

KINGDOM OF SWAZILAND

LOCAL ELECTED LEADERSHIP TRAINING
Report on Second Phase of Task B

November 1995

Based on workshops conducted during
13-23 October 1995

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The Office of Environment and Urban Programs
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International City/County Management Association
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KINGDOM OF SWAZILAND
LOCAL ELECTED LEADERSHIP TRAINING

REPORT ON SECOND PHASE OF TASK B:

TRAINING IMPLEMENTATION

Based on workshops conducted
during

13-23 October 1995

in

Two Cities and Six Towns
Located Throughout the Kingdom of Swaziland

Sponsored

by

Ministry of Housing and Urban Development
Kingdom of Swaziland

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United States Agency for International Development

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International City/County Management Association

This report was compiled and written

By

Fred Fisher, Workshop Director and Consultant to the Project

EXECUTIVE SUMMARY

The second series of workshops for local elected officials from the eight urban cities and towns of Swaziland were conducted as planned. They differed from the initial series in the following ways: (1) they were conducted in each of the designated local governments; (2) senior staff members were invited to participate in the workshops; (3) they were only one day in length; and, (4) the content of the workshops was determined by the participants, in most cases after the consultants had arrived at the venue where the training was being conducted.

A total of 44 elected officials and 19 senior officers attended the workshops. The workshops covered a wide range of topics, including:

- ! councillor-staff relationships and conflicts that are keeping them from operating more effectively as a team;
- ! communication within the council membership, with staff and the community;
- ! roles and responsibilities of elected and appointed officials and how to differentiate between policy and administration and resolve differences when they arise; and,
- ! water, housing and general development issues.

The overall assessments of the workshops were positive, with high marks given for relevancy, attention to council staff relationships, and the focus on achieving results from the workshop deliberations. In most cases, participants completed action plans to help them implement decisions they made during the workshop. From the consultants' perspective, the workshops succeeded in opening lines of communications between staff and councillors (and between councillors themselves and their chairmen), that were either clogged with mis-messages and sometimes anger, and often closed because no one bothered to open the door.

The expressed need for similar workshops is substantial. When asked if additional workshops of this kind should be conducted, only two participants said **No**. When queried about the focus of such workshops, they painted a wide band of interest and need, including: financial management and budgeting; how to conduct council meetings that are more efficient and effective; methods of conducting public meetings; setting up administrative systems; how to build council capacity to address the problems of rapid urbanization; changes in council's standing orders; policy making through the budget process; staff management and motivation; establishing goals and objectives; how to maintain effective relationships between councillors and staff; environmental issues; and, project monitoring and evaluation.

The training need mentioned most frequently in these sessions will be addressed in part in the next series of workshops, scheduled for 19-21 January 1996 in Piggs Peak where the focus will be on the budgeting process (within the broader context of financial management). The workshops will involve councillors and senior staff from the two cities, and the three towns that operate under the town council mandate.

It is expected that these workshops (to be run concurrently for cities and towns) will form a bridge between this project (designed to provide training for elected officials) and a twinning arrangement now being formalized between Mbabane and Manzini and two highly regarded city

governments in the United States. These transcontinental linkages promises to bring a wide range of technical support to Swaziland local governments. While the twinning project will focus on the two major urban areas, it could generate ancillary results in training and technical assistance for the smaller communities if those involved in the twinning process are open to redefining the boundaries of their working relationships.

Three concerns surfaced repeatedly in meetings with the local government officials on their own A turf@, where they had time to reflect with the consultants on a wide range of issues. The first is the need to have some kind of comprehensive plan, particularly one that addresses land use planning (but also social and environmental concerns). Many of the smaller communities visited are confronted with increasingly incongruent land uses as they take on more of an urban character (e.g. cattle dips in the midst of new housing; a new prison sited on prime development land).

The second concern is the need for basic skills on the part of staff and councillors to develop simple projects. In one community, they asked how they should spend their subvention from central government. They have no priorities, no feasibility studies on the one project they are thinking about constructing (extension of a modest market) and few thoughts about how to undertake such a venture. Nor has there been any discussion regarding the operating and maintenance costs a new facility might incur.

The third concern is skills to work more effectively with the community to: determine what citizens want (and are prepared to pay for); gain understanding and commitment to projects and programs; and, mobilize support for implementation, operation and maintenance of new ventures based on the overall resources of the community. The three most common phrases that seem to punctuate their discussions are: *we wish they....we hope they.....we can't do anything because they....* **They**, of course, is the national government, its many ministries and associated entities.

There is a tremendous sense of impotency and lack of power to act on their own behalf to solve local problems, to mobilize local resources, to take the leadership role in carrying out the mandate and responsibilities of local self-governance. These comments sound harsh and they are not meant to be. The democratic process, through local elections, is new. These councillors and board members (and their staff) are charting new waters, venturing into the unknown, and experiencing the frustrations of operating in an environment of social and institutional changes that are profoundly affecting the fundamental definition and processes of public leadership and accountability. The local elections have created a duality of authority, leadership and responsibility for responding to the needs of the people of Swaziland. The challenge is to develop patterns of behavior that will preserve their rich cultural heritage and, concurrently, nurture the fragile roots of democratic change.

INTRODUCTION

The second series of workshops for local elected officials were held in venues located in the local governments participating in the program. These locations included Mbabane, Manzini, Piggs Peak, Siteki, Nhlanango, Lavumisa, Hlathikhulu and Mankayane. They differed in a number of ways from the initial set of workshops held in July. They were one day events, included senior staff officers (in addition to elected officials), and focused on issues and concerns identified by the individual councils. The workshops for Mbabane and Manzini dealt with ways to improve council-staff relationships while the topics addressed with the smaller local governments were diverse. In many of the smaller councils and boards, the focus was a continuation of issues surfaced during the initial series of workshops sponsored under this program. All workshops were results oriented with each workshop team taking decisions to improve their performance through specific agreed upon actions.

The Ministry of Housing and Urban Development, prior to the workshops, had surveyed the various councils for their ideas about the topics to be covered in the workshops. The training needs that were identified included:

- ! Team building between elected officials and senior staff;
- ! Legal aspects such as legislation, standing orders, regulations, etc;
- ! Duties and responsibilities of council members in their various roles as ward representatives, members of various committees and service on the council as a whole;
- ! Public speaking and public relationships;
- ! Project identification (planning and management);
- ! Budgeting and sources of council revenue;
- ! Decision making and problem solving;
- ! Basic principles of management and policy making;
- ! Marketing of council services; and,
- ! Community participation strategies.

While most of these topics are ones that could be covered by the ICMA consultant and his local counterpart (within their local government knowledge, skills and experience), others are too country specific (e.g. legal aspects) and are better covered by officials from MHUD or other local institutions. Since the diversity of needs, as expressed in the MHUD survey, were not specific to each council (with the exception of Mbabane and Manzini) the trainers were challenged in most of

the smaller councils to design their training interventions ~~on~~ the spot. Some materials had been developed in preparation for the workshops but they didn't always fit specific needs.

The workshops were conducted by Fred Fisher, Director, International Development Institute for Organization and Management (IDIOM) and Ms. Khanyisile Mmema, Lecturer, Swaziland Institute of Management and Administration, Mbabane.

