

**UNIVERSITY OF KWAZULU-NATAL**

**A CRITIQUE OF LOCAL GOVERNANCE IN THE BIG 5 FALSE BAY  
LOCAL MUNICIPALITY**

**by**

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## DECLARATION

I, **Sipho Raynold MATHOBELA**, declare that

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Doing research is one of the daunting tasks I have ever undertaken in my whole life. It is the kind of task that requires a lot of dedication and commitment; and it calls for an unwavering support and sacrifice from those that are close to you; family, friend and colleagues at work.

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## **ABSTRACT**

Up until 1994 the area of local government has been faced with a number of challenges. Communities blame both councillors and municipal officials for poor service delivery and maladministration. Whereas some cite cases of limited resources for the slow pace of delivering the services that are required by the community. Given the limited resources at their disposal, municipalities are bound by the Constitution of the country to satisfy the legitimate expectations of their communities. This relates to the provision of water, sanitation, electricity, health and other services. This requires municipalities to establish and operate on a basis of an effective, efficient and professional governance system.

The main objectives of the study were to critique local governance and investigate the challenges facing the Big 5 False Bay Local Municipality; and bring to the fore the service delivery disparities with a view to suggest possible remedial measures for the consideration of the municipality and government. The aim of this research project was to investigate the extent to which the pre-1994 administrative system impacted to the service delivery effort of the Big 5 False Bay Local Municipality. The project also sought to analyse the capacity of the municipality in respect of it being functional governance machinery.

Data analysis reveals that there is a positive attitude of the community towards participation in the affairs of the ward and the municipality. This is evident when one looks at the results of the community participation in the drafting or formulation of the IDP and also on the formulation of the ward budget. Most importantly, it is noticeable that the majority of the respondents took it among themselves to effectively participate in the local affairs through voting in the municipal elections and through effective participation when community meetings are called.

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# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 INTRODUCTION**

The absence of an appropriate model for rural local government in KwaZulu-Natal and the Western Cape was the cause of the postponement of the local government elections from 1 November 1995 to May and June 1996. Key to the postponement of the elections in the two provinces was the disputes around the demarcation of wards and the incorporation of tribal areas into the local governance system (Reddy 1999).

Rural based local municipalities, such as that of the Big 5 False Bay Local Municipality in KwaZulu-Natal, are some of the many local municipalities in South Africa that were at the centre of the transitional period of the mid 1990s. The service delivery and governance challenges facing this municipality could be attributed directly to the legacy of the pre-1994 era.

Of significance to this study also relates to the role of the effects of the pre-1994 administrative system to the capacity and unresponsiveness of the Big 5 False Bay Local Municipality to render public service, and to provide effective and efficient governance.

This study is therefore aimed at critiquing local governance in the Big 5 False Bay Local Municipality. This will seek to prove the fact that that many local municipalities in South Africa have not yet developed the requisite governance capacity that will enable them to facilitate for the realisation of the principles that are mentioned in section 152 of the 1996 Constitution.

## **1.2 BACKGROUND OF THE STUDY**

Recent development service delivery protests and media reports in South Africa raised a debate about the capacity of local municipalities. It can be argued that these and other related actions are a manifestation of a broader problem facing the issue of local governance and governance in the country. In light of this, this study is therefore aimed at investigating the significance of the pre-1994 legislative and governance disparities to the current challenges as faced by Big 5 False Bay Local Municipality. The study will also look at the capacity of the current political leadership and administration to deliver services and establish a fully functional governance system.

Lastly, the study will closely look at the integration of the spatial and economic space of the urban and rural areas that form the municipality, and also the role of Umkhanyakude District Municipality, provincial and national sector department insofar as the development of the municipality is concerned. But, key to the research project is to investigate and propose remedial solutions for the consideration of the municipality and government in general.

## **1.3 BROAD PROBLEMS AND ISSUES TO BE INVESTIGATED**

The broad problems to be investigated included the following:

- The incapacity of the municipality to provide services and to establish a functional governance system;
- Unintegrated approach to service delivery by District Municipality, national and provincial governments;
- The lack of understanding and limited participation of local communities to the affairs of service delivery; and the affairs of the municipality; and
- An inappropriateness of national and provincial legislation, policies and strategies to redress the challenges facing the municipality.



## **1.4 OBJECTIVES OF THE STUDY**

The main objectives of the study are to:

- critique local governance at the Big 5 False Bay Local Municipality;
- investigate the challenges facing the Big 5 False Bay Local Municipality; and
- bring to the fore the service delivery disparities with a view to suggest possible remedial measures for the consideration of the municipality and government.

Basically, the aim of this research project is to investigate the extent to which the pre-1994 administrative system impacted to the service delivery effort of the Big 5 False Bay Local Municipality. The project will also seek to analyse the capacity of the municipality in respect of it being functional governance machinery.

## **1.5 KEY QUESTIONS OF THE STUDY**

The key questions to be answered include the following:

- What are the challenges facing Big 5 False Bay municipality in terms of governance and service provision?
- What is the adequacy, and efficacy of the support provided by Umkhanyakude District Municipality, national and provincial departments to address the service delivery and governance challenges facing the Big 5 False Bay Local Municipality?
- What is the active role, involvement and participation of local communities in the affairs of the municipality and development in general?
- How is the capacity of the municipality to comply with a plethora of provincial and national legislation governing local government? and

- What is the involvement and participation of local communities in the affairs of the municipality?

## **1.6 RESEARCH METHODOLOGY**

### **Literature review**

This will include the review of Umkhanyakude District Municipality's and the Big 5 False Bay Local Municipality's Integrated Development Plans, national and provincial legislation governing local government, the Constitution of the Republic of South Africa, and compliance of the municipality to the plethora of Provincial and National legislation governing local government.

### **Survey**

A questionnaire was developed and distributed to respondents with a view to get their views on the functionality of the Big 5 False Bay Local Municipality. The questionnaires were distributed to officials of the municipality, including managers/senior managers, councillors, ward committee members and members of the community.

## **1.7. STRUCTURE OF THE DISSERTATION**

The dissertation consists of five (5) chapters, arranged as follows:

Chapter One (1) discusses the introduction and background to the study. The chapter also highlights the focus and purpose of the study, key research questions, the theoretical and conceptual framework, research design and methodology, limitations of the study and the breakdown of chapters.

The literature review on community participation in the local government sphere is undertaken in Chapter Two (2). Local government policies and legislative framework for the functioning of local government in South Africa is also discussed. The chapter also looks at Local Government Turnaround Strategy and IDP for the benefit of improving local governance.

Chapter Three (3) examines the research methodology, research design, research instruments and other approaches used to conduct a study on community perceptions on participation at local government.

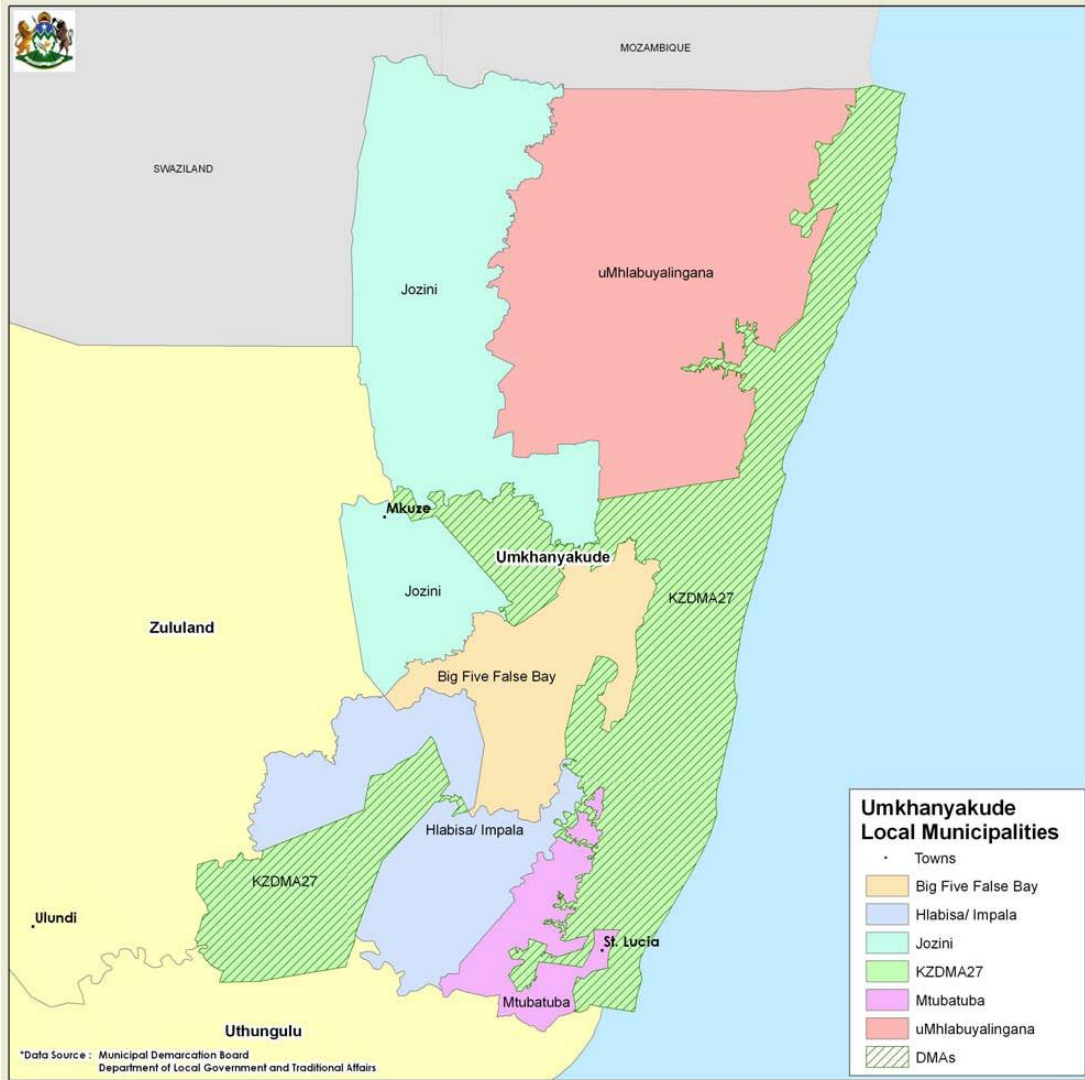
Data and general information collected is presented, interpreted and analysed in Chapter Four (4).

Chapter Five (5) presents the conclusion and recommendations arising from the study on how of local governance can be improved and enhanced for the benefit of communities.

## **1.8 THE BIG FIVE FALSE BAY LOCAL MUNICIPALITY**

### **1.8.1 The demographics of the Big 5 False Bay Local Municipality**

The Big 5 False Bay Local Municipality was established in 2000; and it is one of the five Local Municipalities that are part of Umkhanyakude District Municipality in KwaZulu-Natal. It is located directly north of the town of Mtubatuba and stretches as far north as the Mkuze Game Reserve and it is bordered by the Hlabisa Local Municipal area on its western boundary. On the eastern side of the area are Isimangaliso Wetland Park and the False Bay.



*Source: KZN Department of Co-operative Governance and Traditional Affairs.*

The area is comprised mainly of the three following areas:

- Private parks;
- Three tribal areas; i.e. Makhasa, Nibela and Mngqobokazi; and
- The commercial farm land.

The Big 5 False Bay Local municipality is strategically located and serves as a conduit to the following key areas:

- The N2 route which links the areas to areas such as Durban, Mpumalanga, Gauteng Richardsbay; and
- The Lubombo Spatial Development Route linking the towns of Hluhluwe, Mbazwana, Manguzi and Maputo in Mozambique.

### 1.8.2 Population

According to the 2001 census, the area has the population of 31 106. The table below represents the breakdown of the size of the population of Umkhanyakude District Municipality, which gives an indication of the population of the Big 5 False Bay and other Local Municipalities. It should be noted though that due to migration, deaths and other socio-economic factors, the population figures might have changed.

MUNICIPALITY	POPULATION (2001 Census)	WARDS
Umhlabuyalingana	140 962	13
Jozini	184 090	17
The Big 5 False Bay	31 106	4
Hlabisa	176 890	19
Mtubatuba	35 211	5
District Management Area	8 082	1
Total	573 341	59

The population of the Big 5 False Bay Local Municipality area is spread in the following areas:

- Makhasa Tribal area;
- Nibela Tribal area;
- Mngobokazi Tribal area;
- Commercial farms;

- Hluhluwe Town and the adjacent township; and
- People who reside in areas that are known as District Management Area (DMA). These are environmental sensitive and protected areas.

### **1.8.3 Economic analysis**

The Hluhluwe town serves as the hive of business activity and the shopping hub for the largely rural municipal residents. Also, the area is in the close proximity of the world renowned tourist destinations such as the Mkuze and Hluhluwe/Umfolozi Game parks and the town of St Lucia. Game Reserves and other tourists' establishments provide employment opportunities for local people.

However, there are a number of factors that hinder growth and development of the economy of the Big 5 Falmes Bay Local Municipal area. These are the low level of skills and academically qualified people, educational, inadequate infrastructure; e.g. water, electricity, sanitation, Information and Computer Technology (ICT) infrastructure.

The economic drivers of the area are the vast pineapple and sugarcane farms, timber plantations and tourism businesses; e.g. bread and breakfast, lodges, game parks, etc. The Hluhluwe area has an abundance of top quality accommodation facilities, from peaceful campsites to five-star game lodges.

According to the municipality's Spatial Development Framework, the following areas are targeted for development:

- Hluhluwe Town;
- KwaMduku Rural Node;
- Nibela Rural Node; and
- Mngobokazi Rural Node.

The idea of focusing development in the above-mentioned areas is the fact that they are the catchment zones for the majority of the population of the municipal area.

#### **1.8.4 Local governance**

The governing authority of the area rests with the municipality which has both political office bearers and administration. Structurally, the municipality is as follows:

- Council which is led by the Speaker and is accountable to the community;
- Executive Committee which is led by the Mayor and is accountable to Council; and
- Portfolio Committees which are led by Executive Committee members and are accountable to the Mayor.

The area has four wards with each having both a ward and Proportional Representation (PR) Councillors. Some of the Councillors represent the municipality at Umkhanyakude District Municipality. Governing side by side with the municipal representatives are traditional leaders. Their role is limited to dealing with cultural and traditional affairs of the subjects. However, there is an attempt on the side of government to encourage traditional leaders to participate and contribute towards the provision of services to local communities.

The municipality's vision as stated in the IDP is to improve the quality of life of local communities through service delivery by providing:

- Infrastructure and services;
- Equitable Socio Economic development;
- Democracy and governance; and
- Strong environmental ethos in a sustainable manner by year 2015.

The municipality performs the following functions:

- Provision roads and storm water and drainage;
- Refuse removal;
- Environmental Health;
- Local Economic Development;
- Housing development; and
- Libraries.

However, the current capacity constraints in the municipality will hinder the provision of the above-mentioned services. But, the municipality, through the IDP has prioritised the following measures to resolve or deal with the current capacity constraints:

- Restructuring of the organisation so as to achieve the service delivery objectives. This to emphasise beefing up the capacity in the technical and infrastructure department;
- Boosting capacity in the Corporate Services department so as to develop and attract appropriate skills;
- Focus of the billing and debt recovery in order to increase the revenue of the municipality;
- Promote economic development and to attract investors into the area. The main economic driver being tourism and agriculture; and
- Getting national and provincial government departments to resolve the issue of involvement of traditional leaders in matters of service delivery.

## **1.9 CONCLUSION**

The chapter has highlighted the background of participation in local government, the problem statement, objectives of the study, hypothesis, rationale of the study, research design and methodology, definition of terms, impact of the research,



limitations of the study, the structure of the dissertation, and on overview of the Big 5 False Bay Municipality. The next chapter discusses the existing literature on governance in the South African local government sphere.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. INTRODUCTION**

The general elections held in 1994 in South Africa ushered a new beginning in South African politics. This was followed by the first municipal elections which were held in 1995. Since those elections, one of the crucial issues around at local government was accelerating service delivery. According to Bekker (1995:41), the involvement of ordinary citizens in the successful transformation of the South African system of government can be regarded as a manifestation of the powerful role citizens can play in influencing government policy-making.

The creation of the sphere of local government in South Africa was to ensure that local communities are afforded an opportunity to be involved in political processes that affect them. Underpinning the country's current dispensation are democratic tenets that espouses the principle of subsidiary; which implies that state power is devolved to the lowest possible level.

The post-1994 reform process in South Africa focussed largely on the following key areas regarding local government; namely; transformation, development and sustainability of services to be provided. The aim of the process was to transform local government administratively so as to ensure the redistribution of state power to benefit local people.

The democratic Constitution of the Republic of South Africa (1996) therefore envisages that local government or municipalities shall be developmental and ensure the involvement of local people on matters of development. Hence the notion that says local government is distinct and autonomous.

The basis of devolving power to local government in South Africa was to ensure the realisation of the following democratic and developmental ideals:

- to acknowledge the varying needs of different communities in South Africa;
- to allow for the socio-economic development of each municipal area using local resources;
- to afford local political decision-makers and role-players to determine the developmental agenda; and
- contrary to the idea of relying on national government for services, local government is seen to be closest to the people and as such quicker to respond to local needs than the other spheres of government (Reddy and Maharaj in Saito 2008: 191-192).

The above being the case, it can be argued that the community participation mechanisms and processes as practised at the Big 5 False Bay Local Municipality, and perhaps in other rural based municipalities in South Africa, are not geared to wards and poised to realise the above ideals. Questions can therefore be asked as to whether these municipalities are in fact in the position to deal or redress the massive service delivery and development backlogs that continue to affect their areas.

Generally, the above picture reflects that state of affairs in many, if not all, rural municipalities in South Africa. However, the Constitution of the Republic of South Africa (1996) requires local municipalities to ensure the provision of services to local communities. The fulfilment of this obligation is applicable to all municipalities, regardless of their capacity or status.

This study is therefore aimed at critiquing local governance in the Big 5 False Bay Local Municipality. This will seek to prove the fact that many local municipalities in South Africa have not yet developed the requisite governance

capacity that will enable them to facilitate for the realisation of the principles that are mentioned in section 152 of the Constitution (1996).

This chapter therefore is aimed at analysing the pieces of legislation that have a bearing on local government in South Africa.

## **2.2. LEGISLATIVE FRAMEWORK GOVERNING LOCAL GOVERNMENT IN SOUTH AFRICA**

The local sphere of governance in South Africa is established and regulated through a plethora of legislation. In order to reinforce the argument as raised by this study, the following section identifies and unpacks a few important pieces of legislation that regulate local government in South Africa. These are:

- the Constitution of the Republic of South Africa (Act No 108 of 1996);
- the White Paper on Local Government of 1998;
- the Municipal Structures Act (No 117) of 1998;
- the Municipal Systems Act (No 32) of 2000;
- the Municipal Finance Management Act (No 56) of 2003; and
- the Traditional Leadership and Governance Framework Act (No 41) of 2003.

The reviewing of the above-mentioned material helps in creating an understanding of the legislative framework that regulates local government in South Africa. It is important therefore to highlight the fact that the current constitutional democracy in South Africa came as a result of a peaceful transition from the pre-1994 apartheid regime. The post-1994 South Africa is ruled on the basis of multi-party, non-sexists, non-racial and a democratic Constitution. People of all walks of life have equal rights and access to state resources and services (RSA 1996).

The Constitution (1996) guarantees the participation of the citizens to matters of governance. According to Reddy (1999: 9) the creation of local government is but one of the many attempts that are aimed at bringing the local populace as well as to give its members a sense of involvement in the political processes that control their daily lives. The Constitution grants ordinary people their right to choose a person and people who will represent their interests in local government. In the case of local government, people elect councillors who serve a term of five years or more in office.

Lastly, it is important to mention that the promulgation of a democratic Constitution in 1996 resulted in the repealing and introduction of a myriad of progressive pieces of legislation. However, it is also important to emphasise the fact that the Constitution (Act 108 of 1996) is regarded as the supreme law of the country; and as such it form the basis for the development of all other pieces of legislation in South Africa.

### **2.2.1. The Constitution of the Republic of South Africa (Act No 108 of 1996)**

As the supreme law of the land, the Constitution set the tone, principles and values for the development of all other pieces of legislation in South Africa. It sets the guiding principles from which all other pieces of legislation and policies shall be developed. According to Mogale (in Mhone and Edigheji 2004: 228), it dictates on the nature and form state South Africa will be going forward, and regulates the transformation of the local government system.

For example, chapter two deals with the basic human rights that each person and organisation is obliged to respect and honour. These are rights such as to enjoy the right to the freedom of speech and association, freedom to health services, education, expression and movement (RSA 1996).

