillar for successful democracies)
- Create Public Value

SOME FEATURES (CONTD)

Build a strong internal audit function

- institutionalise and amplify internal controls
- continuously assess and strengthen internal controls
- establish and support the audit committee
- build a strong good ethical culture
- build a strong anti-fraud and anti-corruption value system

Involve significant others

- the auditor-general
- the audit committee
- the internal audit
- council
- law enforcement agencies

Link the audit function to the performance management system

Establish and practice accountability and consequence management

SOME FEATURES (CONTINUED)

- Build a strong secure IT system
 - record keeping
 - functional, reliable, safe
 - confidence/trust-building
 - access to information
 - transparency

SOME FEATURES (CONTINUED)

□ Good Human Resources Practices

- adequate skills and competent personnel in place
- consistent performance management system
- realistic organogram underpinned by the service delivery model and affordability, including locating functions where they are certainly going to produce desired outcomes
- skills development directly-linked to services delivery & performance management

SOME FEATURES (CONTINUED)

- ❑ Sound financial management
 - Realistic budget based on available cash
 - Efficient credit control and effective revenue management
 - Daily reconciliation
 - Effective debt collection
 - Regular payment of suppliers and statutory payments
 - Managed repair and maintenance of infrastructure

SOME FEATURES (CONTINUED)

❑ **build strong oversight and accountability mechanisms**

- establish strong, effective and efficient section 79 committees (structures act)
- as opposed to sec 80 committees, they report to council and not to the executive
- council constitutes these committees, incl appointing their chairpersons
- they can be delegated 'any duties' by council (tor) t
- they can even play an oversight role over the executive (after all,
- council is the primary seat of power in a municipality)
- council has the right to co-opt non-council members

IN CONCLUSION

- ❑ Municipalities exist to serve a particular purpose
- ❑ In the main, they exist to serve the people and not themselves
- ❑ Nothing stops them to structure themselves in a manner that will serve the purpose of their existence
- ❑ Public Value Creation is what local government needs to understand as they structure themselves

THANK YOU

IN CONCLUSION



THANK YOU