In order to convey the diversity of focus and relative success of this series of workshops, a short description of each follows.

SUMMARY OF WORKSHOP EVENTS

SITEKI TOWN COUNCIL: Friday, 13 October

Participants

The workshop was attended by: Chairman Motsa; Councillors Mabuza, da Cunha, Malilda, Thusi and Makhanya; Town Clerk Mkhalihi and Environmental Manager/Peace Corp Volunteer (PCV) Mislivets.

Focus

The workshop agenda evolved around two topics: (1) discussion of water development for the community; and (2) council performance in the areas of goal setting and policy making, council meetings, and council relationships. The later discussion was prompted by the completion and scoring of a survey questionnaire by each participant. The questionnaire had been developed by the trainers prior to the workshop as a means for generating information from the participants in a more structured format. (A copy is included in the appendices.)

Siteki, like a number of urban areas in Swaziland, has water service provided by the National Water Services Corporation. The Town Council, unhappy with the level of service provided by the Corporation, requested the Department of Geological Surveys and Mines to assist them in drilling bore holes within the town limits to supplement the Corporation's sources of water (which are rapidly being depleted). Four of the five bore holes planned in this endeavor have now been completed and have successfully tapped what appears to be a substantial source of water for the community. The success of this venture has prompted the council and staff to begin thinking about the long term consequences of the new water supply and the nature of the institutional linkages between the Town Council, the Water Corporation and the Geological Department. About two thirds of the workshop agenda was devoted to exploring the implications of this infrastructure development success on the Town Council. (The participant's comments on the workshop evaluation provide additional insights into this discussion.)

The participant's assessment of the Council's performance, based on completion of a

questionnaire provided for this purpose, revealed considerable agreement among the councillors. The scoring and subsequent discussion indicated a healthy level of interaction between the Council and the Town Clerk and a willingness on the part of the Chairman to seek feedback from other members so the overall performance of the council can be improved. One councillor, in particular, stressed the importance of expanding their vocabulary to improve the efficiency of time spent in conducting their meetings. This suggests the importance of training to help the councils learn how to conduct their meetings more effectively. This issue was also raised by councillors in a number of the other workshops. (See the appendices for a copy of the performance questionnaire.)

Feedback

[Each workshop was concluded by the participants completing an evaluation questionnaire regarding their impressions of the workshop and their thoughts on future workshops of this kind. The following reveals the format of the evaluation instrument used in all the workshops and summarizes the responses of the Siteki participants.]

What did you find most useful about this workshop?

Goal setting and policy making. We were made aware of what this really entails. Not just visions and dreams but how to go about our goals, problems that should be encountered and how they should be dealt with. The importance of feasibility studies before going ahead with these visions.

The interaction of councillors and lecturers on the Siteki water project was very enlightening in that certain points that had been ignored were unearthed and council will think and deliberate on their next move after considering all input gained in the workshop.

Problem solving; analysis of goal setting process; potential repercussions when trying to enter into joint ventures with non-governmental organizations like the Water Board.

Revelations about how council thinks it is operating. From the questionnaire I drew the conclusion that council works as a team.

Assessment of how our meetings are conducted; working on the strategies of our water project. This was really educational as some grey areas have been uncovered for us to work out to attain our goals.

The importance of feasibility studies in carrying out large projects; the legal importance of any agreements entered into when dealing with commercial people; negotiating in terms of strength whenever we need to enter into a certain agreement with another party instead of negotiating from a position of weakness.

[from the PCV) Meeting with the council and finding out their current plans and ideas.

Having a former city manager discuss with them strategies and plans they should be aware of and what they need to look out for in the future.

Least useful?

[PCV] Perhaps not working on a specific issue fro the whole time. For example, the water issue is very important and relevant as is the evaluation of council performance. Some sort of closure or written tasks and goals for the near future would have assisted the group.

Goal setting and action plan

Should additional one day workshops be held in the future?

YES [8]; NO? [0]

What topics would you like to see covered?

How to develop strategies for achieving frustrating goals; finance; how to conduct council meetings using new language (i.e. Robert's Rules of Order); methods of conducting public meetings(e.g. debate, symposiums, discussion; how to build council capacity to address rapid urbanization; management and policy development; setting up administrative systems; councillor's role in working with township staff.

MANZINI CITY COUNCIL: Saturday, 14 October

Participants

The workshop was attended by: Mayor Lukele; Councillors Plamirip, Msibi, Nishakala, Zwane, Sussman, Jele, Mhlongo, and Mabela; Clerk to Council Nxumalo; City Engineer Zwane; and Chief Health Inspector Ntshalintshali.

Focus

In earlier meetings with Council and Ministry officials it was recommended the workshop focus on building more effective council-staff relationships with emphasis on resolving or better managing conflicts that exist between the two groups. Based on this pre-determined need, a one day training design was developed to focus on conflict resolution. (A copy of the workshop schedule and design is included in the appendices along with trainer notes that were prepared to help the local trainer utilize the materials.)

After a self assessment exercise on conflict management modes of behavior, the participants were asked to form two working groups, one consisting of the Mayor and Councillors, and the other staff officers. They were given the tasks of recording what aspects of their relationship with the other group they believed were *going well* and *not going so well*, and to list the kinds of changes

they would like to see considered to improve the relationship. The following is the responses from each group.

Responses From the Council Staff

Going well: (1) *Councillors have the zeal and energy but it needs to be properly directed;*
 (2) *Some councillors have made efforts to organize meetings with their constituents;*
 (3) *Councillors are innovative i.e. formation of special projects committee.*

Not going well: (1) *Councillors lack trust and confidence in the council staff;*
 (2) *Councillors seem to have an pre-conceived unfavorable attitude toward the staff;*
 (3) *Councillors tend to treat rumors as facts without verifying them;*
 (4) *Lack of clear policies on many council issues;*
 (5) *Lack of reciprocity by councillors concerning mutual respect;*
 (6) *Lack of clearly defined lines of communications between councillors and employees;*
 (7) *Lack of understanding of meeting rules and procedures; and,*
 (8) *Failure by some councillors to read staff reports.*

Suggested changes: (1) *There should be transparency and mutual respect between council and staff;*
 (2) *Councillors should be more open minded and allow officers to do their jobs;*
 (3) *Councillors should verify information (rumors) before taking them as facts;*
 (4) *There should be clearly defined and implemented policies on major issues affecting the relationship;*
 (5) *lines of communication between staff and council should be clearly defined;*
 (6) *Councillors should know and use proper procedures in conducting meetings; and,*
 (7) *Councillors should study reports before council meetings to facilitate discussion and decisions.*

Responses From the Mayor and Councillors

Going well: (1) *Some of staff are qualified; and,*
 (2) *Industrial relations are good.*

Not going

well:

- (1) *Accountability;*
- (2) *staff not conscientious;*
- (3) *Corruption;*
- (4) *Staff withholds information from council;*
- (5) *Staff undermines the council; and,*
- (6) *Dishonesty.*

Suggested

changes: (1) *Establish an internal commission of inquiry (to look into charges of corruption) with recommendations for action.*

Most of the discussion following these reports centered on the advisability of setting up an internal commission as recommended by the elected officials. There was a consensus among those attending the workshop that such a commission should be appointed. There was also discussion about who should serve on such a body (general agreement on three councillors and two employees); how the members should be selected (no decision); the need for strict guidelines of operations by the commission; and, putting the decision on the agenda for discussion at the next regularly scheduled council meeting.