Section two of the Constitution emphasises that any law or conduct inconsistent with it is invalid, and the obligations imposed by it must be fulfilled. For the purpose of this study, the sphere of local government in the country is established through chapter seven of the Constitution (1996). Section 152 and 153 emphasises the object of local government; which it is:

- the provision of a democratic and accountable government for local communities;
- to ensure the provision of services to communities in a sustainable manner;
- the promotion of social and economic development;
- the promotion of a safe and healthy environment; and
- to encourage the involvement of communities and community organisations in the matters of local government (RSA 1996).

Furthermore, the Constitution states that municipalities must structure and manage their administration and budgeting and planning processes to give priority to the basic needs of local communities. However, chapter three of the very Constitution promotes cooperative governance between and among the three spheres of government (Reddy 1999).

The researcher therefore argues that the Constitution provides sufficient guarantees for local government to govern their localities. By virtue of the Constitution (1996) the Big 5 False Bay Local Municipality exist and has the legal right and obligation to govern the area that is under its jurisdiction. The municipality is also required to provide basic services and to ensure the participation of local people on matters of local governance.

### **2.2.2. White Paper on Local Government of 1998**

The White Paper on Local Government of 1998 is regarded as a „mini Constitution’, especially on matters pertaining to local governance in South

Africa. It is the forerunner and serves as the framework for the development and promulgation of the current legislation. It is through and during the development of the White Paper on Local Government that the idea of a developmental local government was mooted (Mogale in Mhone and Edigheji 2004: 228).

In terms of the White Paper on Local Government (1998), a developmental local government is defined as a local government that is committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives.

The White Paper on Local Government (1998) identified the following challenges that necessitated the change of legislation in South Africa:

- skewed settlement patterns, which are functionally inefficient and costly;
- extreme concentrations of taxable economic resources in formerly white areas;
- huge backlogs in service infrastructure in historically underdeveloped areas, requiring municipal expenditure far in excess of the revenue currently available within the local government system;
- creating viable municipal institutions for rural settlements close to the borders of former homeland areas, which have large populations with minimal access to services, and little or no economic base;
- great spatial separations and disparities between towns and townships and urban sprawl, which increase service provision and transport costs enormously. Most urban areas are racially fragmented, with discontinuous land use and settlement patterns;
- creating municipal institutions which recognise the linkages between urban and rural settlements;
- inability to leverage private sector resources for development due to a breakdown in the relationship between capital markets and municipalities; and

- substantial variations in capacity, with some municipalities having little or no pre-existing institutional foundations to build on (White Paper 1998).

Many municipalities in the country are still experiencing some if not all of the above challenges; so is the Big 5 False Bay Local Municipality. At the centre of the development of the White Paper were the following interrelated characteristics regarding the transformation of local government:

- the maximisation of social development and economic growth;
- the integrating and coordinating of systems; and
- ensuring the democratisation of development (White Paper 1998).

However, this noble intention stands to be farfetched to a municipality such as the Big 5 False Local Municipality given the current spatial distortion and capacity constraints faced by the municipality. With its heavy reliance of national and provincial grants; and the meagre revenue raised through rates, the municipality will continue to lack a leveraging ability to maximise social and development and economic growth.

Another disturbing feature of the problems besetting local government is the perception that the democratically elected representatives are inaccessible and unresponsive to the needs of their communities. De Visser (2007: 7) argues that local communities do not see councillors as the champions of their wards; and the guardians for service delivery in the municipality. They allege councils, and therefore councillors, are inward-focused, preoccupied with the goings-on within the political realm of the council and the technicalities of administration.

With the above being the case, the White Paper on Local Government (1998) as a forerunner to the current legislation governing local government in South Africa created a solid foundation from which to create a developmental municipalities in the country.



### **2.2.3. The Municipal Structures Act (No 117 of 1998)**

The purpose of the Municipal Structures Act (No 117 of 1998) is to provide for the establishment and the categorisation of municipalities in South Africa. The Act provides for the determination of powers and functions for all municipalities, taking cognisance of the capacity of each municipality.

Basically the object of the Municipal Structures Act (1998) is to facilitate for the realisation of the following objectives regarding local government:

- to provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality;
- to establish the criteria for determining the category of municipality to be established in an area;
- to define the types of municipality that may be established within each category;
- to provide for an appropriate division of functions and powers between categories of municipality;
- to regulate the internal systems, structures and office-bearers of municipalities; and
- to provide for appropriate electoral systems and to provide for matters in connection therewith (RSA 1998).

In determining the categories of municipalities, the Municipal Structures Act identifies the following features that:

- the municipal area should have high population density;
- there should at least be an intense movement of people, goods and services;
- there should be an extensive development;
- there should be multiple business districts and industrial areas;

- the area should be a centre of economic activity with a complex and diverse economy;
- there should be a single area for which integrated development planning is desirable (RSA 1998).

The Structures Act determines the functions, duties and roles of the Speaker, Mayor, officials and the involvement of local communities on matters of local governance as depicted in Table 1 (Van der Walt in Van der Waldt 2007: 57).

Table 1 Roles and responsibilities in a municipality

<b>Incumbent/ Committee</b>	<b>Responsible for</b>	<b>Oversight over</b>	<b>Accountable to</b>
Council	Provision of services and governance of the municipality.	Mayor	Local community
Speaker	<ul style="list-style-type: none"> <li>• Preside at Council meetings;</li> <li>• Performs the duties and exercises the powers delegated to the speaker in terms of section 32;</li> <li>• Ensure council meets at least quarterly;</li> <li>• Maintain order during meetings;</li> <li>• Ensure compliance in the council and council committees with the Code of Conduct;</li> <li>• Ensure council meetings are conducted in accordance with the rules and orders of Council.</li> </ul>	Council	Council
Executive Committee	<ul style="list-style-type: none"> <li>• Principal committee of the council;</li> <li>• Should receive reports from the other committees of the council and which must forward these reports together with its recommendations to the council when it cannot dispose of the matter;</li> <li>• Identify the needs of the municipality;</li> <li>• Review and evaluate those needs in order of priority;</li> <li>• Recommend to the municipal</li> </ul>	Municipal Manager	Council

	council strategies, programmes and services to address priority needs through the integrated development plan; <ul style="list-style-type: none"> <li>• Monitor the management of the municipality's administration;</li> <li>• Oversee the provision of services to communities;</li> <li>• Perform such duties and exercise such powers as the council may delegate to it by Council;</li> <li>• Annually report on the involvement of communities and community organisations in the affairs of the municipality;</li> <li>• Report to the municipal council on all decisions taken by the committee;</li> </ul>		
Mayor	<ul style="list-style-type: none"> <li>• Presides at meetings of the Executive Committee;</li> <li>• Performs the duties, including any ceremonial functions; and</li> <li>• Exercises the powers delegated to the mayor by the municipal council or the Executive Committee.</li> </ul>		Council
Accounting Officer	<ul style="list-style-type: none"> <li>• Head of administration of the municipality.</li> </ul>	Administration	Mayor and Council

Source: *A Guide to Municipal Finance Management for Councillors 2006*

It can however be argued that the noble intentions of the Municipal Structures Act (1998) are far from being achieved in a municipality like the Big 5 False Bay Local Municipality in KwaZulu-Natal. The cases in point are the following features pertaining to the municipal area:

- Economically, the rural areas are not yet integrated with the town of Hluhluwe. The only visible interaction and involvement of rural African communities in the economy of the area is through the provision of labour to a few business that are largely located in town;

- Besides the development of public amenities such as community halls, sportfields, schools, there is still no evidence of sustainable development of shopping centres and industries.

Still to be seen are the gains and successes of the concept of integrated approach to development. Municipalities are required to develop and adopt what is referred to as Integrated Development Plans. Planning in this fashion ensures that all local stakeholders form part of the planning processes relating to a particular municipality. This ensures that resources are rallied towards the same developmental vision (RSA 1998).

The Big 5 False Bay Local Municipality has, through its inception, been developing and adopting its Integrated Development Plans. However, the role and contribution of local communities and businesses to the development of the IDP and service delivery in general has not been effective. It can be argued that the current structures and mechanisms in the municipalities are not geared towards ensuring an effective participation of local communities in the service delivery and governance affairs of the municipal area (The Big 5 False Bay Municipality IDP 2008/2009).

The capacity and understanding of the legislation by the members of Ward Committees and other community stakeholders is questionable. As much as they exist and are „consulted’ during what is referred to „IDP Roadshows’ and Ward Development Committee meetings, local communities are still not adequately empowered to engage the municipality on matters of governance (Mogale in Mhone and Edigheji 2004: 230).

This is in spite of the existence of the structures which were established in accordance with Municipal Structures Act of 1998.

#### **2.2.4 The Municipal Systems Act No 32 of 2003**

The Municipal Systems Act (No 32 of 2003) provides for the core principles, mechanisms and processes that are necessary to enable municipalities to progressively move towards the social and economic upliftment of local communities. It also gives a guarantee to local communities on the issue of service delivery and the management of the performance of municipal staff in their effort to provide services.

The object of the Municipal Systems Act (2003) is to realise the following objectives, namely to:

- provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities;
- ensure universal access to essential services that are affordable to all;
- define the legal nature of a municipality as including the local community within the municipal area, working in partnership with the municipality's political and administrative structures;
- provide for the manner in which municipal powers and functions are exercised and performed to provide for community participation;
- establish a simple and enabling framework for the core processes of planning, performance management, resource mobilisation and organisational change which underpin the notion of developmental local government;
- provide a framework for local public administration and human resource development;
- empower the poor and ensure that municipalities put in place service tariffs and credit control policies that take their needs into account by providing a framework for the provision of services, service delivery agreements and municipal service districts to provide for credit control and debt collection; and

- establish a framework for support, monitoring and standard setting by other spheres of government in order to progressively build local government into an efficient, frontline development agency capable of integrating the activities of all spheres of government for the overall social and economic upliftment of communities in harmony with their local natural environment; to provide for legal matters pertaining to local government (RSA 2000).

Craythorne (2003: 263) contends that the Municipal Systems of 2000 emphasises that a municipality is required to develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose, encourage, and create conditions for, the local community to participate in the affairs of the municipality.

The Municipal Systems Act (2003) seeks to emphasise the following key areas relating to municipalities:

- Integrated Development Planning: This is aimed at ensuring that planning undertaken is aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state;
- Performance Management: This involves the setting of appropriate key performance indicators for measuring performance, including outcomes and impact, with regard to the municipality's development priorities and objectives set out in its integrated development plan;
- Local Public Administration and Human Resource: Each municipality is required to establish an administrative and financial capacity in a manner that would enable it to:
  - ✓ be responsive to the needs of the local community;
  - ✓ facilitate a culture of public service and accountability amongst its staff;

- ✓ be performance-orientated and focused on the objects of local government set out in section 152 of the Constitution and its developmental duties as required by section 153 of the Constitution;
- ✓ ensure that its political structures, political office bearers and managers and other staff members align their roles and responsibilities with the priorities and objectives set out in the municipality's integrated development plan; and
- ✓ establish clear relationships, and facilitate co-operation, co-ordination and communication, between its political structures and political office bearers and its administration (Chapter 7 Municipal Systems Act 2000).

In its attempt to give effect to section 152 of the Constitution, the Municipal Systems Act (2000) gives a clear guidance and directive on how municipal administrations should be established (Mohale in Mhone and Edigheji 2004:231).

What is important with the Municipal Systems Act (2003) is the emphasis it places on the role and responsibilities of the Municipal Manager. In terms of this Act the Municipal Manager is the head of administration of the municipality; and the incumbent is subject to the policy directions of the municipal council and accountable for:

- the formation and development of an economical, effective, efficient and accountable administration that is equipped to carry out the task of implementing the municipality's integrated development plan;
- ensuring that the municipality operates in accordance with the performance management system;
- ensuring the responsiveness to the needs of the local community to participate in the affairs of the municipality;
- the management of the municipality's administration in accordance with this Act and other legislation applicable to the municipality;

- the implementation of the municipality's integrated development plan, and the monitoring of progress with implementation of the plan;
- the management of the provision of services to the local community in a sustainable and equitable manner;
- the appointment and maintenance of discipline of staff;
- the management, effective utilisation and training of staff;
- the promotion of sound labour relations and compliance by the municipality with applicable labour legislation;
- advising the political structures and political office bearers of the municipality;
- management of communications between the municipality's administration and political structures and political office bearers;
- carrying out the decisions of the political structures and political office bearers of the municipality;
- the administration and implementation of the municipality's resolutions and other legislation;
- the exercise of any powers and the performance of any duties delegated by the municipal council, or sub-delegated by other delegating authorities of the municipality;
- facilitating participation by the local community in the affairs of the municipality;
- developing and maintaining a system whereby community satisfaction with municipal services is assessed; and
- the implementation of national and provincial legislation applicable to the municipality (Van der Walt in Van der Waldt 2007: 75-76; RSA 2000).

It can be argued that the Municipal Systems Act (2000) is sufficient enough to assist the Big 5 False Bay Local Municipality in creating the requisite systems and processes to ensure a functional local municipality. However, what is required is for Councillors and officials to ensure that the Act is implemented to the latter.



The Act sets the tone for the development of a system that will ensure community participation and satisfaction.

#### **2.2.5. The Municipal Finance Management Act 56 of 2003**

The Constitution of the Republic of South Africa requires that all spheres of government are held accountable with regard to their financial affairs. The promulgation of the Municipal Finance Management Act (No 56 of 2003) is one major legislative measure to realise this constitutional objective, especially at the local government level. As a framework, it applies to all representatives of local government, who provide municipal services to communities; and it requires that Councillors and municipal officials be accountable and transparent in their manner in which they conduct themselves (RSA 2003).

The Municipal Finance Management Act is the principal piece of legislation by which the financial management of municipalities can be reformed. The Act is applicable to:

- all municipalities and municipal entities;
- national and provincial governments; and
- departments and public entities (RSA 2003).

The pre-cursor that laid the foundation for the promulgation of the Municipal Finance Management Act is the White Paper on Local Government of 1998. To realise the objectives of the Constitution, the White Paper proposed for the restructuring of the system of municipal finance in South Africa (White Paper 1998).

The Municipal Finance Management Act of 2003 is therefore aimed at securing the sound and sustainable management of the fiscal and financial affairs of municipalities by establishing the norms and standards to be adhered to by

municipalities. The Act requires all municipalities to ensure the following pertinent principles when conducting their business:

- transparency, accountability and appropriate lines of responsibility in the municipalities;
- management of revenues, expenditures, assets, liabilities and the handling of municipal financial dealings;
- budgetary and financial management processes and the coordination of those process with the processes of other organs or spheres of government; and
- borrowing, supply chain management and other financial matters of the municipality (RSA 2003; Fourie 2009: 1117).

The national and provincial treasuries are entrusted with the responsibility to oversee and monitor the implementation of the Municipal Finance Management Act by municipalities. This involves the development and implementation of municipal budget and to report and deal with any identified inconsistencies or breach of the spirit and letter of the Act.

In keeping with its object of creating sound and effective financial management in all municipalities, the Act is also aimed at modernising budget and financial management practices in municipalities. This will help in maximising the capacity of the municipalities to deliver services to local communities. The Act goes further to introduce a sound financial governance framework by clarifying and separating the roles, duties and responsibilities of Mayor, the Executive Committee, non-executive Councillors and staff (Khalo in Van der Waldt 2007: 192).

The fundamental principles that are key to the Municipal Finance Management Act are the following:

- the promotion of sound financial governance by clarifying roles of Councillors and officials;
- introducing a strategic approach to budgeting and financial management;
- ensuring the modernisation of financial management;
- the promotion of co-operative governance between and among all spheres of government; and
- the promotion of financial and fiscal sustainability in municipalities (RSA 2003).

The MFMA recognises the important role of Councillors which is to provide support to officials and to play their oversight role. Further, the aim of the Municipal Finance Management Act is to ensure regular and accurate financial reporting to the Council. This is aimed at ensuring an environment in which potential financial problems are reported in a timely and appropriate manner. This will allow Council to remedy the situation. For example, section 71 of the MFMA requires that an Accounting Officer submit monthly budget progress reports to the Mayor and Provincial Treasury; and a mid-year budget report and performance assessment to the Mayor, the Provincial Treasury and the National Treasury by 31 January each year (RSA 2003).

Likewise, the Mayor is required to table quarterly reports to Council and that the Accounting Officer should also report to Council on withdrawals from the bank accounts of the municipality.

This being the case, it can be argued that as much as the intentions of the MFMA are appreciated, the Big 5 False Bay Local Municipality is finding it difficult to fully implement it to the core. This is due to the following challenges relating to the municipality:

- the huge service delivery expectations of the community;

- the insufficient financial allocation received from the national fiscal in a form of an equitable share;
- the municipality's non-market related remuneration which does not attract the requisite skills and expertise;
- compliance pressures that form part of the MFMA (RSA 2003).

The budget of the municipality is comprised largely of intergovernmental transfers, grants and meagre amounts raised through rates. A large portion of the municipality's budget is spent on operational costs such as salaries for staff and the running of the administration. This therefore means that little money is set aside for service delivery and development.

It can then be argued that the MFMA (2003) provides a framework from which the Big 5 False Bay Local Municipality can create and adopt a budget and raise the revenue that will enable it to achieve the following key objectives:

- to facilitate for the realisation of section 152 of the Constitution of the Republic of South Africa; and
- to ensure the participation of local communities in matters of local governance.

Furthermore, it is always assumed that municipalities are able to generate their own revenue. This is in spite of the dynamics and complexities of rural municipalities such as the Big 5 False Bay Local Municipality in KwaZulu-Natal. The majority of the residents of the areas live below the bread or poverty line; and rely on government social grants for survival.

### **2.2.6. The Traditional Leadership and Governance Framework No 41 of 2003**

As stated in Chapter One of this study, the Big 5 False Bay Local Municipality is one of the rural municipalities of KwaZulu-Natal. The municipality is responsible for the area that is largely under the control of Traditional Leaders. This creates an impression that there are two centres of power over one area; that is the same community being subjected to the rule of the municipality whilst being the subjects of *Amakhosi*.

Traditional Leaders are governed by a number of other pieces of legislation, the Traditional Leadership and Governance Act No 41 of 2003 which is aimed at facilitating for the realisation of the following objectives, namely to:

- provide for the recognition of traditional communities;
- provide for the establishment and recognition of traditional councils;
- to provide a statutory framework for leadership positions within the institution for traditional leadership;
- provide for houses of traditional leaders;
- provide for the functions and roles of traditional leaders;
- provide for dispute resolution and the establishment of the Commission on Traditional Leadership Disputes and Claims;
- provide for a code of conduct;
- provide for amendments to the Remuneration of Public Office Bearers Act, 1998;
- provide for matters connected therewith; and
- provide for the recognition of traditional leaders and the removal from office of traditional leaders (Traditional Leadership and Governance Act 2003).

Of significance to this study is the question of the involvement of traditional leaders on matters of local governance. Bekink (2006:143) contends that as

much as the Act mentions something about the „recognition of traditional leaders’, it is somewhat silent on the exact role and involvement of traditional leaders in the affairs of municipalities.

Also, what exacerbates the challenge facing municipalities insofar as governance and service delivery is section 5 of the Act where it is stated that:

- the national government and all provincial governments must promote partnerships between municipalities and traditional councils through legislative or other measures;
- any partnership between a municipality and a traditional council must be based on the principles of mutual respect and recognition of the status and must be guided by and based on the principles of co-operative governance; and
- that a traditional council may enter into a service delivery agreement with a municipality in accordance with the Local Government: Municipal Systems Act of 2000 or any other applicable legislation (Traditional Leadership and Governance Act 2003).

It is recommended that the national government should consider giving clarity on the exact role and involvement of traditional leaders in the affairs of municipalities. As an interest group in the area under the rule of local municipalities, it is important that their role and responsibilities are spelt out clearly. However, it stands to reason that traditional leaders and their Councils are one of the mechanisms through local government and municipalities can use as participatory mechanisms for local communities.

### **2.3. LOCAL GOVERNMENT TURNAROUND STRATEGY OF 2009**

The development of the Local Government Turnaround Strategy is as a result of the service delivery and governance challenges facing municipalities across the

country. Spearheaded by the national Department of Co-operative Governance and Traditional Affairs, the strategy is aimed at ensuring that local government becomes responsive, accountable, effective and efficient (Koma 2010:119). Key to the development of the strategy is the realisation of a developmental local government. The development of the Local Government Turnaround Strategy was preceded by capacity assessment whereby the capacity of all municipalities in the country was assessed.

