

# **Role and functions of municipal councillors: guidelines for the training of newly elected councillors**

**by**

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**Submitted in fulfilment of  
the requirements of the degree**

**Doctor Administrationis (Public Administration)**

**In the Faculty of  
Economic and Management Sciences**

**University of Pretoria**

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**Pretoria  
October 2000**

In remembrance of my father, John Fourie, who taught me that personal success is only achieved through dedication, determination and a stern belief in one's own abilities.

15 October 1942 -15 November 1996

## **DEDICATED TO MY BELOVED WIFE**

A person of passion, integrity, gentleness and unquestionable loyalty. You are my beacon of hope, my pillar of strength, my anchor in love and my reason for living. Everyday I stare into the sunrise of your beautiful face, hear the sensual mountain echo of your perfect voice and admire the wisdom of your glorious thoughts. Then I pray to the Lord to grant me but only one wish...that everyday I can become just a little more like you.

## ACKNOWLEDGEMENTS

I prayed: "Lord bless me, Lord guide me and let no evil or grief descend on me." I thank the Lord for answering my prayers. I want to praise the Lord for every word written with me; for blessings, courage and opportunities that would never have been possible, if not for His divine intervention. I want to acknowledge that the Lord gave me wisdom and guidance when I felt lost and discouraged. I want to thank the Lord for my wonderful family, and I know now more than ever before that: "I have the strength to face all conditions by the power that Christ gives me".

I want to thank each and every person that has contributed and made the completion of this thesis possible. In particular I want to thank:

**My supervisor, prof. dr. Chris Thornhill.** I am thankful for your patience, guidance, support and positive contributions in the completion of my thesis. It was an honour to be a student of a doyen of South African Public Administration.

**My co-supervisor prof. dr. Petrus Brynard.** Thank you for your guidance, friendliness and support during the completion of this thesis.

**My beloved wife, Cathi.** Thank you for always loving me, for your support, patience, understanding, for believing in me and giving me two beautiful children, Lauren and Robert. I am nothing if not with you - you are my best friend, my lover, my soul mate.

**My parents-in-law, Bill and Marie Hurst.** Thank you for believing in me, for unconditionally loving me as your son and for being an important part of my life.

**My friends.** My best friend, Stephen du Plessis, thank you for your encouragement and life-time devoted friendship; Chris Lombard, thank you for your unconditional support and friendship and Valiant Clapper, for your friendship and teaching me humility. My cherished school friend, Tony Smith and his father Pikkie Smith, and good friends, Andre Roux, Gregg Weijks, Henry Beath, Johan de Jager, Leon Karstens, Robert Matthee; Jonny Cheminais and Nic Spiller.

**My Dean, prof. Maynard van der Merwe,** a true leader and motivator and **prof. Fires van Vuuren,** for channeling my growth both academically and personally.

I am also thankful to the **National Research Foundation (NRF)** for their financial support in the completion of my studies.

## SUMMARY

The objective of this study is the determination of the requirements for core modules and the relevant subject matter for the training of newly elected councillors. This was done by analysing what the responsibilities of councillors are in terms of their governing and representative functions. The training of councillors in South Africa has been uncoordinated and fragmented to the extent that the municipal training centres in the different former provinces had the monopoly in deciding the scope and content of training. The acceptance of a set of core training modules and the relevant subject matter for the training of municipal councillors by the South African Local Government Association (SALGA) and implementation thereof by the education and training boards in each province in conjunction with municipalities, will ensure a more coordinated approach to councillor training. As the need arises, advanced training can however be conducted on any of the identified core training modules. Given the disparity between the percentage of re-elected councillors versus the percentage newly elected councillors; the gap that exists in educational qualifications; and the balance of political power indicate that effective local government can only be brought about if councillors receive appropriate training. The development of a set of core training modules and relevant subject matter would provide councillors with a comparable knowledge base regarding their institutional and organisational roles.

In the determination of the requirements for a set of core training modules and relevant subject matter consideration was given to the priorities as identified by SALGA, surveys, interviews, observations, the internet, literature and information gathered from Gauteng Local Government Association (GALA) on the profile of 1043 councillors in the 51 municipalities in Gauteng. In deciding what requirements a set of core modules for the training of councillors should meet, the emphasis of this thesis is on equipping councillors with the required expertise to govern and represent their municipalities in an effective and efficient manner.

**Key terminology:** Accountability, administration, apartheid, bureaucracy, community, control, councillor, democracy, govern, local government, local government management, management, municipal administration, municipality, personnel administration, planning, policy-making, political decisions, represent, training.

## OPSOMMING

Die doel van hierdie studie is om die vereistes vir kernmodules en relevante inhoud vir die opleiding van nuut verkose raadslede te bepaal. Dit is gedoen deur die analisering van die verantwoordelikhede van raadslede volgens hulle regeer- en verteenwoordigingsfunksie. Die opleiding van raadslede in Suid-Afrika is ongekoördineerd en gefragmenteerd - tot so 'n mate dat munisipale opleidingsinstellings in die verskillende provinsies 'n monopolie het in besluite oor die bestek en inhoud van opleiding. Die aanvaarding van 'n stel kernmodules vir die opleiding van munisipale raadslede deur die **South African Local Government Association** (SALGA), en die implementering daarvan deur die opleidingsrade in elke provinsie, in samewerking met munisipale regerings, sal 'n meer gekoördineerde benadering tot raadslid opleiding verseker. Soos benodig, kan gevorderde opleiding oor enige van die kernmodules aangebied word. Gegewe die dispariteit tussen die persentasie herverkose raadslede en die persentasie nuutverkose raadslede; die gaping wat bestaan in opvoedkundige kwalifikasies; en die balans van politieke mag; dui aan dat effektiewe plaaslike regering slegs teweeggebring kan word indien raadslede paslike opleiding ontvang. Die ontwikkeling van 'n stel kernmodules sal raadslede met 'n vergelykbare kennisbasis toerus aangaande hul institutionele en organisatoriese verantwoordelikhede.

In die bepaling van die vereistes waaraan 'n stel kernmodules behoort te voldoen, is daar oorweging geskenk aan prioriteite soos geïdentifiseer deur SALGA, ondersoek, onderhoude, waarnemings, die internet, literatuur en inligting ingesamel vanaf die **Gauteng Local Government Association** (GALA), oor die profiel van 1043 raadslede in die 51 munisipaliteite in Gauteng. In die bepaling van wat 'n stel kernmodules vir die opleiding van raadslede moet insluit, is die klem van hierdie proefskrif om raadslede met die nodige kundigheid toe te rus om munisipaliteite op 'n effektiewe en doeltreffende manier te regeer en te verteenwoordig.

**Sleuteltermes:** Verantwoordelikheid, administrasie, apartheid, burokrasie, gemeenskap, beheer, raadslid, demokrasie, regeer, plaaslike regering, plaaslike regeringbestuur, bestuur, munisipale administrasie, munisipaliteit, personeeladministrasie, beplanning, beleidmaking, politieke besluite, verteenwoordiging, opleiding.



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INTRODUCTION