Feedback

Most useful about the workshop:

Recommendations for solving problems of mistrust between councillors and staff; the group discussion and feelings of councillors and staff regarding their relationships towards each other; importance of dialogue; full disclosure and discussion of conflicts between council and staff; the combination of councillors and staff sharing ideas and differences together; discussion of problems between councillors and staff and how they can be solved; solutions about improving relations came out clearly; the way we solve our problems was thoroughly re-visited with a view toward improvement; it created an atmosphere of understanding trust and confidence between the councillors and management; mutual understanding and openness between councillors and staff; and, discussion of the mistrust between councillors and staff and proposed solutions.

Least useful:

Conflict management discussion; lunch; the conflict mode instrument; shifting blame to the other person; proposals for resolving conflict.

Additional workshops:

All indicated yes.

Topics to be covered:

Five said budgeting and financial management; two said meeting procedures for council; and one each: conducting and chairing a meeting effectively AND IT SHOULD BE DONE SOON; changes in council standing orders; and, staff relations.

PIGG-S PEAK TOWN COUNCIL: Sunday, 15 October

Participants

The workshop was attended by: Vice Chairman Dlamini; Councillors Mncina; Freemantle and Mziyako; Town Clerk Sithole and Town Engineer Shabangu.

Focus

The participants in this workshop quickly agreed that they wanted to focus on improving communications with their chairman, the community, and staff, and within council meetings. The discussion started on the communication process within council meetings and quickly involved the other categories. Problems resulting from ineffective communications within the council include: results not up to expectations; tendency to focus on crises and not long range goals; overwhelmed by volume of work; and inability to set priorities.

With a focus on improving communications within council meetings, the group reached consensus on the following action steps to improve communications and subsequent performance:

- (1) Town Engineer will develop a wall chart to be located in the council chambers to document progress on various construction projects in the community (he will submit his proposed plan to the council for their approval before finalizing the format).
- (2) Town Clerk will develop a format for providing council with a monthly financial statement and upon approval of the format by council he will initiate the submission of financial statements to council (to be submitted on 31 October for their review and approval).
- (3) Request the Environmental Officer to submit monthly progress reports to council and invite him to attend future council meetings. The post is held by a Peace Corp Volunteer.
- (4) Council Chairperson should manage agenda items and the time allotted for meetings more effectively (e.g. reading minutes of last council meeting for final approval wastes time that could be spent on other issues).

(5) Town Clerk and Engineer will include copies of correspondence (they have been directed to prepare as a result of previous council action) in the portfolio of materials submitted for the forthcoming council meeting.

(6) Town Clerk to review the current budget to determine if it is possible to fund councillors to hold occasional meetings with constituent groups and to make a recommendation to council regarding the sources and level of possible funding.

(7) Town Engineer, with assistance from councillors with technical backgrounds, will develop a set of criteria for issuing tenders (to be submitted to council for their approval at the next scheduled council meeting).

(8) When issues that come before council are postponed, for whatever reason, an action plan is to be developed to deal with the postponement (to include specifics on who will do what with whom within what period of time to move the issue toward resolution).

(9) Given the reassignment of the Town Council Chairman to Big Bend by his employer, Council will at its next meeting extend a vote of thanks for his service and install a new Chairperson in accordance with the procedures.

(10) Initiate a series of neighborhood meetings to discuss council and community activities and concerns including meetings to get citizen input prior to preparing the annual budget.

(11) In view of Council's impending responsibilities for compensating and managing local employees who are now paid by the central government, the Town Clerk and Engineer will prepare a report on the status of town employees. It is to include: age, years of service, job responsibilities and performance, past disciplinary actions taken by their supervisor, and recommendations regarding the status of each employee, given future takeover responsibilities.

Feedback

Most useful about the workshop:

Directing and prioritizing our problems as well as creating action plans; full explanation on approaches to problems (e.g. postponement of projects; consultation with community members; taking firm stand on actions by the chairman; communications); communication between councillors and staff will be greatly improved; taught us about working relationships amongst the full council (e.g. tackling sensitive issues between councillors, chairperson, staff and the community); attention to the volume of work issue; improvement in communications; decision to appoint new chairman; to speed up procedures and determine if additional council meetings can be held with citizens; decision to get rid of useless employees

Least useful:

Progress chart

Need for additional workshops: *all responded yes.*

Proposed topics:

Long range financial planning; two mentioned the budgeting process.

MBABANE CITY COUNCIL: TUESDAY, 17 OCTOBER 1995

Participants

The workshop was attended by: Councillors Magagula, Masina, Mamba, J. Dlamini, Bhembe, S.L. Dlamini, Mbhamali, and A. Dlamini, Town Clerk Mhlongo, Acting Town Engineer Zulu, Acting Town Planner Magagula, Clerk to Council Masuku, Chief Health Inspector Mabuza, Acting Town Treasurer Mabuza, and Professional Assistant Watson.

Focus

As was the case with Manzini, it had been recommended by Ministry and City officials that the workshop focus on building more effective council-staff relationships, with emphasis on resolving or better managing conflicts that exist between the two groups. Based on this pre-determined need, the one day training focused on conflict resolution.

After a self assessment exercise on conflict management modes of behavior, the participants were asked to form two working groups, one consisting of Councillors and the other staff officers. They were given the tasks of recording what aspects of their relationship with the other group they believed were going well and not going so well, and to list the one single change they would like to see take place to improve council-staff relationships. The following is the responses from each group.

Responses From the Council Staff

Going well:

*Deep understanding of issues by councillors;
Informal communication;
High standard of debate;
Eager to learn;
Attention to details in minutes;
Motions;
Attendance at meetings;
Team Work;
Decisiveness;
Candidness;*

*Willingness to contribute experience;
Understanding of technical issues; and
Complements.*

They summarized the positive aspects of the relationship as: *deep understanding of issues; good attendance at meetings; and, team work.*

Not going
so well:

*Doesn't monitor implementation;
Emphasis on administrative matters;
Hidden agendas;
Want projects implemented when there is no money;
Assume there will be conflict;
No communication with wards;
No trust in management;
Conflicting messages to employees;
Always late for meetings;
Sobriety;
Waffling;
Indecisions;
Undermining of management-rumor mongering;
Lack of common vision;
Lack of delegation;
Meetings take too long (as long as 2-3 days);
Demands on staff vs. remuneration;
Factions that cloud real issues;
Preconceived ideas;
Lack of understanding of financial issues;
Lack of appreciation of changes taking place in organizational culture.*

They summarized the areas that need more attention as: *lack of trust in management; lack of common vision; lack of discipline in meetings; and, lack of knowledge about municipal finances.*

Responses from the Council

Going well:

*Staff reports are helpful;
Professional advice is always forthcoming from staff and appreciated by council;
Council resolutions and policies are well publicized by staff.*

Not going
so well

*Secretaries do not provide prompt information to councillors;
Delay in implementing Council resolutions;
Progress reports are not forthcoming from heads of departments;
Late delivery of informative documents;
Lack of transparency.*

When both groups identified the most important change they would like to see take place in the way they operate, their responses were not that different. The Councillors would like to be able to identify program and service priorities as an integral part of the budgeting process; and staff expressed the need for a shared vision for the community.