The Local Government Turnaround Strategy of 2009, therefore, is aimed at „counteracting’ the factors that seek to hinder the delivery of services and governance in municipalities; and these are:

- systemic factors, i.e. linked to model of local government;
- policy and legislative factors;
- political factors;
- weaknesses in the accountability systems;
- capacity and skills constraints;
- weak intergovernmental support and oversight; and
- issues associated with the inter-governmental fiscal system (Local Government Turnaround Strategy, 2009:3).

Mello and Maserumule (2010: 288-289) contend that the complex nature of challenges led government to opt for an intergovernmental approach where all the spheres of government will participate in the development of municipal specific strategies. This will help in ensuring a collective identification of challenges and the deployment of resources by all. Emanating from the report of the assessment by government, is the fact that municipalities are required to develop their Municipal Turnaround Strategies, and that this process should be a comprehensive intergovernmental exercise.

The development of the Local Government Turnaround Strategy is also aimed at „strengthen partnerships between communities, civil society and local government.

The national Local Government Turnaround Strategy states that the development of a developmental local government should be aimed at ensuring the realisation of the following functions of local government:

- provision of a democratic and accountable government for local communities;
- responsive to the needs of the local community;
- ensuring the provision of services to communities in a sustainable manner;
- promoting social and economic development;
- promoting a safe and healthy environment;
- encouraging the involvement of communities and community organisations in the matters of local government;
- facilitating a culture of public service and accountability amongst its staff; and
- ensuring the assignment of clear responsibilities for the management and co-ordination of these administrative units and mechanisms (Local Government Turnaround Strategy, 2009:3).

Underpinning the development of the turnaround strategy is an approach that seeks to ensure an in-depth understanding the differences in all municipalities; and to assist municipalities to reflect on their respective strengths and weaknesses and to take responsibility for identifying and managing appropriate interventions. This will help in ensuring a differentiated approach to national and provincial interventions, based on both the common characteristics of particular categories, and the specific challenges identified during the assessments. It is important that government across all spheres support the Local Government Turnaround Strategy (2009) as it seeks to ensure that local communities are afforded an opportunity to participate in the development processes of municipalities in the country (Koma 2010:119).



According to Borraine (2010) the process of the Local Government Turnaround Strategy was aimed at addressing the internal factors and external factors bedevilling local government. It highlighted the fact that municipalities in South Africa are failing the poor, not working properly, not accountable to the citizens marred by excessive levels of corruption, fraud, maladministration, have become centres of factional conflicts, political infighting and patronage.

The government intends dedicating its focus in augment municipal capacity with delivery through capable institutions at either provincial or national level. The priority will be given to the rural based municipalities such as the Big 5 False Bay Local Municipality. This is due to the severe poverty and underdevelopment which has become synonymous to weak municipal capacity.

#### **2.4. ROLES AND RESPONSIBILITIES OF THE MAYOR**

Section 49 of the Municipal Structures Act (No 117 of 1998) states that the Mayor shall perform the following functions:

- preside at meetings of the executive committee;
- attend to any ceremonial functions; and
- exercises the powers delegated to the mayor by the municipal council or the executive committee.

The Act also states that the deputy mayor shall exercise the powers and performs the duties of the mayor if the mayor is absent or not available or if the office of the mayor is vacant. An incumbent may also perform the powers and functions when delegated to do so by the mayor (Van der Waldt in Van der Waldt 2007:52).

However, in the case of the Big 5 False Bay Local Municipality, the positions of Mayor and Speaker are performed by one Councillor. This is due to the size of the municipality.

## **2.5. ROLES AND RESPONSIBILITIES OF THE SPEAKER**

Section 37 of the Municipal Structures Act (No 117 of 1998) states that the Speaker of Council shall perform the following powers and functions:

- preside at meetings of the council;
- performs the duties and exercises the powers delegated to the speaker in terms of section 32 of the same Act;
- ensure that the council meets at least quarterly;
- maintain order during meetings;
- ensure compliance in the council and council committees with the Code of Conduct set out in Schedule 5 of the Act: and
- ensure that council meetings are conducted in accordance with the rules and orders of the council (RSA 1998; Van der Waldt in Van der Waldt 2007:52).

## **2.6. ROLES AND RESPONSIBILITIES OF THE MUNICIPAL MANAGER**

Section 55 of the Municipal Systems Act (No 32 of 2000) places a huge responsibility on Municipal Managers. As a non-Accounting Officer of the Municipality, the Municipal Manager is required to perform the following functions:

- the formation and development of a non-economical, effective, efficient and accountable administration which will be:
  - equipped to carry out the task of implementing the municipality's integrated development plan;

- operating in accordance with the municipality's performance management system; and
  - to be responsive to the needs of the local community to participate in the affairs of the municipality;
- management of the municipality's administration in accordance with all applicable legislation;
  - the implementation of the municipality's integrated development plan, and the monitoring of progress with implementation of the plan;
  - the management of the provision of services to the local community in a sustainable and equitable manner;
  - the appointment of staff;
  - the management and effective utilisation and training of staff;
  - the maintenance of discipline of staff;
  - the promotion of sound labour relations and compliance by the municipality with applicable labour legislation;
  - advising the political structures and political office bearers of the municipality; and
  - managing communications between the municipality's administration and its political structures and political office bearers;
- carrying out the decisions of the political structures and political office bearers of the municipality;
  - the administration and implementation of the municipality's by-laws and other legislation;
  - the exercise of any powers and the performance of any duties delegated by the municipal council, or sub-delegated by other delegating authorities of the municipality, to the municipal manager in terms of this Act;
  - facilitating participation by the local community in the affairs of the municipality;

- developing and maintaining a system whereby community satisfaction with municipal services is assessed;
- the implementation of national and provincial legislation applicable to the municipality; and
- the performance of any other function that may be assigned by the municipal council (Thornhill 2008: 730-732; RSA 2000).

The Act further states that the Municipal Manager shall be accountable for:

- all income and expenditure of the municipality;
- all assets and the discharge of all liabilities of the municipality; and
- proper and diligent compliance with applicable municipal finance management legislation (RSA 2000).

The Office of Municipal Manager is one of the critical offices of the municipality. It therefore requires needs to be well capacitated and empowered in order to enable it to play its role as it is required by law.

## **2.7. COMMUNITY PARTICIPATION**

Section 152(e) of the Constitution of the Republic of South Africa encourages municipalities to involve local communities and community organisations in the matters of local government. This is aimed at ensuring the fulfilment of the following objectives:

- an effective community consultation;
- participatory democracy; and
- the development of mechanisms to better engage with communities (RSA 1996).

Dauids et al (2005: 124) are of the view that establishing a culture of public participation calls for the training of change agents. To narrow the gap between rhetoric and reality, community stakeholders, as local experts should be part of the process of planning and identifying appropriate public participation strategies. This is fundamental in implementing grassroots public participation programmes through Integrated Development Plan (IDP).

The involvement of local communities is further emphasised in the Municipal Finance Management Act of 2003 where community members are encouraged to participate in the following processes of the municipality:

- development of the municipality's Annual Budget;
- development of an Annual Report;
- to be informed on contract that the municipality enters;
- establishing a municipal entity;
- matters pertaining to Public-Private Partnerships; and
- development of the municipality's Financial Recovery Plan in a situation where the municipality is faced with financial constraints (RSA 2003).

Meyer and Cloete (2000: 104), explaining public participation in the policy-making process, state that authentic public participation normally takes place through the following four (4) processes:

- Firstly, through the involvement of legitimate, democratically-elected political representatives. These representatives act upon policy mandates in elections and exercise their discretion as elected representatives of the community. The representatives are expected to report back regularly to the voters/the community, in order to obtain ratification of their decisions on behalf of the community;
- Secondly, through the involvement of leaders of legitimate organisations which represent community interests (civic, cultural and other organisations).

This representation also entails regular feedback from the leaders to their constituencies in order to legitimise their actions;

- Thirdly, through the involvement of individual leaders in the community. These individuals can influence opinions if they represent the community; and
- Finally, through the direct involvement of ordinary community members at grassroots level.

The MFMA's (2003) emphasis on community involvement is aimed at ensuring the following objectives:

- the creation of greater community awareness on financial affairs of the municipality;
- the promotion of the culture of financial accountability by municipalities;
- ensuring that the decision making processes by municipalities are in line with good financial governance principles.
- engendering a greater understanding of community needs and promote a system of accountability that will lead to a more autonomous, empowered and responsive council (RSA 2003).

According to Ababio (2004: 274) for community participation to be possible, municipalities must develop and provide strategies that will continually engage residents who may not be ratepayers, business and residents as ratepayers.

## **2.8. INTEGRATED DEVELOPMENT PLANNING**

The Municipal Systems Act requires that all municipalities to develop and approve their Integrated Development Plans (IDP). The plan is meant to a single, inclusive and strategic development master plan for the whole municipal area. The plan is also meant to address the developmental and service delivery needs of the local community, and to compliment the service delivery plan of national and provincial sector departments. Parnell and Pieterse (in Parnell et al

2008: 84) point out that the IDP ensure the integration of local government activities with other tiers of development planning at provincial, national and international levels.

The development of the IDP must be directed at realising the objectives of local government as set out in the Constitution of the Republic of South Africa. The IDP and the plans involved in it are aimed at giving effect to the notion of a developmental local government. The IDP should link, integrate and co-ordinate plans and proposals for the development of the municipality.

The Municipal Systems Act (2000) requires that all IDPs are reviewed annually; a consideration is made to the past financial, budgetary performance and the prevailing circumstances of the time in which the plan is developed. Municipalities have an obligation of making their IDP public before they are approved by Council (RSA 2000).

### **2.8.1. Legal status of the Integrated Development Plan**

The Municipal Systems Act (2000) states that an Integrated Development Plan of the municipality is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality.

It binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law (Mello and Maserumule 2010: 289-290).

### **2.8.2. District Integrated Development Plan Framework**

Section 27 of the Municipal Systems Act (2000) states that district municipalities must develop a framework that will guide and inform the development of the IDPs of local municipalities that are within their areas of jurisdiction. The adopted framework shall be developed in consultation with the local municipalities and be binding to the district municipality; and should at least:

- identify the plans and planning requirements binding in terms of national and provincial legislation on the district municipality and the local municipalities or on any specific municipality;
- identify the matters to be included in the integrated development plans of the district municipality and the local municipalities that require alignment;
- specify the principles to be applied and co-ordinate the approach to be adopted in respect of those matters; and
- determine procedures for consultation between the district municipality and the local municipalities during the process of drafting their respective integrated development plans; and to effect essential amendments to the framework (Municipal Systems Act 2000).

Mogale (in Mhone and Edigheji 2004: 232) argues that where properly designed and implemented, IDP can be both integrative and distributive, a municipal planning tool aimed at integrating rich and poor neighbourhoods while distributing goods and services.

### **2.9. WARD COMMITTEES**

The Municipal Structures Act (No 117) of 1998 states that only metropolitan and local municipalities may have ward committees. Basically, the object of ward committees is to enhance participatory democracy at the local community level.



A local councillor serves as the chairperson of the ward committee and such a committee must not have more than ten members.

### **2.9.1. Functions of the ward committee**

Addressing the National Assembly on the Budget Vote of the Presidency in 23 June 2004, former President Thabo Mbeki said that „we must engage one another in a similar manner on a whole range of important specific issues such as improving service delivery and strengthening local government, including the ward committees’.

Stressed further, the importance of Ward Committees is to enhance participatory democracy in local government. As a result ward committees are perceived as one way through which local people can have a say in governance and service delivery matters affecting them and their locality; and this they can do by:

- raising issues of concern about their local ward with a ward councillor; and
- have a say in decisions, planning and projects that the councillor or municipality undertakes which have impact on the ward (Ababio, 2009: 156).

According to the Handbook for Ward Committees released by the Department of Provincial and Local Government in December 2005, the idea behind the establishment of ward committees was to ensure the recognition of the following objectives:

- to increase the participation of local residents in municipal decision making;
- ward committees are representatives of the local ward, and are not politically aligned;
- ward committees should be involved in matters such as the Integrated Development Planning process, the Performance Management System, Annual Budget, and Council projects; and

- to identify and initiate projects that will improve the lives of the people in the ward (Handbook for Ward Committees 2005).

The term of office of a ward committee is determined by the metropolitan council or the local municipal council where it operates.

## **2.10. CONCLUSION**

It can be argued that the socio-economic development of the Big 5 False Bay Local Municipality, just like many if not all rural based municipalities in South Africa, need a dedicated and well focused attention of development agencies. At the centre of the developmental agenda of the rural municipality should be the rural people themselves with government and other agencies providing support. The needs and solutions to development challenges facing rural communities can be resolved through community participation in structures and forums created for this. National and provincial governments must support municipalities in this regard with financial and other technical support. This support comes in a form of conditional grants; which creates no space for the municipality to alter in order to accommodate local development realities.

Legislation is key to meaningful participation in the determination of the developmental needs and in the affairs of municipalities. Local government is a key factor in the reconstruction and development effort in South Africa. The aim of democratising the society and growing the economy inclusively can only be realised through a responsive, accountable, effective and efficient local government system that is part of a development state.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. INTRODUCTION**

Research design refers to the ways of structuring the research process (Walizer et al, 1978: 230). As the way of collecting data, research design also deals with the problems of demonstrating causation. During the process, time order is directly observed or manipulated; mutual patterned change in variables is observed over a period of time.

The purpose of this chapter is to discuss matters pertaining to research design, sampling, population and data collection instruments that form part of this research. The research will always ensure the adherence to the ethical considerations whilst conducting the research, especially when dealing with respondents.

This section will also discuss issues pertaining to validity and reliability of the instrument used to measure attitudes of the interviewees. Also, the researcher will express the limitation of the study.

The study is aimed critiquing local governance and investigating the challenges facing the Big 5 False Bay Local Municipality. It will also bring to the fore the service delivery disparities with a view to suggest possible remedial measures for the consideration of the municipality and government.

### **3.2. RESEARCH OBJECTIVES AND KEY RESEARCH QUESTIONS**

The main objectives of the study are to:

- critique local governance at the Big 5 False Bay Local Municipality;
- investigate the challenges facing the Big 5 False Bay Local Municipality; and
- bring to the fore the service delivery disparities with a view to suggest possible remedial measures for the consideration of the municipality and government.

The key questions to be answered include the following:

- What are the challenges facing Big 5 False Bay municipality in terms of governance and service provision?
- What is the adequacy, and efficacy of the support provided by Umkhanyakude District Municipality, national and provincial departments to address the service delivery and governance challenges facing the Big 5 False Bay Local Municipality?
- What is the active role, involvement and participation of local communities in the affairs of the municipality and development in general?
- How is the capacity of the municipality to comply with a plethora of provincial and national legislation governing local government? and
- What is the involvement and participation of local communities in the affairs of the municipality?

### **3.3. RESEARCH DESIGN**

The researcher used a cross sectional design because it is the most appropriate research design based on the number of variables that are applicable for the study; for example, age and gender, which played a major role in this study.

Neuman (2000: 28) maintains that in a cross sectional design the criterion groups typically comprise of different age groups known as cohorts. These cohorts are examined in terms of one or more variables, that is, age and gender.

Interviews were conducted on the basis of the questionnaire that was developed and approved by the university. A selected number of respondents were requested to respond to questions which were raised in the questionnaire. The researcher hired the services of two research assistants who assisted in conducting these interviews.

Research assistants were subjected to a two days training on the purpose of the research, content and structure of the questionnaire; and how they should approach their task. This relates to how they should conduct themselves when distributing and collecting data.

Given the magnitude of the task, the collection of data took a maximum of ten calendar days. The use of a questionnaire was an appropriate technique as it is a structured and user friendly way of gathering data.

Respondents were given an opportunity to ask questions about any issues before responding to the questions in the questionnaire. They were all treated the same way and their dignity and cultures were respected. This whole approach was meant to ensure a more objective comparison of the results and also to minimise the role and influence of the interviewer.

The respondents were to fill in the questionnaires independently from the influences of the assistant researchers; and those who could not read or write were assisted by the research assistants.

The choice of self administered-questionnaires was thought to be appropriate as they are easy to administer and can be sent to subjects in a vast geographical

area such as the Big 5 False Bay Local Municipality. After handing the questionnaires to the respondents, research assistants indicated that the respondents consented and were comfortable at being part of the exercise. Research assistants collected the completed questionnaires to avoid low return rates. A poor return rate is the most frequently-mentioned disadvantage of using questionnaires as a data collection instrument in literature.

## **Population**

A population is a group of participants to whom the researcher wants to generalise the results of the study. This study ensured the selection of a population that comprised of men and women from the five Local Municipalities that are within Umkhanyakude District Municipality. Their ages ranged from the age of eighteen (18) employed, unemployed, educated or not educated.

## **Sampling**

The research sample is a small group of subjects that possesses the main characteristics of the accessible population. These subjects take part in a given study and are about whom information is to be collected, and are often referred to as subjects or participants (Neuman 2000: 28).

In a nutshell, there are two types of sampling: probability sampling and non probability sampling. In the case of probability sampling the following samples are distinguished: simple random samples, stratified random samples, systematic samples and cluster samples.

Whereas in the case of a non-probability sampling the following samples can be distinguished: accidental or incidental samples, quota samples, purposive samples, snowballing samples, self-selection samples and convenience samples (Neuman 2000: 28).

Quota sampling was used for this study. The researcher thought it was more convenient to use quota sampling. According to Neuman et al (2000: 196) quota sampling involves getting a number of cases in each of several predetermined categories that will reflect the diversity of the population, using haphazard methods.

For purposes of manageability, the sample size consisted of 60 participants. This was further sub-divided into two, that is, 30 participants were from the Big 5 False Bay Local Municipality; and the other 30 were from Umkhanyakude District, Mtubatuba and Hlabisa Local Municipalities.

### **Data collection instrument**

Data collection and measuring instrument is the method through which the researcher gathers information from the respondents. The process of measurement and evaluation are very important in respect of all types of research or data-collecting instruments. Measurement refers to the process of determining whether or not a given subject or participant possesses a given attribute, and to what extent.

A questionnaire with different sections was designed and distributed to the selected participants. The first section (A) of the questionnaire focused on demographic data. The second section (B) dealt with attitudes, whilst in the third section (C) the respondents used a rating scale to say whether they agreed or did not agree with different statements on perceptions towards service delivery and governance in the Big 5 False Bay Local Municipality.

### **Demographic Data**

The demographics of the area of study is important to research as it give an understanding of information such as the age, gender and level of education of

the respondents. This is done in order to identify and differentiate between the two genders (males and females) in terms of gaining an understanding of the perceptions of the respondents to the governance and provision of services by the Big 5 False Bay Local Municipality.

### **Validity**

Validity suggests the truthfulness and refers to the match between a construct, or the way a researcher conceptualises the idea in a conceptual definition and a measure (Neuman 2000: 164). Basically, validity is about the extent to which the research findings accurately present what is really happening in the situation. A test is valid if it demonstrates or measures what the researcher thinks or claims it does.

### **Reliability**

According to Neuman (2000: 164) reliability refers to dependability or consistency. It suggests that the same thing is repeated or reoccurs under the identical or very similar conditions. Reliability therefore is concerned with the findings of the research and relates to the credibility of the findings.

In establishing reliability a researcher measures a construct, a comparable measurement should be obtained for the same individual irrespective of when the instrument was administered, which particular version of it was used, and who was administering it (Welman et al 2005: 145).

### **Data Collection**

The researcher and research assistants collected data during the month of June 2010. A thorough briefing and training of research assistants was conducted to ensure that the respondents are treated in an ethical and respectful manner.



Also, respondents were informed about their rights to or not to participate in the study.

Research assistants explained to each respondent on how to fill in the questionnaire. Complete questionnaires were collected a day later.

Basically, research can be defined according to Sekeran (2003:5) as an organised, systematic, data based, critical, objective, scientific inquiry or investigation into a specific problem, undertaken with the purpose of finding answers or solutions to it. It's an investigation of a specific phenomenon to find answers. Research encompasses the process of enquiry, investigation, examination and experimentation. It is required that these processes are executed in a systematic, diligent, critical, objective and logical manner (Brynard and Hanekom, 1997:4; Saunders et al 2000:2).

The hallmarks or main distinguishing characteristics of scientific research, according to Sekeran (2003:22), are: purposiveness, rigour, testability, replicability, precision and confidence, objectivity, and generalisability.

Quantitative data is generally accumulated by asking the same set of questions to a specific sample of a reference population, with answers recorded in numeric codes or actual numbers (Dickson et al, 1999). Survey methods, according to Maxwell (1998), usually generate quantitative information, although open-ended questions with narrative answers can be used on survey questionnaires. Depending on the structure of the observational protocol, and on the nature of the selection of the sample, observational methods can result in either qualitative or quantitative information (Maxwell, 1998).