Proposed action steps

Working together, they addressed some of the aspects of the relationship the councilors identified as not going so well. They came up with the following action steps they believe will help forge a more effective working relationship between councillors and staff:

[1] Senior staff will work with their secretaries to help them be more effective as one of the key communication links between staff and council:

- ! keep the secretaries informed of their whereabouts;*
- ! provide schedule of appointments to councillors, when asked;*
- ! help them know who the councillors are;*
- ! provide training in public communications and public relations.*

[2] Regarding progress reports:

- ! review recent council agendas and agree on items that may have been handled independent of council by the staff (as a guide for screening future agenda to overcome long and unproductive meetings: e.g. 2-3 day meetings);*
- ! keep councillors informed on implementation status of resolution;*

[3] Staff to write executive summaries, whenever possible, of the issues brought before council for their consideration (with supporting documents available for review but not included in the agenda package):

- ! provide councillors with additional information, when requested;*
- ! try to provide senior staff with training in report writing.*
- ! Clerk to Council will prepare report on how to implement these recommendations;*

[4] Provide councillors with progress reports on projects approved by council in the annual budgeting process.

Feedback

Most useful about the workshop:

*Group discussions; learning more about City Council as councillors; some common understanding was achieved on what will be required to make both parties ensure greater effectiveness; the direct informal contact between councillors and management, exposing the potential areas of conflict; opportunity to share issues that are of concern between councillors and how to deal with them; the discussion of relationships between councillors and staff; exciting and thought provoking to discuss both views put forward by councillors and staff; workshop very helpful because it broke the ice between staff and councillors and we were able to see our common problems which when corrected can be more successful; dealing with conflict within staff and council and the expectations of both sides; the telling of the truth by management and councillors; the many constructive points; the **Abig Wish@** should be implemented; I have noticed that councillors and staff are moving closer to one another for the improvement and welfare of Mbabane citizens; getting around the table to thrash through things; beginning to get us to work together as a team; the heads of department and town clerk discussed matters more frankly than in formal council meetings; good environment to open up; found the conflict resolving model quite useful; important to use different approaches depending on different situations; workshop also opened up candid emotions between councillors and staff so a common vision can be set; revealed what councillors think and see as weaknesses in staff; and same about councillors; frank exchange with staff also doing self inspection; setup causing the discussion to focus on the practical experiences of both sides.*

Least useful

Handling wishes expressed by both sides in the exercise; lack of time to discuss process of change; didn't relate the conflict model to the problems at hand. Did we deal with how to resolve conflicts?

Additional workshops? *Eleven said yes and two said no.*

Topics to be covered?

Budget (2); project formulation; road maintenance; policy making through the budget process; communication with committees; how relationships between councillors and staff can be maintained; staff management and motivation; setting of short term and long term plans; councillors role in monitoring development projects; time management.

NHLANGANO TOWN COUNCIL: WEDNESDAY, 18 OCTOBER 1995

Participants

The workshop was attended by: Chairman Nkambule, Councillors Msibi, Zwane, Mndzebele, Mdluli, P. Simelane, Town Clerk Tito Simelane, S.T.A. Tembe and Environmentalist Cindy Pinger (PCV)

Focus

The workshop started with participants identifying issues they wanted to discuss. These included: street vending; communication with the staff, community, within the council itself, and with several national government agencies; allocation of individual councillor duties; and clarification of land allocation procedures. The participants decided to address, as their first order of business, the street vending problem (identified and partially addressed at the July workshop). Based on actions that have been taken on previous workshop decisions, they identified future actions that could be taken, (even though there will be some type of intervention at the Lundzidzini level that may impact on their future decisions). The actions include: holding a general meeting in the park with street vendors operating in the community. The Town Clerk will make the necessary arrangements to hold the meeting and contact mass media outlets that cover the community (TV, radio and newspapers). In addition, it was decided to contact the vendors directly through the committee they have named to represent their interests (one or more councillors will be designated to make this contact).

There was considerable discussion about the best time to call such a meeting, it was finally decided that a weekday would be more acceptable but that the vendors should be consulted (through their committee) about the most appropriate time. Because of the urgency of the situation, they decided to hold this general meeting no later than 15 November. Specific results they hoped to achieve in working with the vendors include: harmony; to hear their side of the story; to inform the vendors about the rules and regulations governing these kinds of activities within the community as well as concerns for environmental issues and the general appearance of the community; and, finally to form a working committee of vendors, councillors and marketeers who would explore alternative courses of action and report back to council with recommendations.

The remainder of the workshop was devoted to council-staff relationships. In the *image exchange* they each identified aspects of their relationship they believe are positive and then listed several issues and concerns they believed could be improved. From the councillor perspective, these included: *reviewing the policy regarding councillor meetings with the public; the lack of transparency between staff and council; and several areas where there seems to be a lack of communication between the two groups (e.g. street light policy; allocation of lots; employment of laborers and the financial status of the council).*

The staff contributed the following issues that concern them in their relationship with council:

failure to understand the difficulties they face in managing the affairs of the council; misunderstandings and fighting among councillors; councillors do not read the reference materials given to them before council meetings; some councillors have been interfering with staff specialists in the implementation of their duties; and, some issues need to be brought up in an orderly manner rather than in public.

There was a long discussion, often in siSwati, dealing with the prerogatives of both councillors and staff and the necessity to honor the lines of authority and separate responsibilities that define policy and administration. Among the issues discussed was the necessity of council speaking as one voice on the policies and decisions they have taken through formal action. They also discussed when it is appropriate, and not, for individual councillors to meet with the public. While participants didn't formally list action steps they believe need to be taken to enhance their working relationship with each other, it was obvious that the discussion cleared the air about many issues that had been festering between them for some time.

Feedback

Most useful:

Openness between councillors and officers problems and misunderstanding; we were able to share ideas with each other; To learn a lot about how to handle sensitive issues pertaining to policies and how to implement them; tabling and so solutions going on in the council-staff relationship; everything discussed; we worked very good; coordinating the officers with councillors; the facilitators did an excellent and enjoyable job in bringing the staff and council together; good exercise in communications; the workshop has cleared the differences between the office staff and councillors in relation to the assumptions of duties; it has opened transparency about certain facts and how a good natural understanding ; thank you very much for the workshop; do it again.

Least useful: *Feeling irritated when discussing issues of concern; otherwise, not at all.*

Additional workshops: *All participants said yes.*

Topic? *Communications; administration; environmental issues within urban settings; how to clarify duties; on relationships with MHUD.*

MANKAYANE TOWN BOARD: THURSDAY, 19 OCTOBER 1995

Participants

The workshop was attended by: Chairman Msibi; Councillors Dlamini and Anderson; and Town Secretary Sithole.