In this study both qualitative and quantitative methods have been used to complement each other. The qualitative methods used in this study allowed the researcher to be directly involved with the people (participants) being studied.

Quantitative methods were applied to determine the socio-economic nature of the people involved.

### 3.4. ETHICAL CLEARANCE

Ethics begin with the person conducting research. Neuman (2000) argues that a researcher's personal code is the best defence against unethical behaviour. Before, during and after conducting a study, a researcher has the opportunity to, and should reflect on research actions and consult his or her conscience.

This therefore implies that the central to the relationship between the researcher and respondents is to ensure the following issues pertaining to ethical behaviour:

- **Legal harm:** A researcher has an obligation to protect respondents from increased risk; e.g. risk of arrest; and
- **Deception:** researchers are duty bound to follow the ethical principle of voluntary consent; i.e. they should never by any means force anyone to participate in a research; and do not lie to the respondents.

Ethical behaviour also relates to the manner in which the researcher presents himself and asked the questions. This should be aimed at ensuring that dignity and privacy of respondents is not by any chance infringed.

The researcher and research assistants respected and noted fears and concerns of the respondents. Permission requested and granted by the Municipal Manager of Big 5 False Bay Local Municipality to conduct the research. And; ethical clearance was obtained from the Ethical Clearance Committee of the University of KwaZulu-Natal and the School of Public Administration at the University of KwaZulu-Natal.

Before filling the questionnaires, the respondents were told about their rights, privacy and the confidentiality of their responses, and that they could withdraw from the research at any given time in case they felt that their rights were violated or if they were uncomfortable with the research.

Ethical considerations were applied in the following stages of the research; namely:

- identification and selection of respondents;
- distribution and explaining the questionnaire;
- explaining the purpose of the study and the role of respondents to it;
- the anonymity of respondents; and
- when releasing the results of the study (Neuman 2000).

In keeping with the ethical principles of research, the researcher ensured that no harm was inflicted to the research respondents; and that the respondents' participation is free and consensual.

### **3.5. LIMITATIONS OF THE STUDY**

It is important to highlight the fact that this study was not conducted in the whole of the Big 5 False Bay Local Municipality area. This was due to the vastness of the area, the time factor and the financial challenge on the part of the researcher. Questionnaires were distributed to municipal officials, councillors and a few community members of the five Local Municipalities.

This therefore means that the interpretation of the findings of this study should not be generalised and interpreted to represent all local municipalities in the country as they only represent the selected sample.

### **3.6. CONCLUSION**

In conclusion, this chapter has explained the research methodology that was used during the research design. The researcher dealt with the sampling techniques and how they were selected for the use in this study. The researcher also explained the concepts of reliability and validity as instruments used during the study. Adherence to ethical considerations was highlighted and anonymity and confidentiality of the respondents was taken into consideration.

## **CHAPTER 4**

### **DATA ANALYSIS AND INTERPRETATION**

#### **4.1 INTRODUCTION**

The IDP is the forum where municipality officials and the community via the ward representative interact to fashion out a substantive strategy or an action plan to develop and deliver service to the communities they serve. Community service or developmental requirements are initially established by ward representative which are then communicated to the council for assessment and prioritization during IDP planning meetings. The council technical departments then allocate budgets and appoint service providers to work with ward representatives to undertake community projects.

The IDP process can therefore be broken down into roughly two stages:-

- Establishment of community service and developmental requirements
- Prioritization of community submissions, allocation of budgets and selection of service providers
- Management and delivery of community projects

The first stage of the IDP process i.e. establishment of community service and developmental requirements, is entirely managed by ward representatives i.e. the councillor aided by ward committees members. The first part of the second stage is jointly managed by council officials whereas the last two areas are the responsibility of the municipality through the technical department. The larger part of responsibility for the last stage rests on ward representatives.

#### **4.2 FORMULATION OF THE STUDY**

##### **4.2.1 The Goal**

The goal of this study was to critique local governance at the Big 5 False Bay Local Municipality.

##### **4.2.2 The Population**

Theoretically, the population of this study consists of five municipalities that fall under the Umkhanyakude District Municipality.

#### **4.2.3 Sample**

Five municipalities were selected from the Umkhanyakude District Municipality: - Umhlabuyalingana, Jozini, Big 5 false Bay, Hlabisa and Mtubatuba. Three samples corresponding to the three stages of the IDP, as already explained, were selected from each municipality and the results are given in the table below:

Municipality	Community Members	Ward Representatives	Council Officials
Umhlabuyalingana	33	38	39
Jozini	40	40	40
Big 5 False Bay	35	37	40
Hlabisa	41	40	40
Mtubatuba	40	36	40
Total	189	191	199

Convenient sampling method was used to collect all the samples.

#### **4.2.4 Dependent Variable**

The dependent variable in this study is the service delivery at Umkhanyakude District Municipality, particularly at the Big 5 False Bay Local Municipality.

#### **4.2.4 Independent Variable**

The independent variable in this study is the Integrated Development Planning (IDP)

#### **4.2.5 Hypothesis**

As already mentioned, the most important aim of IDP is to provide a space or a platform for the community and the municipality to jointly develop a strategy or a coherent and a detailed action plan to deliver service to communities. An objective critical analysis of service delivery cannot be conducted in isolation of IDP as the success or failure of service delivery is directly informed by IDP process upon which it is premised and consequently, in this study, it is hypothesized that the quality of service delivery to communities depends on Integrated Development Plan.

Mtubatuba is the only municipality amongst all five municipalities in the Umkhanyakude District which was a going concern at the dawn of the new political dispensation in 1994.

Amongst all five municipalities, Mtubatuba is the only one which was in existence before the new local government dispensation was introduced. It is reasonable to expect Mtubatuba to adapt easily to IDP “way of doing things” since it was a fully functional municipality with full systems in place and an established

organizational capacity, consequently it is further hypothesized in this study that Mtubatuba will fare better than its sister municipalities within Umkhanyakude district in relation to service delivery.

#### **4.2.6 Measuring Instrument**

Three questionnaires corresponding to the discussed three main stages of the IDP process were designed. The community questionnaire assesses the competencies of the ward representatives where the community is the target population. The ward representative questionnaire assesses the competencies of the municipality officials, the effectiveness of the IDP forum and the level of community participation in community affairs where the ward representatives are the target population. The third questionnaire is the council questionnaire which assesses the competencies of the ward representatives working directly with IDP where the council officials are the target population.

To assess each interviewee's response, responses were requested on a five point Likert scale. (1 = Strongly Disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree, 5 = Strongly Agree) for each item.

##### The community questionnaire

The questionnaire assesses community responses with respect to the following subscales:-

- Subscale A: community perceptions about ward representatives' ability ensure maximal community participation: Items 5,6,7
- Subscale B: community perceptions about the ward representatives' ability to manage community IDP planning meetings to produce sensible community submissions: Items 8,9,10,11,12
- Subscale C: community perceptions about the ward representatives' general ability to understand and implement IDP and to manage projects: Items 13,14
- Subscale D: community perceptions about ward representatives' ability to promote and place the community interests above other considerations: Items 14,17,18
- Subscale E : community perceptions about the ability of selected service providers to deliver work of good standard: Item 15

### The ward representative questionnaires

The questionnaire assesses ward representatives' responses with respect to the following subscales:-

- Subscale A: ward representatives' perception about equitable treatment of all ward submissions, transparency and fairness of the prioritization process of projects and observation of rules regarding a doption, amendment of resolutions: Items 5,6,7,8,9
- Subscale B : ward representatives' perception about the technical departments' competencies in relation to selection, remuneration and monitoring of service providers as well as allocation of budgets: Items 10,11,12,13,14
- Subscale C: ward representatives' perception about the extent of the community participation in community affairs including IDP, their level of IDP understanding, willingness to cooperate with ward representative and the extent to which the community take ownership and protect projects: Items 15,16,17,18,19,20

### Municipality officials' questionnaire

The questionnaire assesses the municipality officials' responses with respect to the following subscales:-

- Subscale A: officials' perception about ward representatives' grasp of IDP process from legislation, technical knowledge of IDP to contribute meaningfully towards IDP dialogue, attendance at IDP council meetings and articulation of reasonable community proposal/submissions
- Subscale B: officials' perception about ward representatives' project management skills, ability to understand project documentation, provision of regular and reliable feedback about all the stages of projects
- Subscale C: officials' perception about ward representatives' level of commitment towards promotion of community interest.

These questionnaires are not exhaustive and there are very few measuring instruments, if any, that can be designed in such a manner that they can elicit all the information about a variable or measure all aspects of a variable. The items are included in the questionnaire to give broad indications as to how each IDP stage unfolds in the entire IDP process so as to possibly identify the weak links in the IDP chain.

These weak areas, as identified by the items in the questionnaires might also offer clues or indications as to the type and extent of intervention required to



remedy the identified weaknesses as well as give pointers about areas that may require further research if more detailed answers are required.

#### **4.2.7 Procedures**

The percentage responses are collapsed into Negative score and Positive score where “Strongly Disagree score” + “Disagree score” = Negative score and “Agree score” + “Strongly Agree score” = Positive score.

All items for each subscale are ranked from the most Negative Score to the least Negative score per municipality i.e. from the worst to the least worst. This method of ranking reveals the weak areas as well as the nature of weakness which can be used as a rule of thumb in deciding which areas requires and the most immediate attention and the nature attention when designing intervention strategies.

This is repeated for positive scores, where each item is ranked from the smallest Positive score to the largest Positive score. This method of ranking reveals the areas of strength for each municipality which might serve as examples to learn from by other municipalities who fared poorly in those areas provided the positive score is more than 50% i.e. if the majority of the responses to that particular item were affirmative.

#### **4.2.8 Data Analysis**

The data was analysed using Statistical Package for the Social Sciences (SPSS). A frequency table was produced for each subscale as well as a subscale average.

**The Cronbach’s alpha scores are listed below.**

CRONBACH’S ALPHA	
<b>Questionnaire</b>	<b>Cronbach’s Alpha</b>
Community questionnaire	0.866
Ward Representatives	0.882
Municipality	0.893

All the above scores are very high which signifies high level of questionnaire reliability.

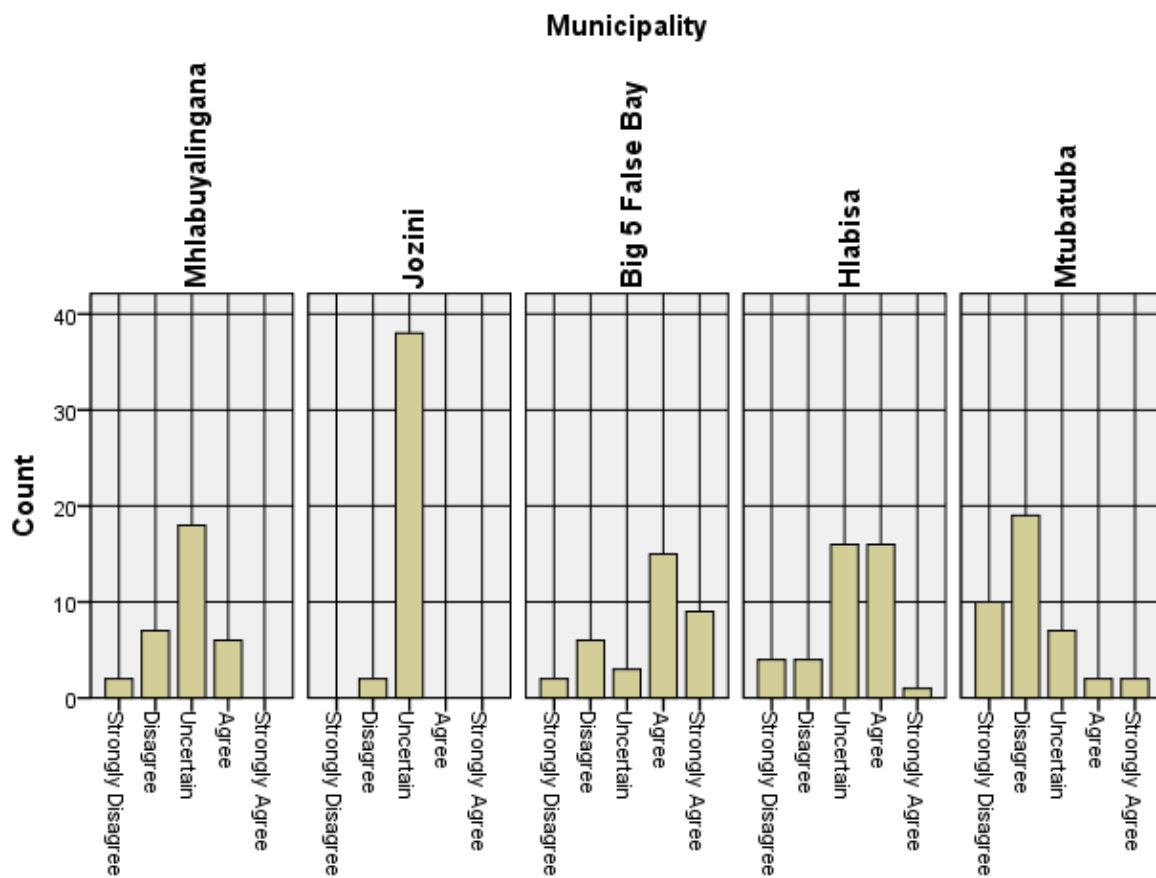
## 4.2.9 Findings

### Section A

#### Analysis

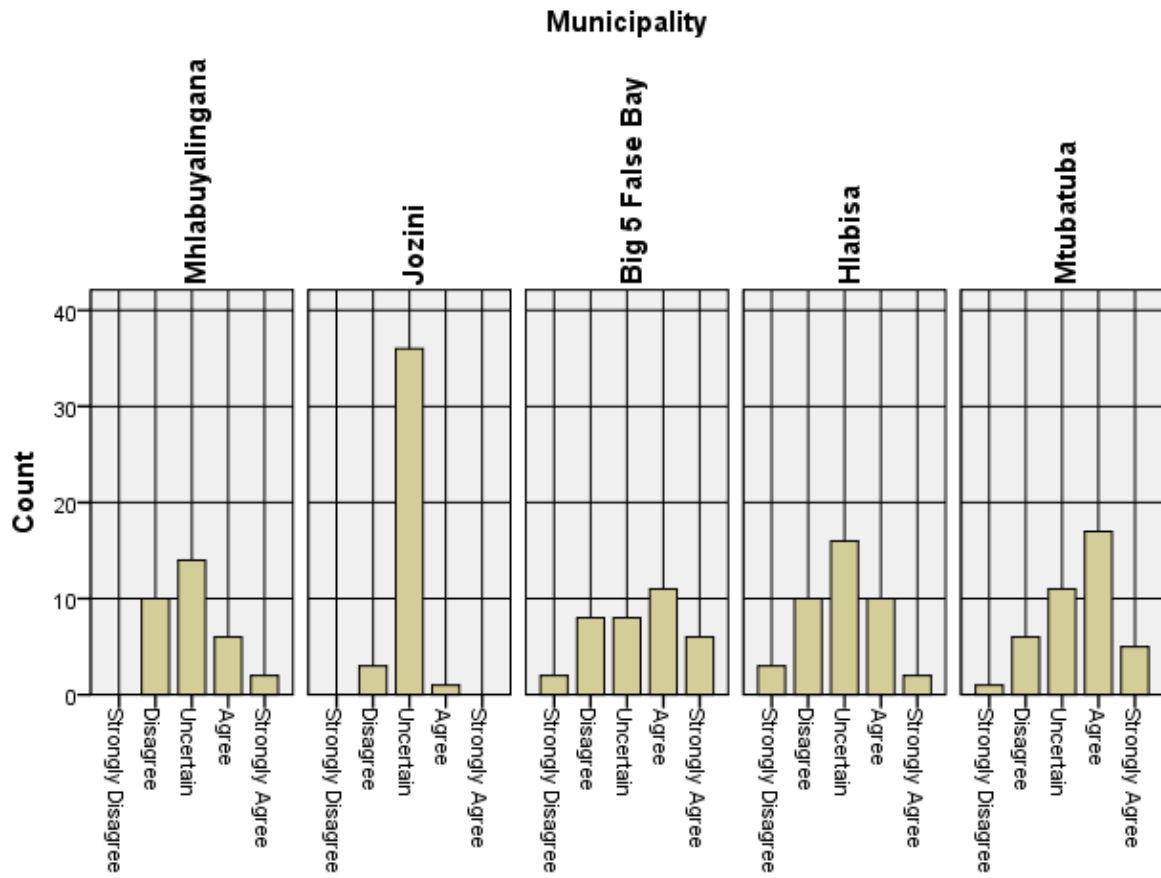
##### Community questionnaire findings:

1. The councillor notifies the community well in advance about IDP planning meetings



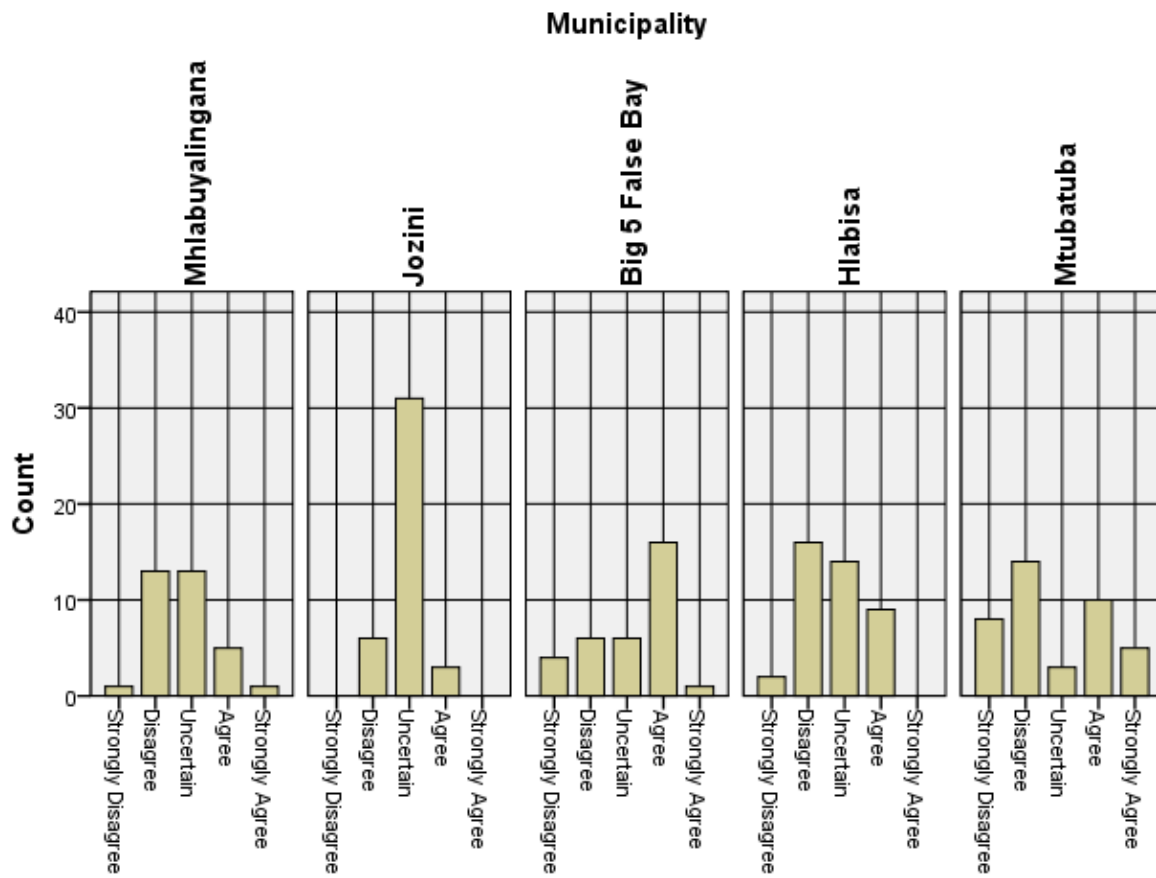
Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	2	6.1
		Disagree	7	21.2
		Uncertain	18	54.5
		Agree	6	18.2
		Total	33	100.0
Jozini	Valid	Disagree	2	5.0
		Uncertain	38	95.0
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	2	5.7
		Disagree	6	17.1
		Uncertain	3	8.6
		Agree	15	42.9
		Strongly Agree	9	25.7
		Total	35	100.0
Hlabisa	Valid	Strongly Disagree	4	9.8
		Disagree	4	9.8
		Uncertain	16	39.0
		Agree	16	39.0
		Strongly Agree	1	2.4
		Total	41	100.0
Mtubatuba	Valid	Strongly Disagree	10	25.0
		Disagree	19	47.5
		Uncertain	7	17.5
		Agree	2	5.0
		Strongly Agree	2	5.0
		Total	40	100.0