Focus

The workshop, because of the small number of participants, involved a free ranging discussion of development issues in the town. There are expectations that Mankayane will experience substantial growth in the next ten years given the improvement of the road to the valley connecting Mbabane and Manzini. About 3,000 applications for building plots have been filed by those who want to live in Mankayane and commute to the valley for work. If these plots were assigned and built on, it would represent a ten fold increase in their present population. In discussing the consequence of rapid growth, and current problems, the Chairman mentioned the need to lay sewer pipes since septic tanks are often overflowing now and causing environmental and health concerns in the community. This evolved into a discussion of the challenge of financing a workable waste collection and treatment system in the future and the immediate problem individual home owners have in getting their septic tanks emptied. According to one of the councillors, there are only two trucks in the entire country with the capability to provide this service and they are both owned and operated by the central government. Within this context, they discussed their frustration with their inability to provide certain services to their constituents. For example, there are economies of scale that prohibit Mankayane from owning and operating a lorry equipped to pump septic tanks. And yet, the need country wide, if organized and managed effectively, could support such investments through the private sector. But, local governments aren't organized to create and articulate their needs in a way that the critical mass can become a target of opportunity for enterprising entrepreneurs. They discussed the need for an association of local governments and how it might generate income by organizing and facilitating services of this kind.

Feedback

Most useful about the workshop?

The discussion on sewer systems, indicating the problem country wide that needs immediate solution; town plan topic was useful as well for our future development; team building; sharing ideas; planning is very important; most useful to work hand in hand with the board members; relevance to our local planning problems; transparency and accountability issues; problem solving skills; team spirit; discussion about the need to create an association of local governments in Swaziland.

Least useful? No comments

Need for additional one day workshops? *All participants said yes.*

Topics?

Management; how to review and evaluate progress.

LAVUMISA TOWN BOARD: SATURDAY, 21 OCTOBER 1995

Participants

The workshop was attended by: Chairman Shiba, Board members Dlamini, Mamba, and Msibi; and Secretary Qwabe.

Focus

The meeting covered a number of issues of concern to the board. The discussions were structured to identify the problems more concisely, look at options, and consider the consequences of these options as well as the implications of making no decision (also an option). The issues included: water distribution and revenue collection from the 90% who now pay nothing for water (while the National Water Board manages the system, they are beginning to look to the community for more involvement); town planning (it doesn't exist); how to spend the central government subvention (a market extension is being considered but they have no information or data on which to base their decision); the ubiquitous squatter problem ; and, *What do you think about adopting a code of conduct?*

Feedback

most useful:

*Most significant was the focusing on problems we face and ways to tackle them(i.e. water distribution, subvention, local authority codes, squatting, code of conduct); I found it most useful to learn how to work with the community and to work together; to get information first before we do anything; I have benefitted a lot from this workshop; the instructions were clear and simple; I have learned that when one does something he has to ask *What where when and why?* one has to get information to deal with problems effectively; helped by giving a direction on how to go about solving problems I was not aware how to solve; and has uprooted other roles I should play as a councillor.*

Least useful: *no comments.*

Additional workshops? All said **yes.**

Topics?

How town boards should work with MP, inspectors, police and other departments; project evaluation; town planning; priority setting.

HLATHIKHULU TOWN BOARD: MONDAY, 23 OCTOBER 1995

Participants

The workshop was attended by: Board members Khumalo, Masuku, Abrahams and Hlope; and Secretary to the Board Hlanze.

Focus

The discussions focused initially on the action plan (developed during the Manzini workshop) to address the increasing incidents of crime within their community. They reported on the progress made to date in securing additional recreational facilities for the community. Working with the workshop facilitators, they explored actions that need to be taken to speed up implementation of the project and garner the necessary local support. The issues of operating and maintaining the proposed facilities were also discussed.

A list of issues and concerns was made to structure the discussion for the remainder of the workshop. It included the need for more streetlights, particularly in the **A**no go@areas of town, and the problem of maintaining those already in place. The supplier of electrical service in not responsive, suggesting the Town Board should take responsibility for replacing streetlights that have burned out, but they have no equipment to carry out such a task. Mrs. Abraham reported on plans to open a sewing center to train local women. Since the sewing machines and venue have been secured, the Board explored ways to manage the center and exploit the employment potential for those who will be trained.

Finally, the discussion centered on the subvention the Board has received from the national government and the need to develop a budget and plan for using the funds. Like the other Town Boards, they seem to be immobilized when confronted with the opportunity to act.

Feedback

Most useful:

Educative; brought up the concept of power as being the instrument to achieve goals (we my not have authority but we have power to do things and to solve problems on our own); it has been helpful because we were able to get more facts as to how to go about some of our problems; to also see what to do to be more effective; new ways of approaching problems and how best to deal with the government; to learn of other towns=problems and knowing that no problem is insurmountable; realizing we need to get commitments and future actions promised by others in writing and to follow up if anything is going to happen;

need to set clear goals and a proposed yearly budget to carry them out; learning it is important to disseminate information, reach out to the community, work collectively, follow up on issues raised by the board, importance of correspondence, and knowing your power and using it; I have benefitted a lot from all the discussions ; we were helped about our own personal issues and problems; they were all answered peacefully.

Least useful;

Could not address all the issues in mind e.g. allocation of plots, authority.

Need for additional workshops: *all said yes.*

Topics:

the allocation for servicing plots; town development; how to make our town more attractive; community involvement in beautifying our town; negotiation skills; working as a group. Rights of town boards.

CONCLUSIONS AND RECOMMENDATIONS

The training was, from our perspective, successful. That success was assured by focusing on what the local leaders believed was important to address through the workshop process. Council-staff relationships seems to be a concern in most councils and we were able to help them shed some light on their problems by helping them draw back the curtains. A non-threatening process to generate feelings and perceptions from both side of the relationship (about what was working and what wasn't) and a liberal dose of humor from time to time seemed to help.

Another issue that surfaced repeatedly was how to perform the newly minted role of local elected officials, how to dialogue more effectively with the community and bargain harder with the myriad of outside agencies that seem to have access to most of the resources for local development. There is a deep well of individual and institutional need for enhanced knowledge and skills in setting goals, appraising options, planning strategies, implementing programs and services congruent with these activities, and, of course, monitoring and evaluating progress and results.

As stated earlier, some elected officials seem to be immobilized when faced with the opportunity to act. For example, the Town Boards have received subventions this year from the central government but many have failed to expend them. Decision making and problem solving are learned behaviors. It is important for the Ministry of Housing and Urban Development, and its network of friends, to provide hands-on skill training and nurturing care to assure that these pioneers in the local self governance process become exemplary role models for those who follow.

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A ONE DAY WORKSHOP

ON

MANAGING COUNCIL-STAFF RELATIONSHIPS

MANZINI CITY COUNCIL: 14 OCTOBER 1995
NEW GEORGE HOTEL

MBABANE CITY COUNCIL: 17 OCTOBER 1995
MOUNTAIN INN

[This workshop is being sponsored by: Ministry of Housing and Urban Development, Kingdom of Swaziland; United States Agency for International Development; and International City/County Management Association. It is part of a larger program of training opportunities to strengthen the leadership capacities of local elected councils in the urban cities and towns of Swaziland.]