- The IDP planning meetings take place at convenient times to ensure that most members of the community are able to attend



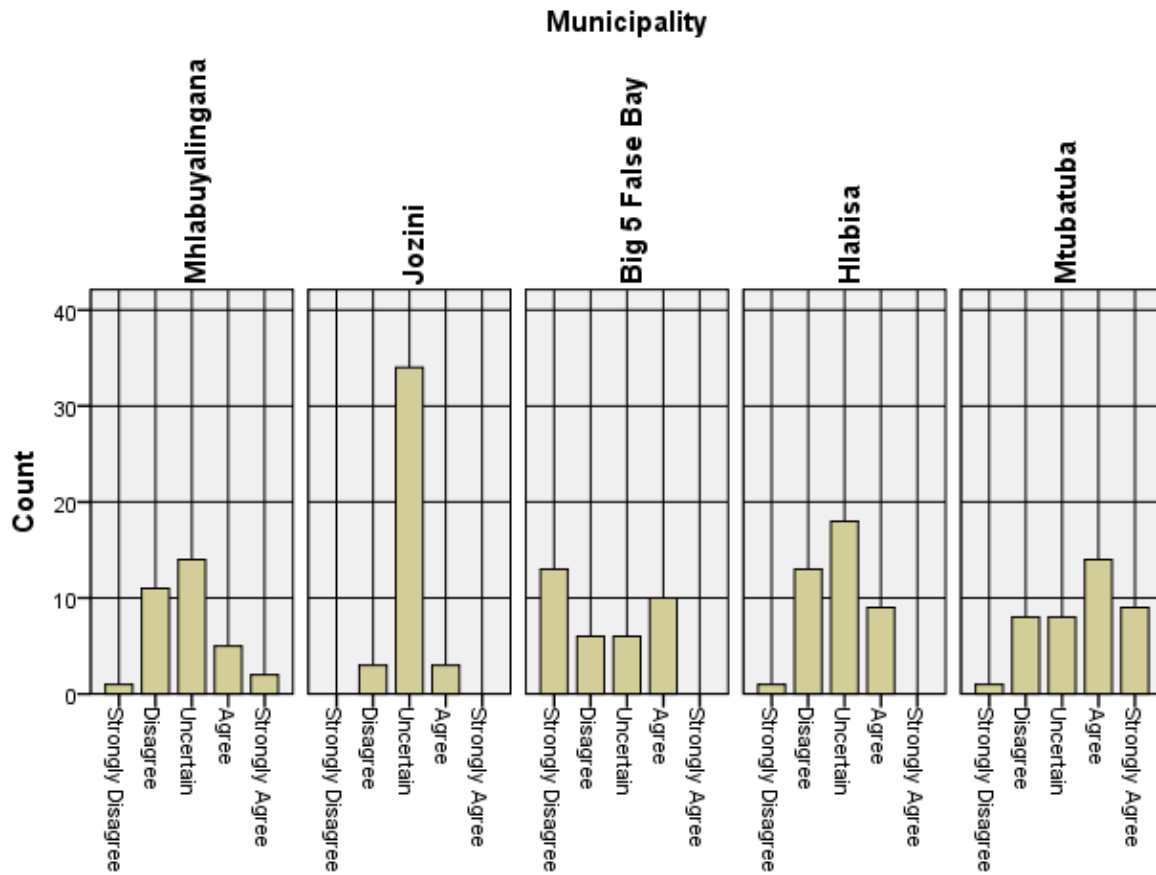
Municipality			Frequency	Percent
Umhlabuyangana	Valid	Disagree	10	30.3
		Uncertain	14	42.4
		Agree	6	18.2
		Strongly Agree	2	6.1
		Total	32	97.0
	Missing	No Response	1	3.0
	Total		33	100.0
Jozini	Valid	Disagree	3	7.5
		Uncertain	36	90.0
		Agree	1	2.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	2	5.7
		Disagree	8	22.9
		Uncertain	8	22.9
		Agree	11	31.4
		Strongly Agree	6	17.1
		Total	35	100.0
Hlabisa	Valid	Strongly Disagree	3	7.3
		Disagree	10	24.4
		Uncertain	16	39.0
		Agree	10	24.4
		Strongly Agree	2	4.9
		Total	41	100.0
Mtubatuba	Valid	Strongly Disagree	1	2.5
		Disagree	6	15.0
		Uncertain	11	27.5
		Agree	17	42.5
		Strongly Agree	5	12.5
		Total	40	100.0

3. The Ward Development Committee meetings are held before the IDP planning meetings to allow adequate community involvement and meaningful contribution.



Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	1	3.0
		Disagree	13	39.4
		Uncertain	13	39.4
		Agree	5	15.2
		Strongly Agree	1	3.0
		Total	33	100.0
Jozini	Valid	Disagree	6	15.0
		Uncertain	31	77.5
		Agree	3	7.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	4	11.4
		Disagree	6	17.1
		Uncertain	6	17.1
		Agree	16	45.7
		Strongly Agree	1	2.9
		Total	33	94.3
	Missing	No Response	2	5.7
Total			35	100.0
Hlabisa	Valid	Strongly Disagree	2	4.9
		Disagree	16	39.0
		Uncertain	14	34.1
		Agree	9	22.0
		Total	41	100.0
Mtubatuba	Valid	Strongly Disagree	8	20.0
		Disagree	14	35.0
		Uncertain	3	7.5
		Agree	10	25.0
		Strongly Agree	5	12.5
		Total	40	100.0

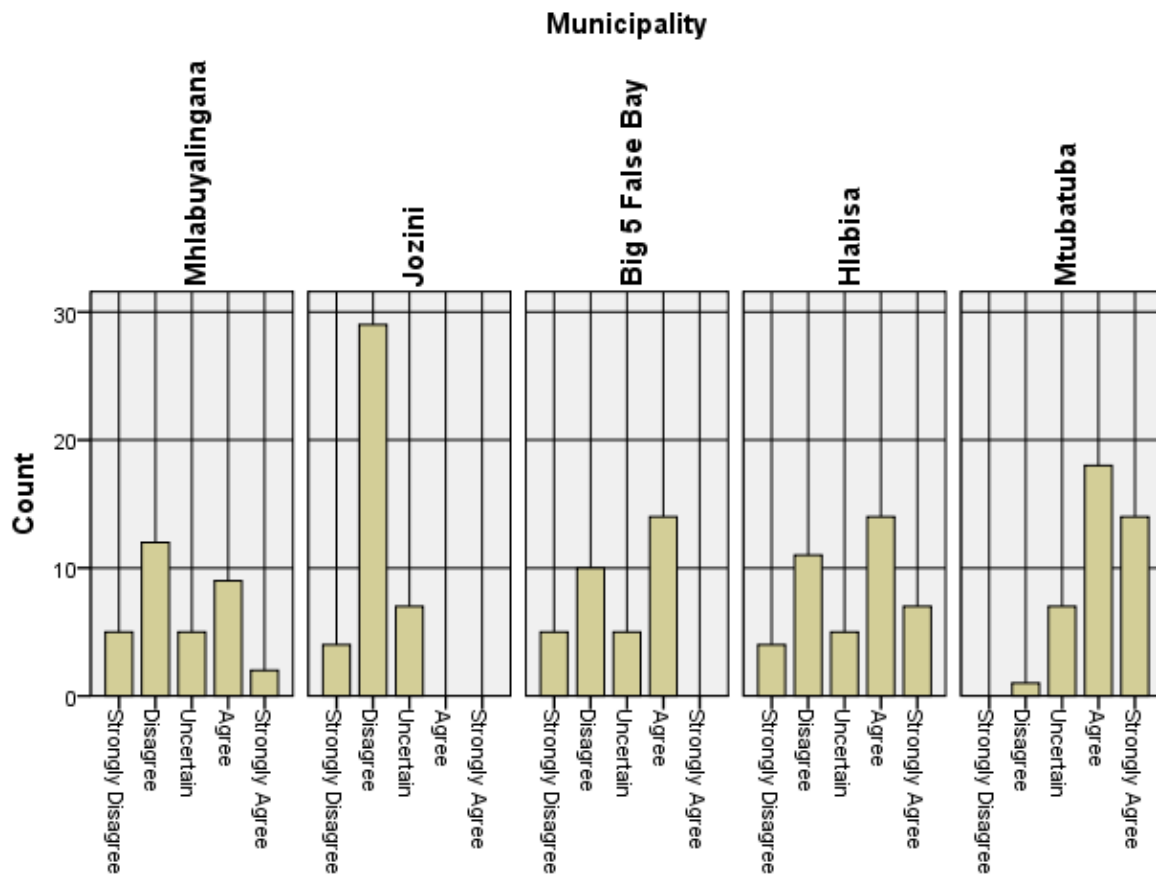
4. All community contributions and submissions during IDP planning meetings are treated equally without bias towards any particular individual(s) or geographical location within the ward





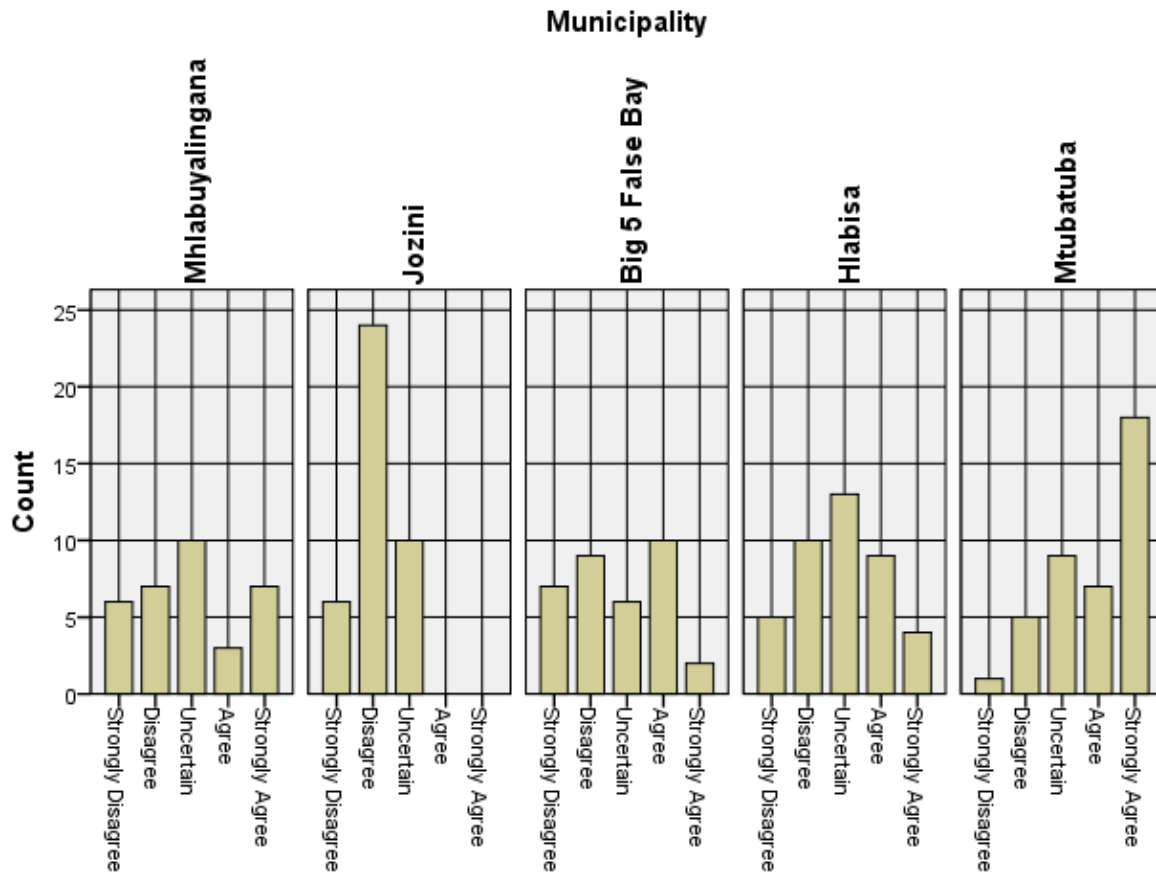
Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	1	3.0
		Disagree	11	33.3
		Uncertain	14	42.4
		Agree	5	15.2
		Strongly Agree	2	6.1
		Total	33	100.0
Jozini	Valid	Disagree	3	7.5
		Uncertain	34	85.0
		Agree	3	7.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	13	37.1
		Disagree	6	17.1
		Uncertain	6	17.1
		Agree	10	28.6
		Total	35	100.0
Hlabisa	Valid	Strongly Disagree	1	2.4
		Disagree	13	31.7
		Uncertain	18	43.9
		Agree	9	22.0
		Total	41	100.0
Mtubatuba	Valid	Strongly Disagree	1	2.5
		Disagree	8	20.0
		Uncertain	8	20.0
		Agree	14	35.0
		Strongly Agree	9	22.5
		Total	40	100.0

5. The councillor chairs IDP planning meetings in a manner that is conducive towards full participation and productive contribution of community members



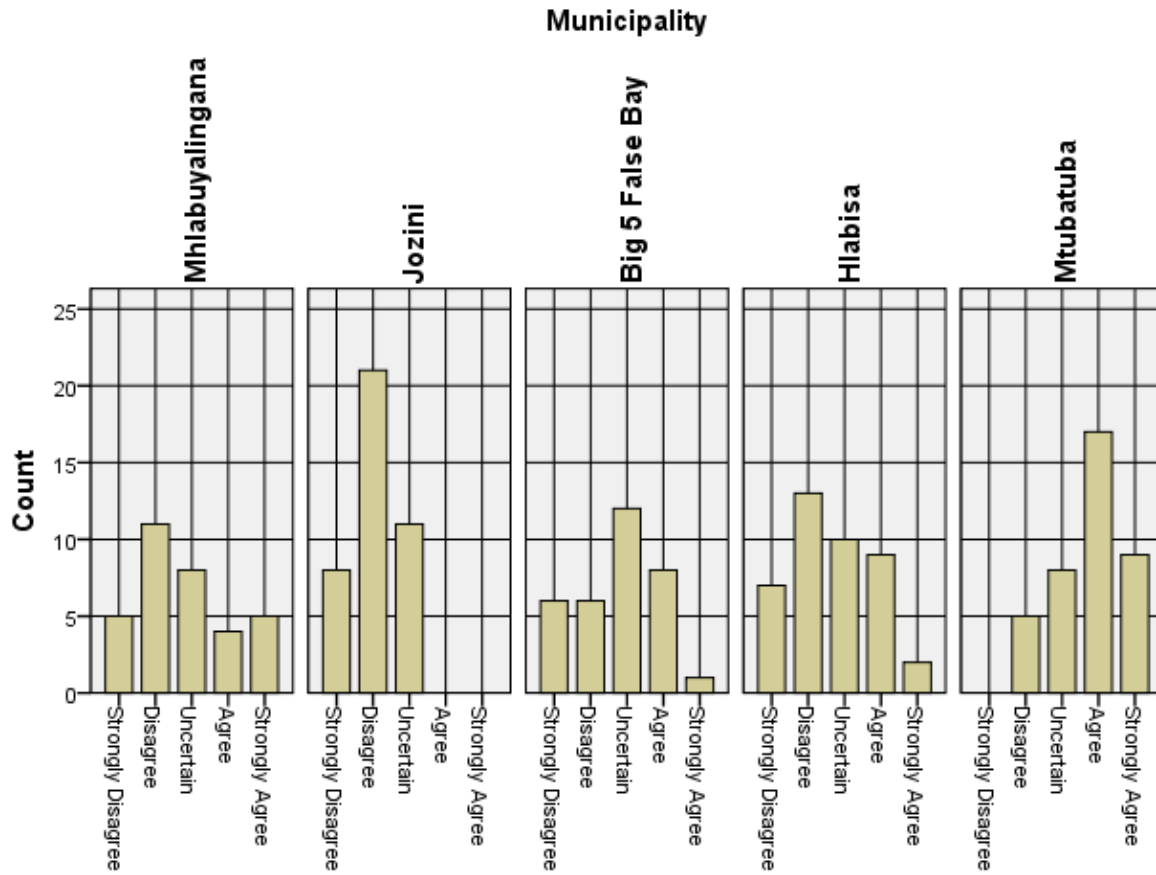
Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	5	15.2
		Disagree	12	36.4
		Uncertain	5	15.2
		Agree	9	27.3
		Strongly Agree	2	6.1
		Total	33	100.0
Jozini	Valid	Strongly Disagree	4	10.0
		Disagree	29	72.5
		Uncertain	7	17.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	5	14.3
		Disagree	10	28.6
		Uncertain	5	14.3
		Agree	14	40.0
		Total	34	97.1
	Missing	No Response	1	2.9
	Total		35	100.0
Hlabisa	Valid	Strongly Disagree	4	9.8
		Disagree	11	26.8
		Uncertain	5	12.2
		Agree	14	34.1
		Strongly Agree	7	17.1
		Total	41	100.0
Mtubatuba	Valid	Disagree	1	2.5
		Uncertain	7	17.5
		Agree	18	45.0
		Strongly Agree	14	35.0
		Total	40	100.0

6. The prioritization of community submission is conducted in a fair and transparent manner without bias towards any particular individual(s) or geographical location within the ward



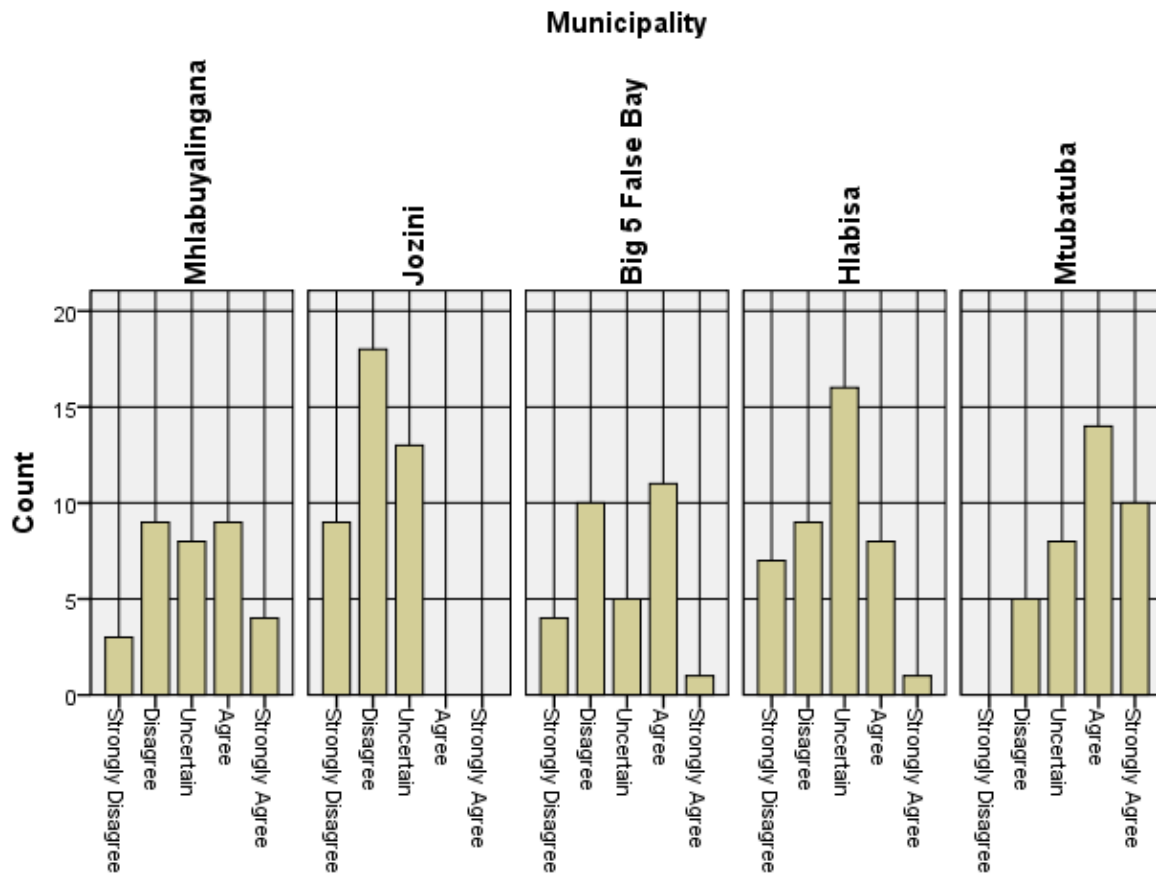
Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	6	18.2
		Disagree	7	21.2
		Uncertain	10	30.3
		Agree	3	9.1
		Strongly Agree	7	21.2
		Total	33	100.0
Jozini	Valid	Strongly Disagree	6	15.0
		Disagree	24	60.0
		Uncertain	10	25.0
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	7	20.0
		Disagree	9	25.7
		Uncertain	6	17.1
		Agree	10	28.6
		Strongly Agree	2	5.7
		Total	34	97.1
	Missing	No Response	1	2.9
Total			35	100.0
Hlabisa	Valid	Strongly Disagree	5	12.2
		Disagree	10	24.4
		Uncertain	13	31.7
		Agree	9	22.0
		Strongly Agree	4	9.8
		Total	41	100.0
Mtubatuba	Valid	Strongly Disagree	1	2.5
		Disagree	5	12.5
		Uncertain	9	22.5
		Agree	7	17.5
		Strongly Agree	18	45.0
		Total	40	100.0