Objectives

- [1] To increase participant understanding of inter-group relationships and how to improve them;
- [2] To explore areas of potential and real conflict between the council and staff; and,
- [3] To identify ways to overcome current conflicts and manage future conflicts more effectively.

Participants

Elected members of council and senior staff officers

Workshop schedule and design

The workshop schedule will depend on local circumstances but should involve about six hours of interaction between the trainers and the participants. The time will be allocated about evenly among the three learning objectives listed above. The following is a more detailed description of what to expect during our work together.

Session I: Understanding conflict and how to manage it

- ! Perception exercise about conflict
- ! Self assessment questionnaire on conflict styles:
- ! Discussion of results and implications of working together more effectively

Session II: Exploring specific areas of council-staff conflict

- ! Diagnosing the conflict: what is the nature of our differences and what might be the reasons behind them? Group exercise by role and sharing of the results
- ! Discussion of results for clarification and understanding

Session III: Managing conflict through creative problem solving

- ! Resolving specific issues that are keeping the council and staff from working together more effectively
- ! Developing strategies for managing conflict more effectively in the future.
- ! Wrap up and evaluation of day's events

TRAINER NOTES FOR IMPLEMENTING THE TRAINING DESIGN

Session I: Understanding conflict and how to manage it

[Before starting the session, get a list of participants for the record,]

! Perception exercise about conflict

[Give each participant a small piece of paper and have them state whether they think conflict between council and the staff is: good, bad, or neither good nor bad. Alternative task would be to ask them to write on a small piece of paper a short answer (no more than three or four words) to the following question: When you think about conflicts between the council and staff, what comes to mind immediately? In either exercise collect the slips of paper and record the results on newsprint for all to see and then hold a short discussion about the implications of their responses.]

! Self assessment questionnaire on conflict styles:

[Administer the Thomas-Kilmann Conflict Styles Instrument. After each person has scored have them indicate their highest and lowest scores and record these on newsprint. Have a grid prepared before hand for recording the scores in each of the five categories. Use different color markers to record the high and low scores.]

! Discussion of results and implications of working together more effectively

*[Once all the scores are posted, discuss the possible implications these styles of dealing with conflict might have on their working together in conflict situations. Follow this up with a short lecture about conflict covering such points as: conflict is natural, inevitable and unavoidable in organizations and between groups and individuals: conflict results from differences over **facts** (the nature of the situation), **goals** (how things ought to be), **methods** (how to achieve the goal), and **values** beliefs that should be observed in choosing goals and methods.]*

Session II: Exploring specific areas of council-staff conflict

! Diagnosing the conflict: what is the nature of our differences and what might be the reasons behind them? Group exercise by role and sharing of the results

[divide the participants into two groups (councillors in one group and staff in another) and ask them to generate a list of responses to the following questions regarding the relationship between staff and council:

- 1. What aspects of your relationship with the council (or staff) are going well?*
- 2. What aspects of your relationship aren't going well?*

3. *If you could make one change in how you work together, what would it be?*

Have them record their answers on newsprint and assign someone the responsibility for reporting for the group at a plenary session. Emphasize the importance of being specific in their responses.]

! Discussion of results for clarification and understanding

[Have each group report their results and take only questions for clarification until each group has reported their findings. Then open it up for discussions focusing on similarities and differences in their perceptions of what is causing conflicts between them in their efforts to work together

Session III: Managing conflict through creative problem solving

! Resolving specific issues that are keeping the council and staff from working together more effectively

[Focus on major issues that are currently causing conflict between the two roles (groups) and have them identify: specific steps that can be taken to resolve or minimize the conflict; who needs to take the lead responsible for seeing that the steps are taken; when it will happen; and how will they know it has happened? This process is similar to the development of action plans but is done by the entire group of participants. The challenge is to reach consensus on the major points of conflict and what needs to be done to address them. It can't be one-sided or dominated by a few from either camp. So, manage this process with care and empathy!]

Developing strategies for managing conflict more effectively in the future.

*[After coming to grips with specific issues and concerns, it will be useful to help the group develop some guidelines for **managing future conflicts** before they become dysfunctional. End the session by reminding them of some of the traps and murky swamps to avoid in working more effectively together. For example: (1) resorting to formal rules or evoking authority such as **We must check with the Ministry**; (2) playing games with each other (e.g. limiting the other group's choice so it proves your point of view); (3) dumping and leaving the entire mess for the other side to deal with; (4) expanding the issue to the point where no one can deal with it; (5) forming coalitions that cut the other party off from being involved; (6) using threats; (7) ask the group for other traps and swamps they have encountered on the way to keeping the conflict alive and unresolved.]*

! Wrap up and evaluation of day's events

[Use the short evaluation form prepared for the session, or devise a better way- but get feedback from the group before ending the session!]

ASSESSING SOME ASPECTS OF COUNCIL PERFORMANCE

The following questions are designed to help you, your council colleagues and (if appropriate) key staff officers look at some aspects of your performance as elected leaders. After each question are three choices to record how you believe the council is performing its roles, responsibilities and relationships. For each question, please indicate your choice with a check mark.

Goal setting and policy making

[1] Are council decisions and actions based on stated goals and policies?

Almost always_____ Sometimes_____ Never_____

[2] Are these goals and policies realistic and do-able within the time and resources available?

Almost always_____ Sometimes_____ Never_____

[3] Is the public adequately informed about council goals and policies?

Almost always_____ Sometimes_____ Never_____

[4] Does the council make hard choices and politically unpopular decisions when required or necessary?

Almost always_____ Sometimes_____ Never_____

Council meetings

[5] Does the council provide for adequate public input at council meetings?

Almost always_____ Sometimes_____ Never_____

[6] Does each council member effectively participate in council meetings?

Almost always_____ Sometimes_____ Never_____

[7] Does the town clerk have adequate opportunity for input before council makes its decision?

Almost always_____ Sometimes_____ Never_____

[8] Is the time council spends in meetings managed effectively?

Almost always _____ Sometimes _____ Never _____

[9] Is clear direction given to the town clerk when action is required?

Almost always _____ Sometimes _____ Never _____

Council relationships

[10] Do council members respect each other's opinions?

Almost always _____ Sometimes _____ Never _____

[11] Does the council function as a team?

Almost always _____ Sometimes _____ Never _____

[12] Do individual council members consume more than their share of council meeting time?

Almost always _____ Sometimes _____ Never _____

[13] Do council actions reflect the needs of the community over personal interests?

Almost always _____ Sometimes _____ Never _____

[14] Does council rely too much on the central government to address community needs?

Almost always _____ Sometimes _____ Never _____

[15] Does the council function as a unit in giving direction to the town clerk?

Almost always _____ Sometimes _____ Never _____

Add the number of responses in each column and enter them below

Almost always _____ Sometimes _____ Never _____

*[After each participant has completed the survey questionnaire, record the individual responses on newsprint to get a group profile. Those items with the most **never** and **sometimes** responses represent a good place to begin in considering how to improve the council's overall performance].*

FINANCIAL MANAGEMENT and BUDGETING
WORKSHOPS FOR
CITY AND TOWN COUNCILS AND SENIOR STAFF

KINGDOM OF SWAZILAND

19-21 January 1996

Protea Hotel

Pigg-s Peak, Swaziland

Sponsored by

Ministry of Housing and Urban Development
Kingdom of Swaziland

United States Agency for International Development

International City/County Management Association

in collaboration with

Swaziland Institute for Management and Public Administration

INTRODUCTION

These workshops conclude the series of Local Elected Leadership Training Programs, developed and implemented through the International City/County Management Association (ICMA) and supported by the United States Agency for International Development (USAID) and the Ministry of Housing and Urban Development, Kingdom of Swaziland. Dr. Fred Fisher, as Director of the series, has worked closely with the Principal and staff of the Swaziland Institute of Management and Public Administration (SIMPA) in the final planning and conduct of these workshops. The positive changes in councils' performance, sparked by these workshops, are just the beginning of the long and continuous developmental process needed to secure local government's vital role as the foundation of democratic self-governance in Swaziland. The initial steps taken by the participants in these initial workshops bode well for the future of local governments in your country. Dedication to self improvement and a demonstrated concern for service to your communities have been clearly evident to the training staff in their work with each of you over the past few months.

While these workshops represent the completion of the elected leadership series, they do not signal the end of USAID's support or the involvement of ICMA in the further development of local governments in Swaziland. With these workshops a new program is being initiated, the twinning of Manzini and Mbabane with two highly regarded cities in the United States, Durham and Chapel Hill, North Carolina. While their involvement will be more city specific, efforts will be made to involve Town Council and Board members and staff in future training activities evolving from these joint urban ventures.

Finally, a word about these workshops. Because of the large number of local governments and officials in attendance, there will only be a few short plenary sessions involving all participants. The remainder of the time will be spent in either two sub-plenary sessions (involving the two city councils in one and the three town councils in the other) or smaller work groups. The learning objectives, workshop content, design and schedules are the same for these separate but inter-related workshops.

Learning Objectives

The learning objectives to be achieved in these two day workshops are:

[1] to increase participant knowledge and understanding about:

- ! the roles and responsibilities of elected officials and senior council staff in the planning, preparation and implementation of annual budgets and financial management programs at the local government level in Swaziland; and,
- ! concepts and strategies for achieving excellence in carrying out the policy and management roles and responsibilities of local elected and appointed officials, as related to the generation and expenditure of fiscal resources.

[2] to improve participant skills in the following areas of financial planning and management:

- ! defining the differences between problems, goals , policies and strategies as they relate to the budgeting process;
- ! identifying the potential consequences of adopting council policies that have long term financial implications, and figuring out how to resolve past disasters;
- ! analyzing financial statements and the financial condition of the organization;
- ! establishing program and service priorities based on fiscal realities; and,
- ! monitoring and evaluating local government services (the overseer role).

Day I: Friday, 19 January 1996

- 5-6pm: Check-in and registration
- 6pm: Welcome; introductions; discussion of workshop objectives, logistics and schedule [*Plenary session*]
- 630pm: Dinner
- 730pm: Task briefing followed by individual and small group exercise: **A Policy Maker-s Quiz**. Note: also good for managers! [*Sub-plenary sessions*]
- 845pm: Reports and discussion of exercise content and process

Day II: Saturday, 20 January 1996

- 8am: Presentations and discussions: The Budget Process: Local requirements and models for achieving improved performance [*Plenary session*]
- 1030am: Coffee break
- 1100am: Case study: **AThe market that never was**@ Avoiding the consequences of bad policies and sloppy planning. [*Sub-plenary sessions*]: Task groups
- 1145am: Reports and discussion

- 1230pm: Lunch
- 130pm: **Analyzing the Financial Condition of Your Organization:** [*Sub-plenary sessions followed by small task group exercise*]
- 300pm: Reports and discussion
- 330pm: Tea break
- 400pm: **Analyzing Financial Statements:** [*Sub-plenary sessions working in small task groups*]
- 445pm: Reports and discussion
- 530pm: Plenary session: How are we doing? (Short evaluation to assess progress)
- 630pm: Dinner and time to reflect

Day III: Sunday, 21 January 1996

- 800am: **Establishing Program and Service Priorities:** [*Sub-plenary sessions involving council teams in a simulation exercise using their current or proposed budget*]
- 1000am: Reports and discussions [*Sub-plenary sessions*]
- 1030am: Coffee break
- 1100am: *Plenary session: **The Councillor as Overseer*** (assuring fiscal responsibility through individual and organizational performance). Guided discussion
- 1200 noon: Wrap up and workshop evaluation [*Plenary session*]
- 100pm: Lunch and depart for home. Drive safely!

TRAINER NOTES TO ASSIST IN CONDUCTING THE FINANCIAL MANAGEMENT WORKSHOPS

[Since a number of the exercises to be used are taken from the UNCHS Training for Elected Leadership Series (and they include detailed trainer instructions), these trainer notes will merely make reference to them at the time they are scheduled for use.]

Day I: Friday, 19 January 1996

5-6pm: Check-in and registration

6pm: Welcome; introductions; discussion of workshop objectives, logistics and schedule [*Plenary session*]

[*Since there will be such a large number of participants in the plenary session, introductions should be limited to the staff and any visiting officials. Participant introductions should be made when they break into the two sub-plenary groups consisting of the two city councils and the three town councils.*]

630pm: Dinner

730pm: Task briefing followed by individual and small group exercise: **A Policy Maker-s Quiz**. Note: also good for managers! [*Sub-plenary sessions*]

[*This exercise will require a very brief description of each of the terms being used. Since we are asking them to identify statements based on the definitions in the Essay, they should be state verbally to them and written down on newsprint for their reference during the exercise.*]

845pm: Reports and discussion of exercise content and process

[*It will be important to address both importance of the ~~A~~content@of the exercise (why it is important to recognize the differences among these concepts and what they mean from policy/administration perspectives) and the process used in arriving at consensus decisions. Hopefully, the group scores will demonstrate the importance of sharing ideas and perceptions and making decisions based on these inputs.*]

Day II: Saturday, 20 January 1996

8am: Presentations and discussions: The Budget Process: Local requirements and models for achieving improved performance [*Plenary session*]

[*It is expected that Terry Parker, or other MHUD officials, will review very quickly the budget requirements for Swaziland local governments (e.g. timetables, categories, restrictions, etc) since they continued to evoke questions at earlier training sessions. The A*

*models for achieving improved performance@could be taken from the ICMA monograph prepared for Poland or be handled by the visiting officials from the twinning cities. Whatever source is used it will be helpful to have the key points listed on newsprint or conveyed via the overhead projector (so the main points can be visualized). Handouts would also be appropriate and helpful. The intent of these sessions is to clarify current requirements and to propose **Aideal@models and concepts.**]*

1030am: Coffee break

1100am: Case study: **AThe market that never was@** Avoiding the consequences of bad policies and sloppy planning. [*Sub-plenary sessions*]: Task groups

*[Taken from UNCHS Handbook # 9, **The Councillor as Overseer.** Instructions are clear except for the questions to be answered by the small groups. The first one should be divided into two: what council should have done when the project was brought to them for their approval; and what they should have done regarding the market once operation was initiated and unfavorable reports of performance were forthcoming.]*