7. The councillor and the ward committees ensure that community submissions are presented to the council without alterations or amendments after approval by the community



Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	5	15.2
		Disagree	11	33.3
		Uncertain	8	24.2
		Agree	4	12.1
		Strongly Agree	5	15.2
		Total	33	100.0
Jozini	Valid	Strongly Disagree	8	20.0
		Disagree	21	52.5
		Uncertain	11	27.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	6	17.1
		Disagree	6	17.1
		Uncertain	12	34.3
		Agree	8	22.9
		Strongly Agree	1	2.9
		Total	33	94.3
	Missing	No Response	2	5.7
Total			35	100.0
Hlabisa	Valid	Strongly Disagree	7	17.1
		Disagree	13	31.7
		Uncertain	10	24.4
		Agree	9	22.0
		Strongly Agree	2	4.9
		Total	41	100.0
Mtubatuba	Valid	Disagree	5	12.5
		Uncertain	8	20.0
		Agree	17	42.5
		Strongly Agree	9	22.5
		Total	39	97.5
	Missing	No Response	1	2.5
Total			40	100.0

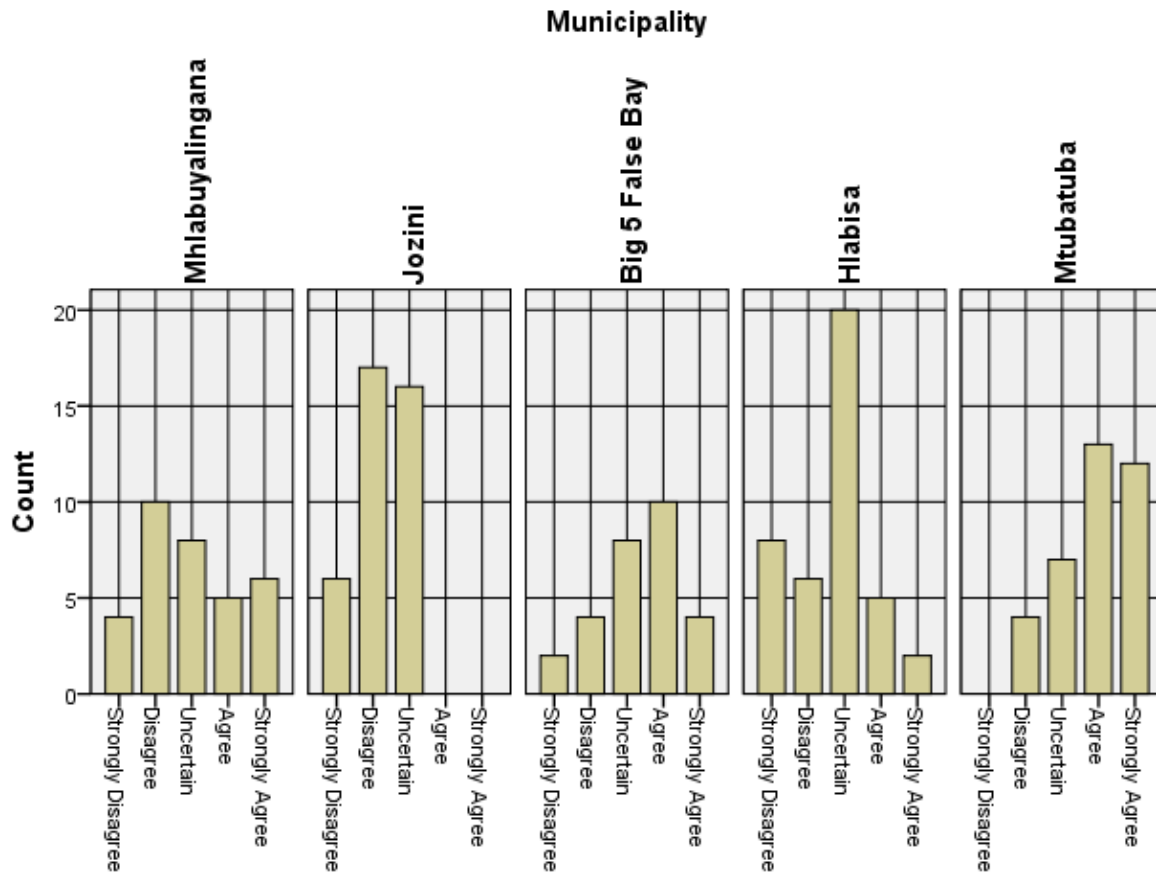
8. The councillor always provides the community with report back about the outcome of their submissions made to the IDP Planning meetings





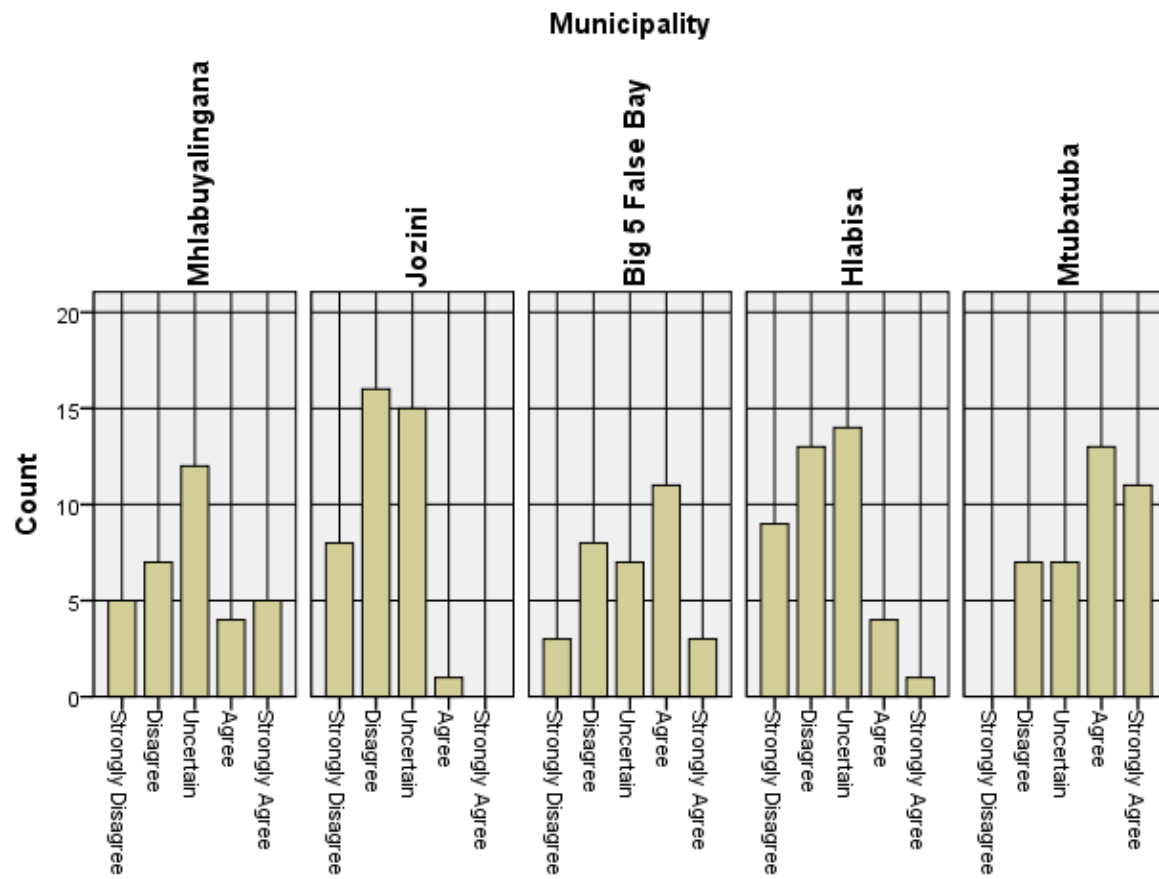
Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	3	9.1
		Disagree	9	27.3
		Uncertain	8	24.2
		Agree	9	27.3
		Strongly Agree	4	12.1
		Total	33	100.0
Jozini	Valid	Strongly Disagree	9	22.5
		Disagree	18	45.0
		Uncertain	13	32.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	4	11.4
		Disagree	10	28.6
		Uncertain	5	14.3
		Agree	11	31.4
		Strongly Agree	1	2.9
		Total	31	88.6
	Missing	No Response	4	11.4
Total			35	100.0
Hlabisa	Valid	Strongly Disagree	7	17.1
		Disagree	9	22.0
		Uncertain	16	39.0
		Agree	8	19.5
		Strongly Agree	1	2.4
		Total	41	100.0
Mtubatuba	Valid	Disagree	5	12.5
		Uncertain	8	20.0
		Agree	14	35.0
		Strongly Agree	10	25.0
		Total	37	92.5
	Missing	No Response	3	7.5
Total			40	100.0

9. The councillor and the ward committee possess the technical "know-how" and are familiar with relevant legislation to understand the entire IDP process



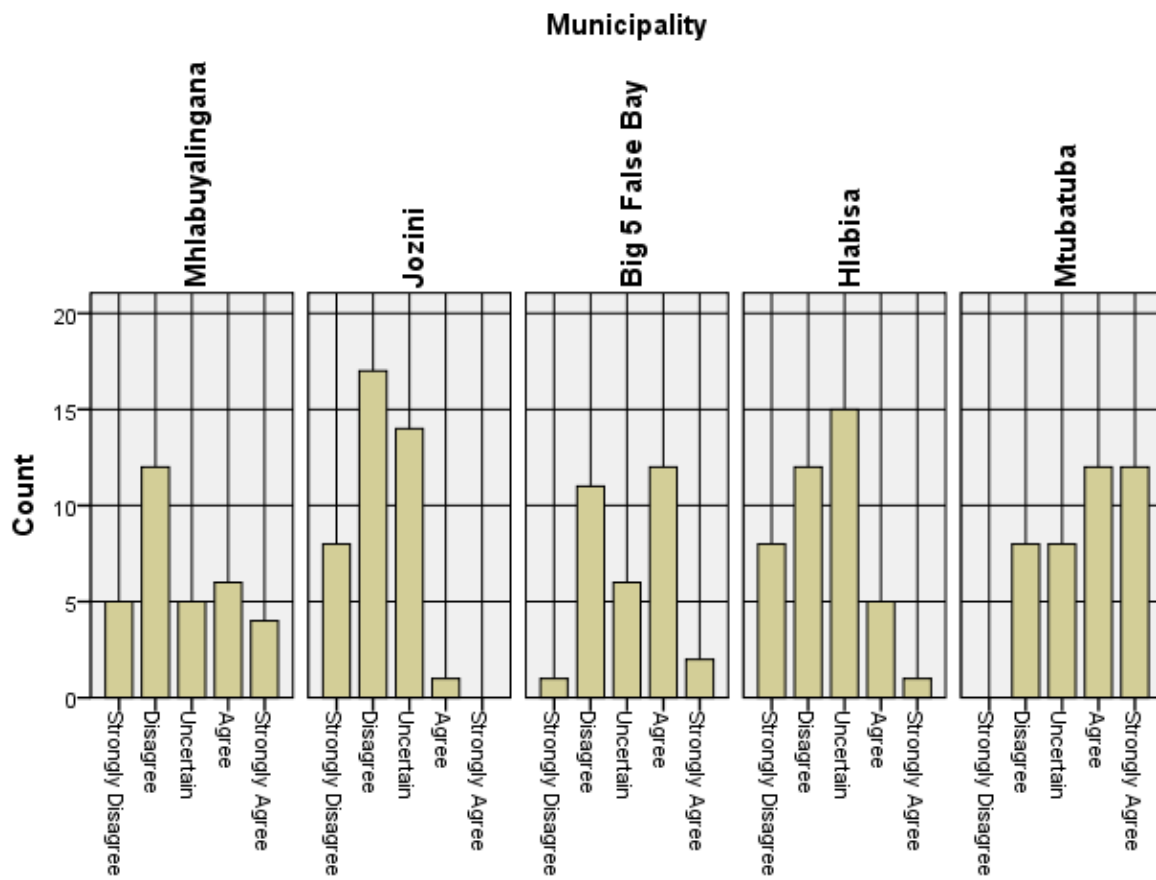
Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	4	12.1
		Disagree	10	30.3
		Uncertain	8	24.2
		Agree	5	15.2
		Strongly Agree	6	18.2
		Total	33	100.0
Jozini	Valid	Strongly Disagree	6	15.0
		Disagree	17	42.5
		Uncertain	16	40.0
		Total	39	97.5
	Missing	No Response	1	2.5
Total			40	100.0
Big 5 False Bay	Valid	Strongly Disagree	2	5.7
		Disagree	4	11.4
		Uncertain	8	22.9
		Agree	10	28.6
		Strongly Agree	4	11.4
		Total	28	80.0
	Missing	No Response	7	20.0
Total			35	100.0
Hlabisa	Valid	Strongly Disagree	8	19.5
		Disagree	6	14.6
		Uncertain	20	48.8
		Agree	5	12.2
		Strongly Agree	2	4.9
		Total	41	100.0
Mtubatuba	Valid	Disagree	4	10.0
		Uncertain	7	17.5
		Agree	13	32.5
		Strongly Agree	12	30.0
		Total	36	90.0
	Missing	No Response	4	10.0
Total			40	100.0

10. The councillor and the ward committee members are competent to represent the interests of their communities in the council IDP meetings satisfactorily



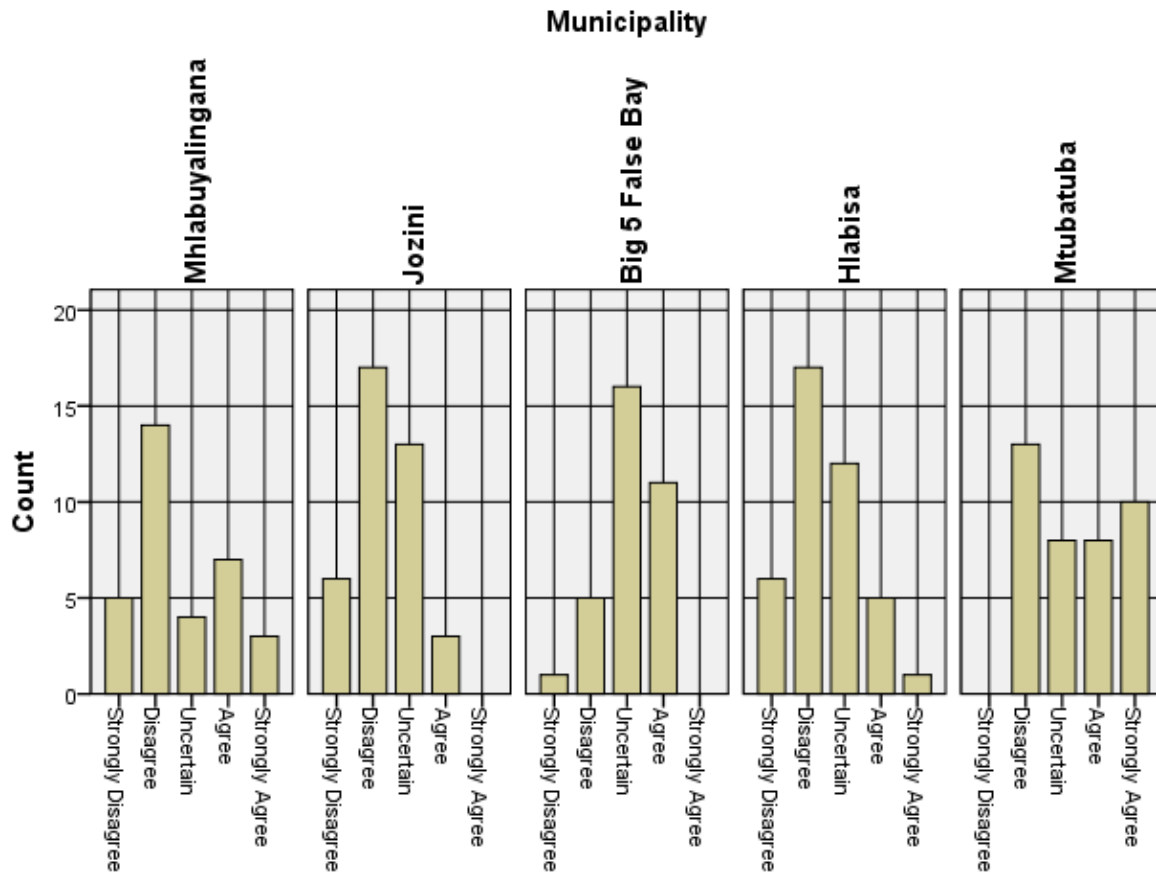
Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	5	15.2
		Disagree	7	21.2
		Uncertain	12	36.4
		Agree	4	12.1
		Strongly Agree	5	15.2
		Total	33	100.0
Jozini	Valid	Strongly Disagree	8	20.0
		Disagree	16	40.0
		Uncertain	15	37.5
		Agree	1	2.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	3	8.6
		Disagree	8	22.9
		Uncertain	7	20.0
		Agree	11	31.4
		Strongly Agree	3	8.6
		Total	32	91.4
	Missing	No Response	3	8.6
Total			35	100.0
Hlabisa	Valid	Strongly Disagree	9	22.0
		Disagree	13	31.7
		Uncertain	14	34.1
		Agree	4	9.8
		Strongly Agree	1	2.4
		Total	41	100.0
Mtubatuba	Valid	Disagree	7	17.5
		Uncertain	7	17.5
		Agree	13	32.5
		Strongly Agree	11	27.5
		Total	38	95.0
	Missing	No Response	2	5.0
Total			40	100.0

11. The municipality always selects service providers who are competent and reliable to undertake community projects



Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	5	15.2
		Disagree	12	36.4
		Uncertain	5	15.2
		Agree	6	18.2
		Strongly Agree	4	12.1
		Total	32	97.0
	Missing	No Response	1	3.0
	Total		33	100.0
Jozini	Valid	Strongly Disagree	8	20.0
		Disagree	17	42.5
		Uncertain	14	35.0
		Agree	1	2.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	1	2.9
		Disagree	11	31.4
		Uncertain	6	17.1
		Agree	12	34.3
		Strongly Agree	2	5.7
		Total	32	91.4
	Missing	No Response	3	8.6
	Total		35	100.0
Hlabisa	Valid	Strongly Disagree	8	19.5
		Disagree	12	29.3
		Uncertain	15	36.6
		Agree	5	12.2
		Strongly Agree	1	2.4
		Total	41	100.0
Mtubatuba	Valid	Disagree	8	20.0
		Uncertain	8	20.0
		Agree	12	30.0
		Strongly Agree	12	30.0
		Total	40	100.0