1145am: Reports and discussion

1230pm: Lunch

130pm: **Analyzing the Financial Condition of Your Organization:** [*Sub-plenary sessions followed by small task group exercise*]

*[this exercise is from UNCHS Handbook # 8, **The Councillor as Financier,** and the instructions seem to be adequate. Some of the criteria may not be as appropriate for the towns as the cities, because of size and circumstances, but nevertheless relevant to understanding various ramifications of revenue and expenditure issues.]*

300pm: Reports and discussion

330pm: Tea break

400pm: **Analyzing Financial Statements:** [*Sub-plenary sessions working in small task groups*]

*[This exercise is also from UNCHS Handbook # 8 and may seem simplistic to some councillors and many staff. Nevertheless, this is the point where councillors **Aget turned off@so it is important to help them see how simple this review process can be. It will be helpful to provide them with **Aclues@on what to look for and how to interpret financial data.**]***

445pm: Reports and discussion

530pm: Plenary session: How are we doing? (Short evaluation to assess progress)

*[Since the total participant population has been working in two groups (and more sub-groups), it will be useful to bring them together to reflect briefly on **How** it is going?@Might ask some individuals from each group to brief the other on their progress and to indicate what they felt has been most useful so far. They may also have suggestions on what they would like to do after dinner since nothing formal has been planned.]*

630pm: Dinner and time to reflect

Day III: Sunday, 21 January 1996

800am: **Establishing Program and Service Priorities:** *[Sub-plenary sessions involving council teams]* Simulation based on each council's current budget.

Here is the scenario (and they will each need to have copies of their current or proposed budget from which to operate). There has been a major national crisis that will affect all government agencies. Local councils have been asked to reduce their overall expenditures by 15%. Assume the new fiscal year has just begun. Working from their actual budgets, council teams are requested to reach a consensus on how they will achieve this reduction with the least adverse impact on the council's programs and activities. One restriction: no across the board cut of 15% will be allowed. Other councils participating in the workshop will evaluate the proposed plans and provide feedback. These instructions should be posted on newsprint for all to see. Should go as planned.]

1000am: Reports and discussions *[Sub-plenary sessions]*

1030am: Coffee break

1100am: *Plenary session:* **The Councillor as Overseer** (assuring fiscal responsibility through individual and organizational performance). Guided discussion

*[Given the lack of time but also the importance of this subject, this subject will probably have to be covered in a plenary lecture discussion format (unless time allows for some experiential process. The Essay in the UNCHS **Overseers Handbook** provides sufficient ideas and materials to guide the discussion. If time permits, think about exercise 9.5 in the Handbook, Programme Evaluation.]*

1200 noon: Wrap up and workshop evaluation *[Plenary session]*

100pm: Lunch and depart for home. Drive safely!

FINAL EVALUATION

FINANCIAL MANAGEMENT WORKSHOP

SWAZILAND ELECTED COUNCILLORS AND STAFF

19-21 JANUARY 1996

Conducted at
Protea Hotel
Pigg's Peak, Swaziland

To help the trainer and sponsoring organization determine the level of success achieved by this seminar, we would appreciate your responses to the following questions. Your ideas and comments will be valuable in improving further training efforts.

A number of the questions are followed by a seven point continuum such as:

NOT AT ALL 1 2 3 4 5 6 7 TO A GREAT EXTENT

In these cases, you are requested to respond by circling the number between the two extremes that best reflects your opinion about the enquiry.

**BEFORE CONTINUING, PLEASE CHECK OFF WHICH
WORKSHOP YOU ATTENDED:**

FOR CITY OFFICIALS _____

FOR TOWN OFFICIALS _____

Thank You.

Workshop Objectives:

To what extent did the course meet the following learning objectives:

[1] to increase participant knowledge and understanding about:

(i) roles and responsibilities of elected officials and senior council staff in the planning, preparation and implementation of annual budgets in Swaziland

Not at all 1 2 3 4 5 6 7 To a great extent

(ii) concepts and strategies for achieving excellence in carrying out policies and management roles and responsibilities, as related to the generation and expenditure of fiscal resources.

Not at all 1 2 3 4 5 6 7 To a great extent

[2] to improve participant skills in the following areas of financial planning and management:

(i) defining the differences between problems, goals , policies and strategies as they relate to the budgeting process;

Not at all 1 2 3 4 5 6 7 To a great extent

(ii) identifying the potential consequences of adopting council policies that have long term financial implications, and figuring out how to resolve past disasters;

Not at all 1 2 3 4 5 6 7 To a great extent

(iii) analyzing financial statements and the financial condition of the organization;

Not at all 1 2 3 4 5 6 7 To a great extent

(iv) establishing program and service priorities based on fiscal realities; and,

Not at all 1 2 3 4 5 6 7 To a great extent

(v) monitoring and evaluating local government services (the overseer role).

Not at all 1 2 3 4 5 6 7 To a great extent

Workshop Content:

3. How relevant was the overall workshop to your responsibilities as a local government councillor or officer?

Not at all 1 2 3 4 5 6 7 To a great extent

4. To what extent was the content of the workshop relevant to the needs and practices of council in budgeting and financial management?

Not at all 1 2 3 4 5 6 7 To a great extent

5. How helpful will this learning experience be in assisting you to carry out your roles and responsibilities as a councillor or staff officer?

Not at all 1 2 3 4 5 6 7 To a great extent

6. What individual session or topic did you find most useful?
(Be as specific as possible).

7. What individual session or topic did you find least useful?
(Be as specific as possible).

Workshop Design and Conduct:

8. How effectively did the trainers adapt the focus and content of the workshop to meet participant needs during the course?

Not at all 1 2 3 4 5 6 7 Adapted very effectively

9. To what extent did the design and conduct of the workshop encourage individual participation?

Not at all 1 2 3 4 5 6 7 To a great extent

10. To what extent did you have an opportunity to exchange ideas and experiences with other participants?

Not at all 1 2 3 4 5 6 7 To a great extent

11. Were the concepts and ideas presented during the workshop clear and understandable?

Very unclear and
not understandable 1 2 3 4 5 6 7 Very clear and
understandable

12. In general, how appropriate were the instructor-s inputs and exercises in helping you improve your knowledge and skills as a councillor or staff officer?

Very appropriate _____
Somewhat appropriate _____
Not at all appropriate _____

13. If you could make one change in the design and conduct of the course, what would it be?

Overview:

14. To what extent were your expectations about the course fulfilled?

Not at all 1 2 3 4 5 6 7 To a great extent

15. In what way did the course differ from your expectations?

16. Was the course:

Too long _____
About the right length _____
Too short _____

17. Regarding the trainers:

(a) Did they know the subject matter?

Not at all 1 2 3 4 5 6 7 To a great extent

(b) Did they communicate the materials and ideas clearly?

Not at all 1 2 3 4 5 6 7 To a great extent

(c) Were they practical in their training approach?

Not at all 1 2 3 4 5 6 7 To a great extent

18. Finally, we would appreciate any other comments you might have that would help the organizers of this course meet local government training needs more effectively in the future.