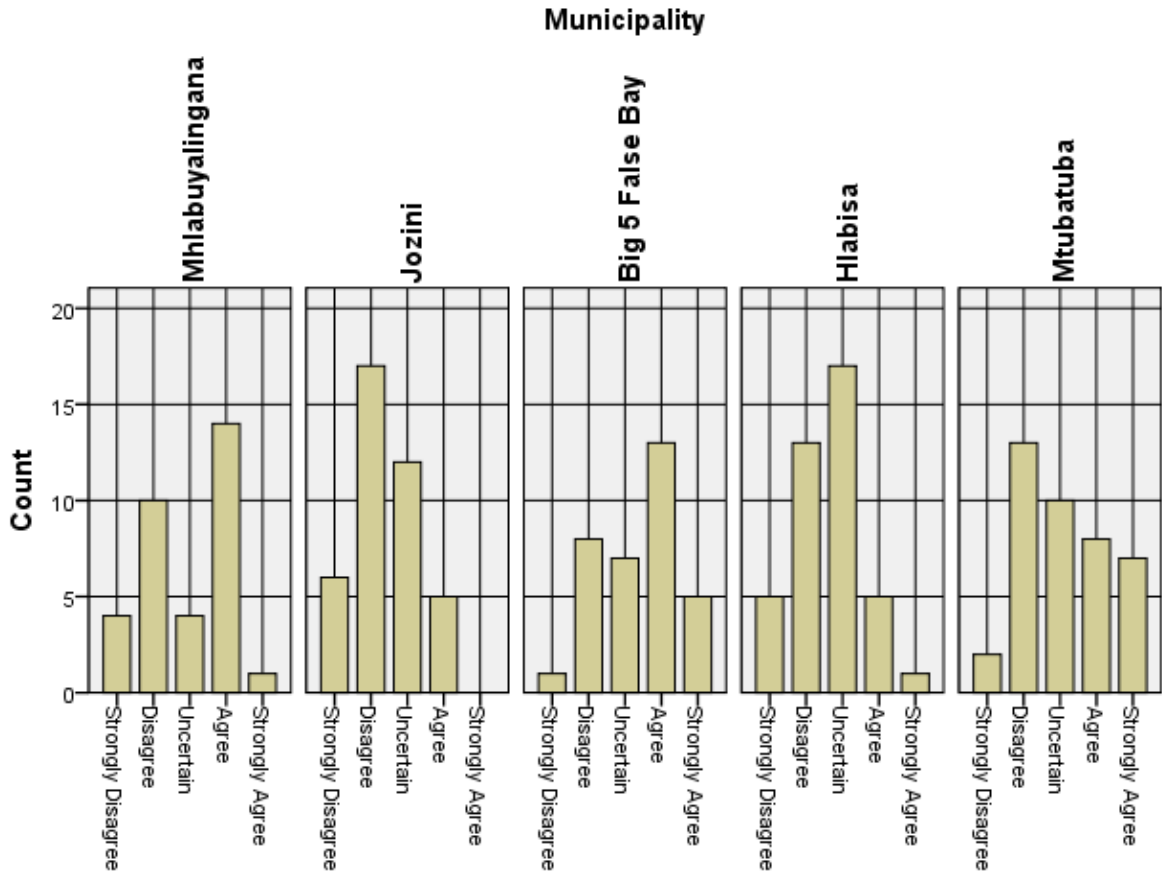
12. The councillor and the ward committees always monitor and manage the various stages of all community projects to ensure that service providers produce work of good standard and adhere to time schedules





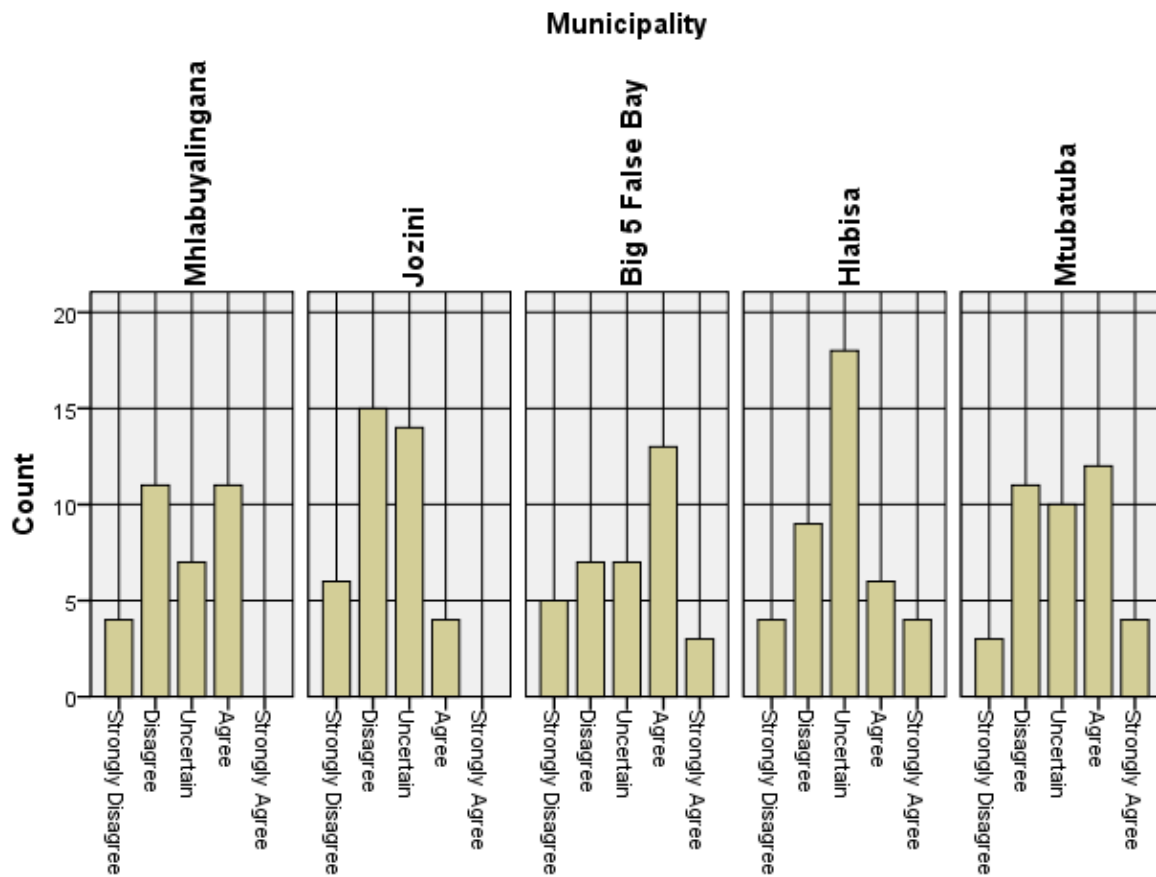
Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	5	15.2
		Disagree	14	42.4
		Uncertain	4	12.1
		Agree	7	21.2
		Strongly Agree	3	9.1
		Total	33	100.0
Jozini	Valid	Strongly Disagree	6	15.0
		Disagree	17	42.5
		Uncertain	13	32.5
		Agree	3	7.5
		Total	39	97.5
	Missing	No Response	1	2.5
Total			40	100.0
Big 5 False Bay	Valid	Strongly Disagree	1	2.9
		Disagree	5	14.3
		Uncertain	16	45.7
		Agree	11	31.4
		Total	33	94.3
	Missing	No Response	2	5.7
Total			35	100.0
Hlabisa	Valid	Strongly Disagree	6	14.6
		Disagree	17	41.5
		Uncertain	12	29.3
		Agree	5	12.2
		Strongly Agree	1	2.4
		Total	41	100.0
Mtubatuba	Valid	Disagree	13	32.5
		Uncertain	8	20.0
		Agree	8	20.0
		Strongly Agree	10	25.0
		Total	39	97.5
	Missing	No Response	1	2.5
Total			40	100.0

13. The councillor ensures that where possible the service providers employ members of the community to work in the community projects



Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	4	12.1
		Disagree	10	30.3
		Uncertain	4	12.1
		Agree	14	42.4
		Strongly Agree	1	3.0
		Total	33	100.0
Jozini	Valid	Strongly Disagree	6	15.0
		Disagree	17	42.5
		Uncertain	12	30.0
		Agree	5	12.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	1	2.9
		Disagree	8	22.9
		Uncertain	7	20.0
		Agree	13	37.1
		Strongly Agree	5	14.3
		Total	34	97.1
	Missing	No Response	1	2.9
Total			35	100.0
Hlabisa	Valid	Strongly Disagree	5	12.2
		Disagree	13	31.7
		Uncertain	17	41.5
		Agree	5	12.2
		Strongly Agree	1	2.4
		Total	41	100.0
Mtubatuba	Valid	Strongly Disagree	2	5.0
		Disagree	13	32.5
		Uncertain	10	25.0
		Agree	8	20.0
		Strongly Agree	7	17.5
		Total	40	100.0

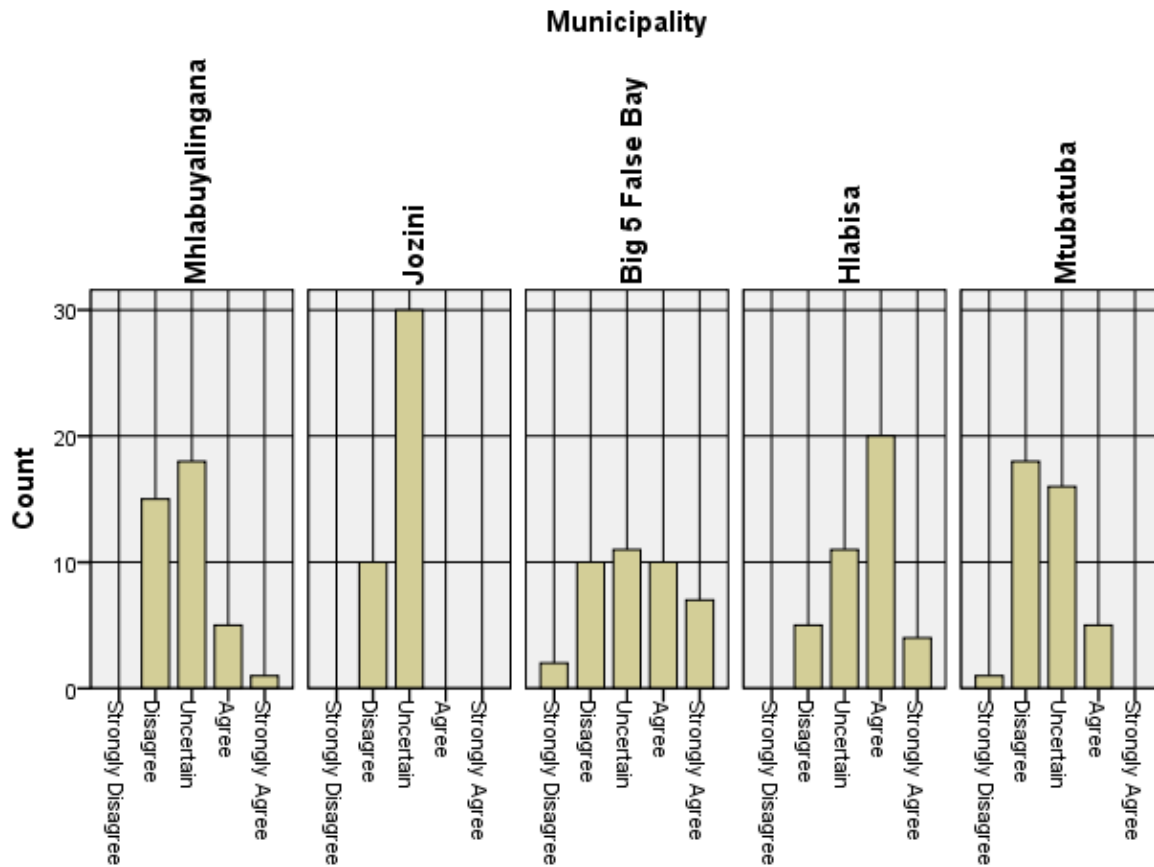
14. The councillor ensures that he/she always puts the interest of the entire community ahead of any other consideration during all stages of the IDP process



Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	4	12.1
		Disagree	11	33.3
		Uncertain	7	21.2
		Agree	11	33.3
		Total	33	100.0
Jozini	Valid	Strongly Disagree	6	15.0
		Disagree	15	37.5
		Uncertain	14	35.0
		Agree	4	10.0
		Total	39	97.5
	Missing	No Response	1	2.5
Total			40	100.0
Big 5 False Bay	Valid	Strongly Disagree	5	14.3
		Disagree	7	20.0
		Uncertain	7	20.0
		Agree	13	37.1
		Strongly Agree	3	8.6
		Total	35	100.0
Hlabisa	Valid	Strongly Disagree	4	9.8
		Disagree	9	22.0
		Uncertain	18	43.9
		Agree	6	14.6
		Strongly Agree	4	9.8
		Total	41	100.0
Mtubatuba	Valid	Strongly Disagree	3	7.5
		Disagree	11	27.5
		Uncertain	10	25.0
		Agree	12	30.0
		Strongly Agree	4	10.0
		Total	40	100.0

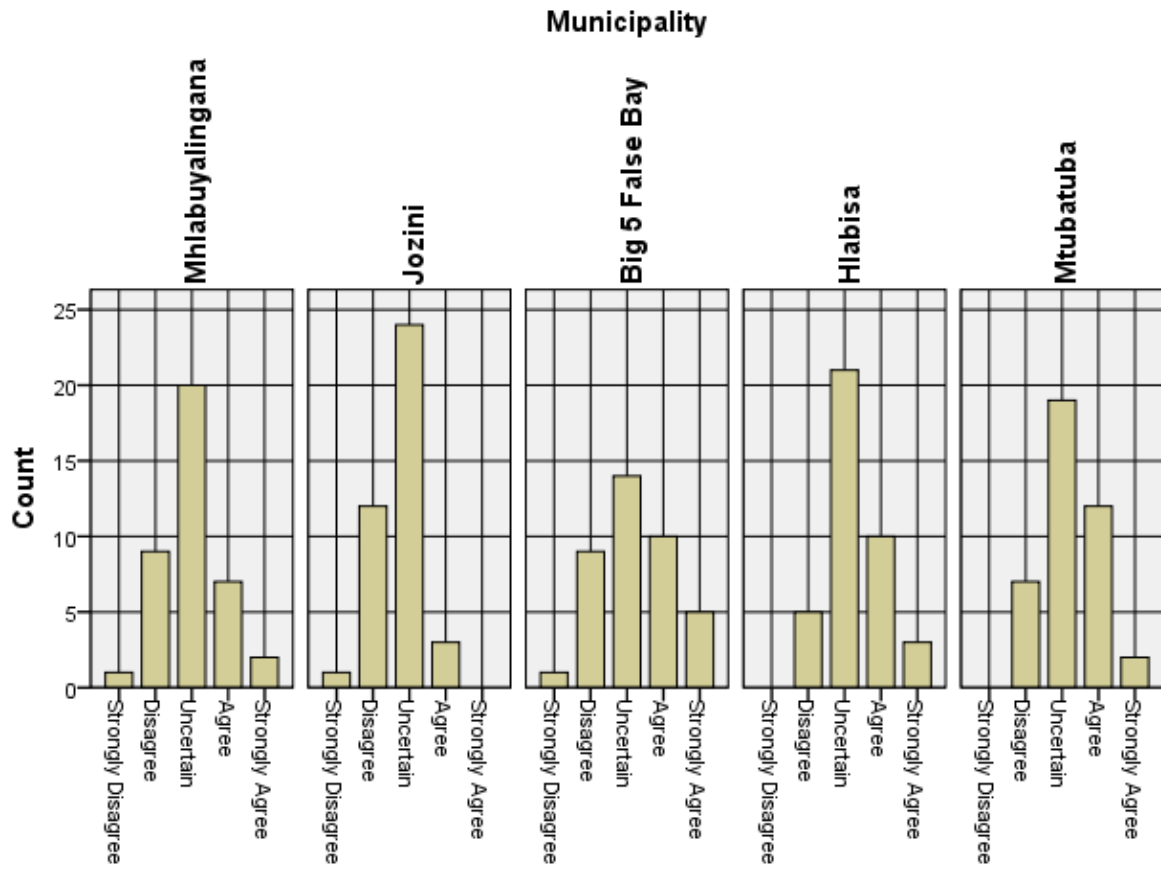
## Ward Representation findings

1. All ward IDP submissions are accorded equal treatment in terms of fair hearing, consideration, evaluation and adequate opportunity for motivation where necessary



Municipality			Frequency	Percent
Umhlabuyangana	Valid	Disagree	15	38.5
		Uncertain	18	46.2
		Agree	5	12.8
		Strongly Agree	1	2.6
		Total	39	100.0
Jozini	Valid	Disagree	10	25.0
		Uncertain	30	75.0
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	2	5.0
		Disagree	10	25.0
		Uncertain	11	27.5
		Agree	10	25.0
		Strongly Agree	7	17.5
		Total	40	100.0
Hlabisa	Valid	Disagree	5	12.5
		Uncertain	11	27.5
		Agree	20	50.0
		Strongly Agree	4	10.0
		Total	40	100.0
Mtubatuba	Valid	Strongly Disagree	1	2.5
		Disagree	18	45.0
		Uncertain	16	40.0
		Agree	5	12.5
		Total	40	100.0

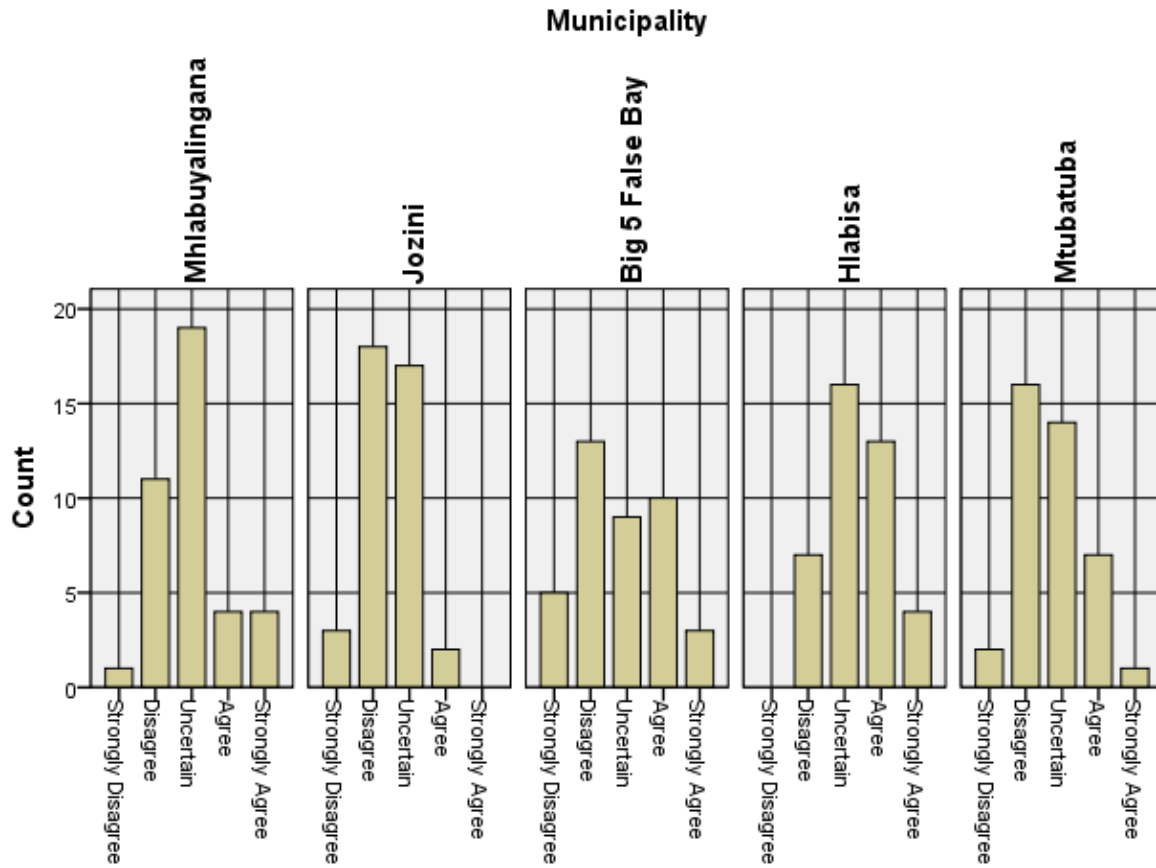
2. The identification of project is conducted in a fair, transparent and equitable manner without bias towards any particular ward





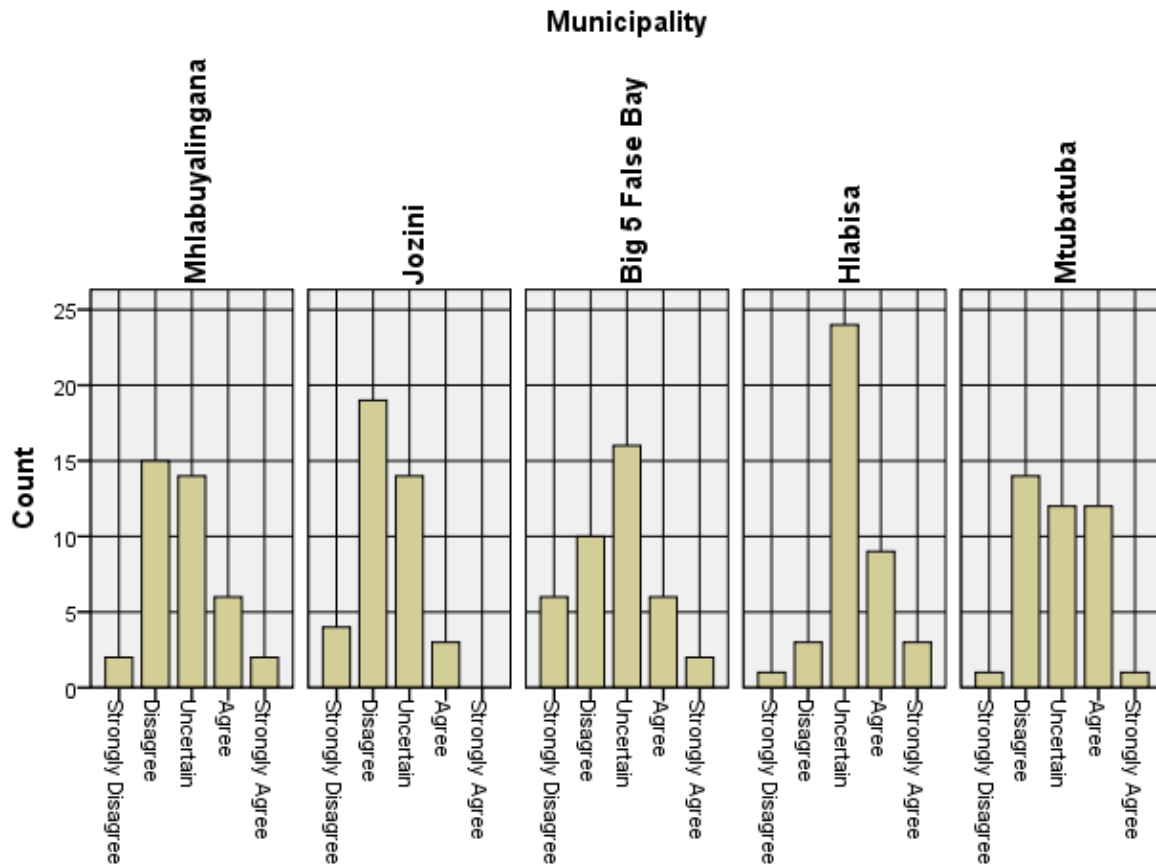
Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	1	2.6
		Disagree	9	23.1
		Uncertain	20	51.3
		Agree	7	17.9
		Strongly Agree	2	5.1
		Total	39	100.0
Jozini	Valid	Strongly Disagree	1	2.5
		Disagree	12	30.0
		Uncertain	24	60.0
		Agree	3	7.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	1	2.5
		Disagree	9	22.5
		Uncertain	14	35.0
		Agree	10	25.0
		Strongly Agree	5	12.5
		Total	39	97.5
	Missing	No Response	1	2.5
	Total		40	100.0
Hlabisa	Valid	Disagree	5	12.5
		Uncertain	21	52.5
		Agree	10	25.0
		Strongly Agree	3	7.5
		Total	39	97.5
	Missing	No Response	1	2.5
	Total		40	100.0
Mtubatuba	Valid	Disagree	7	17.5
		Uncertain	19	47.5
		Agree	12	30.0
		Strongly Agree	2	5.0
		Total	40	100.0

3. The manner in which the meetings are conducted and language usage etc contributes positively towards a atmosphere that is conducive to full meaningful participation of all ward representative



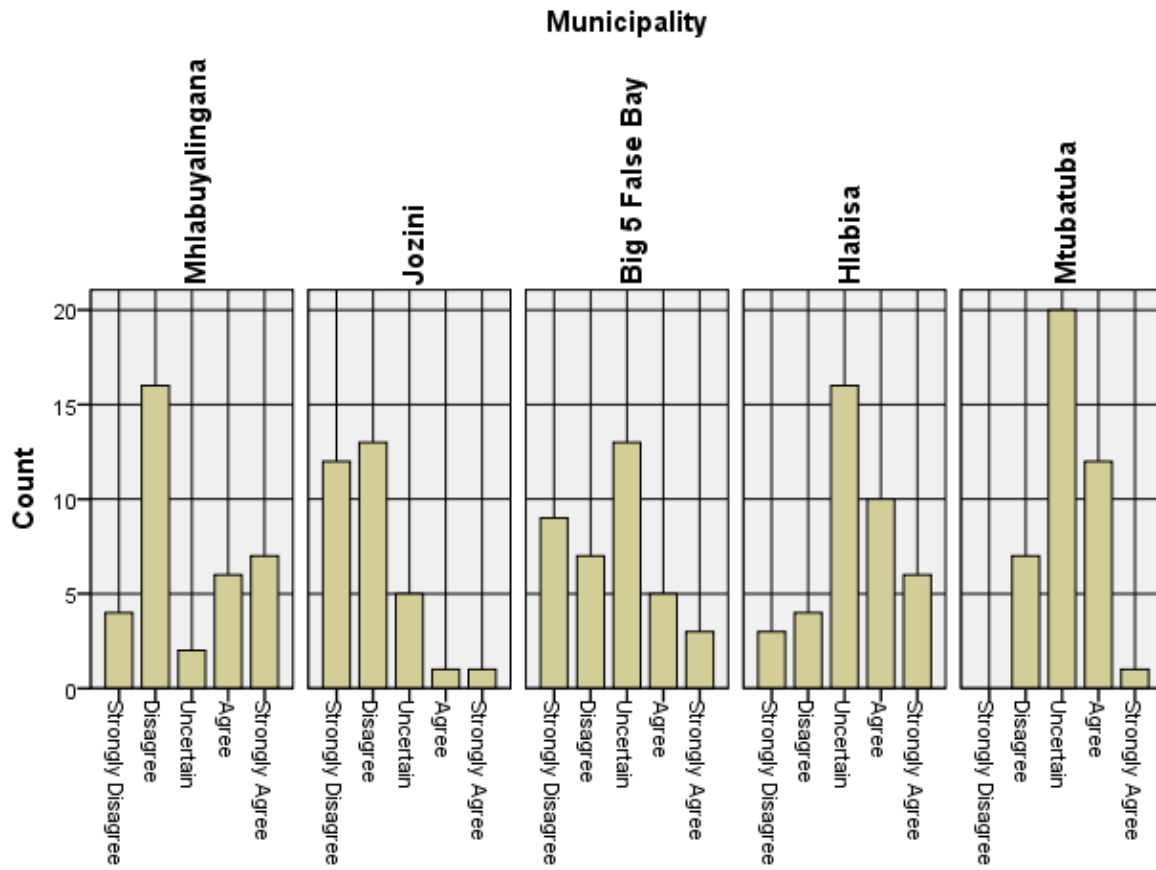
Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	1	2.6
		Disagree	11	28.2
		Uncertain	19	48.7
		Agree	4	10.3
		Strongly Agree	4	10.3
		Total	39	100.0
Jozini	Valid	Strongly Disagree	3	7.5
		Disagree	18	45.0
		Uncertain	17	42.5
		Agree	2	5.0
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	5	12.5
		Disagree	13	32.5
		Uncertain	9	22.5
		Agree	10	25.0
		Strongly Agree	3	7.5
		Total	40	100.0
Hlabisa	Valid	Disagree	7	17.5
		Uncertain	16	40.0
		Agree	13	32.5
		Strongly Agree	4	10.0
		Total	40	100.0
Mtubatuba	Valid	Strongly Disagree	2	5.0
		Disagree	16	40.0
		Uncertain	14	35.0
		Agree	7	17.5
		Strongly Agree	1	2.5
		Total	40	100.0

4. The councilors and all participants in IDP various stages posses the technical "Know how" to contribute meaningfully towards IDP processes



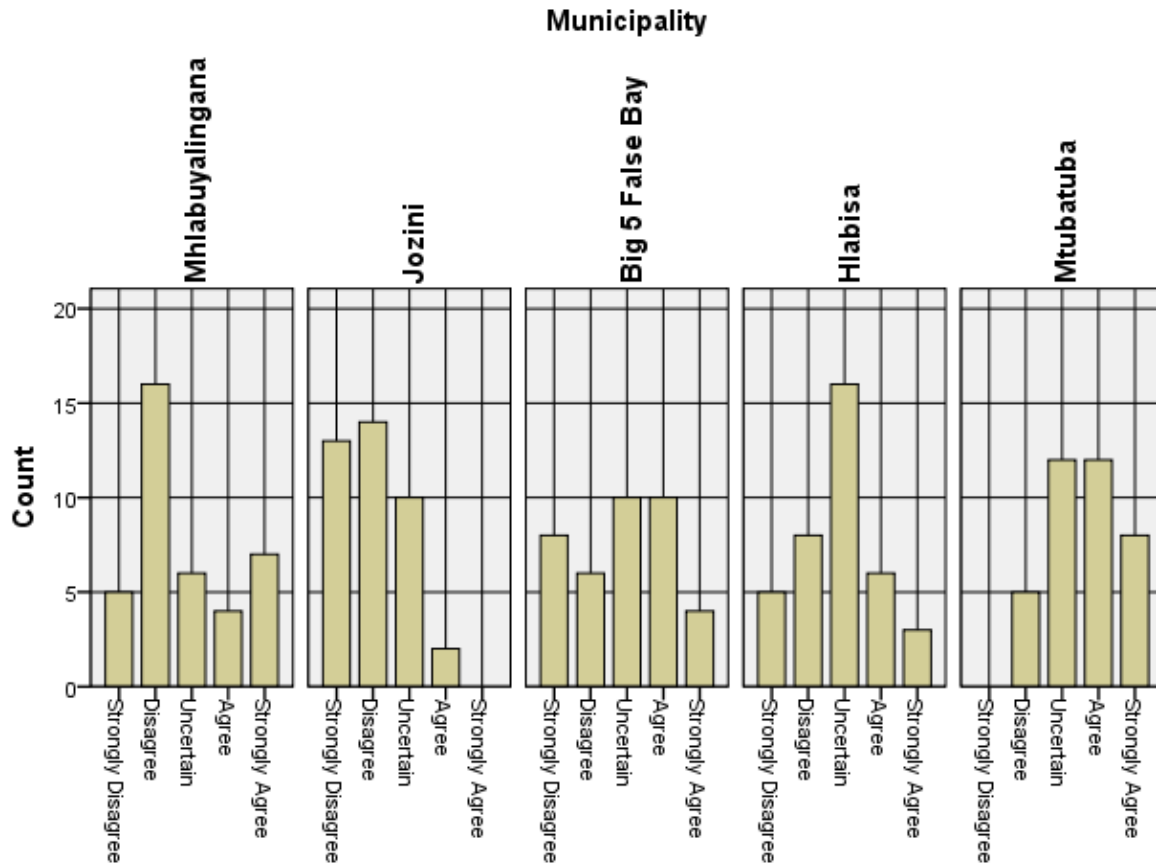
Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	2	5.1
		Disagree	15	38.5
		Uncertain	14	35.9
		Agree	6	15.4
		Strongly Agree	2	5.1
		Total	39	100.0
Jozini	Valid	Strongly Disagree	4	10.0
		Disagree	19	47.5
		Uncertain	14	35.0
		Agree	3	7.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	6	15.0
		Disagree	10	25.0
		Uncertain	16	40.0
		Agree	6	15.0
		Strongly Agree	2	5.0
		Total	40	100.0
Hlabisa	Valid	Strongly Disagree	1	2.5
		Disagree	3	7.5
		Uncertain	24	60.0
		Agree	9	22.5
		Strongly Agree	3	7.5
		Total	40	100.0
Mtubatuba	Valid	Strongly Disagree	1	2.5
		Disagree	14	35.0
		Uncertain	12	30.0
		Agree	12	30.0
		Strongly Agree	1	2.5
		Total	40	100.0

5. The council ensures that rules and procedures are strictly adhered to when resolutions are adopted, amended or implemented



Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	4	10.3
		Disagree	16	41.0
		Uncertain	2	5.1
		Agree	6	15.4
		Strongly Agree	7	17.9
		Total	35	89.7
	Missing	No Response	4	10.3
	Total		39	100.0
Jozini	Valid	Strongly Disagree	12	30.0
		Disagree	13	32.5
		Uncertain	5	12.5
		Agree	1	2.5
		Strongly Agree	1	2.5
		Total	32	80.0
	Missing	No Response	8	20.0
	Total		40	100.0
Big 5 False Bay	Valid	Strongly Disagree	9	22.5
		Disagree	7	17.5
		Uncertain	13	32.5
		Agree	5	12.5
		Strongly Agree	3	7.5
		Total	37	92.5
	Missing	No Response	3	7.5
	Total		40	100.0
Hlabisa	Valid	Strongly Disagree	3	7.5
		Disagree	4	10.0
		Uncertain	16	40.0
		Agree	10	25.0
		Strongly Agree	6	15.0
		Total	39	97.5
	Missing	No Response	1	2.5
	Total		40	100.0
Mtubatuba	Valid	Disagree	7	17.5
		Uncertain	20	50.0
		Agree	12	30.0
		Strongly Agree	1	2.5
		Total	40	100.0

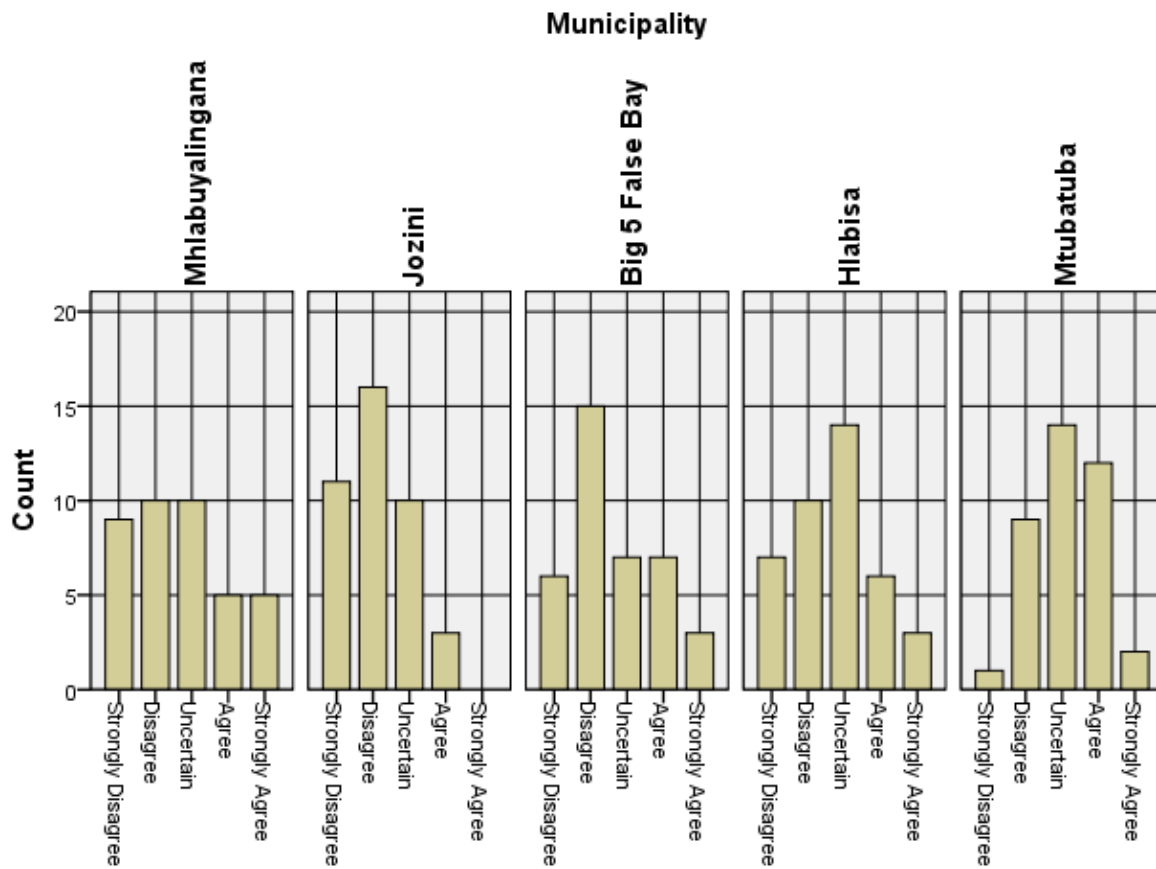
6. The technical department selects competent service providers to undertake community projects





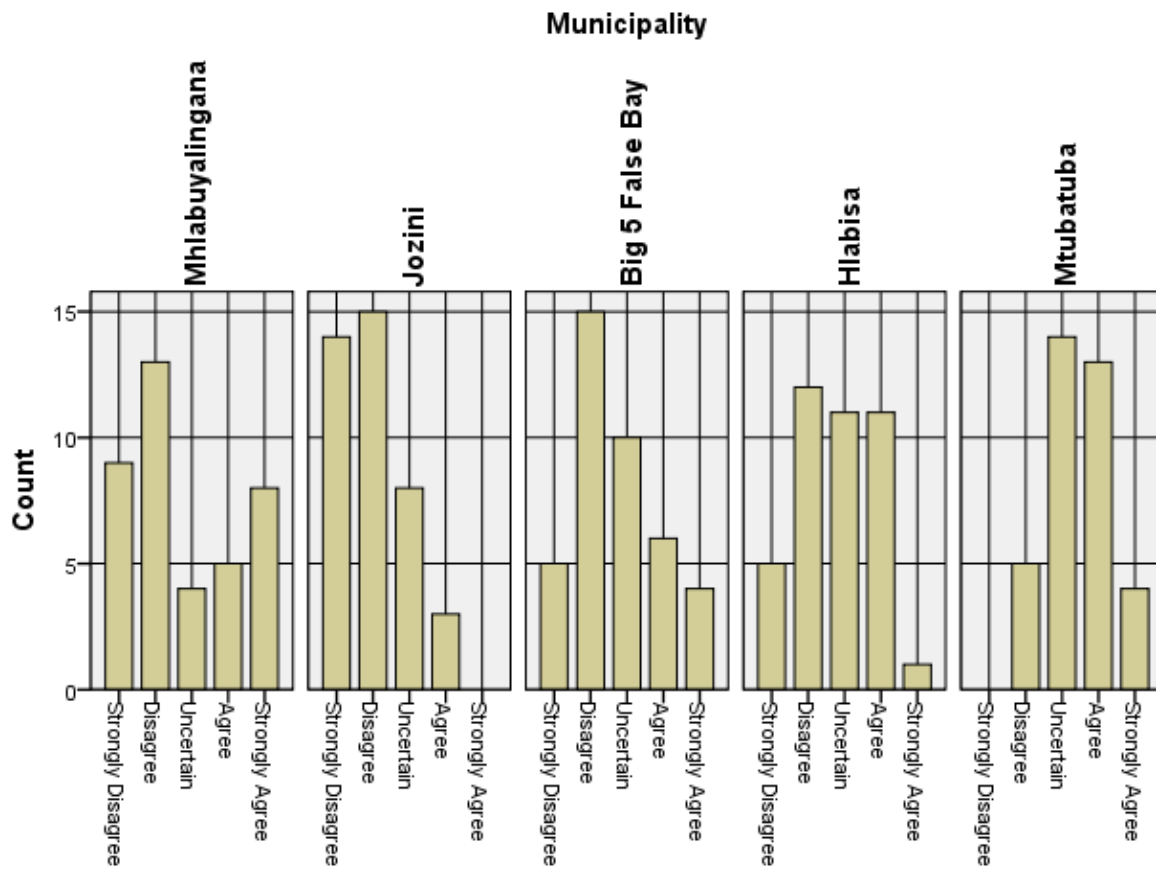
Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	5	12.8
		Disagree	16	41.0
		Uncertain	6	15.4
		Agree	4	10.3
		Strongly Agree	7	17.9
		Total	38	97.4
	Missing	No Response	1	2.6
	Total		39	100.0
Jozini	Valid	Strongly Disagree	13	32.5
		Disagree	14	35.0
		Uncertain	10	25.0
		Agree	2	5.0
		Total	39	97.5
	Missing	No Response	1	2.5
	Total		40	100.0
Big 5 False Bay	Valid	Strongly Disagree	8	20.0
		Disagree	6	15.0
		Uncertain	10	25.0
		Agree	10	25.0
		Strongly Agree	4	10.0
		Total	38	95.0
	Missing	No Response	2	5.0
	Total		40	100.0
Hlabisa	Valid	Strongly Disagree	5	12.5
		Disagree	8	20.0
		Uncertain	16	40.0
		Agree	6	15.0
		Strongly Agree	3	7.5
		Total	38	95.0
	Missing	No Response	2	5.0
	Total		40	100.0
Mtubatuba	Valid	Disagree	5	12.5
		Uncertain	12	30.0
		Agree	12	30.0
		Strongly Agree	8	20.0
		Total	37	92.5
	Missing	No Response	3	7.5
	Total		40	100.0

7. The technical department allocates adequate budgets to ensure that service providers deliver completed projects of good standard



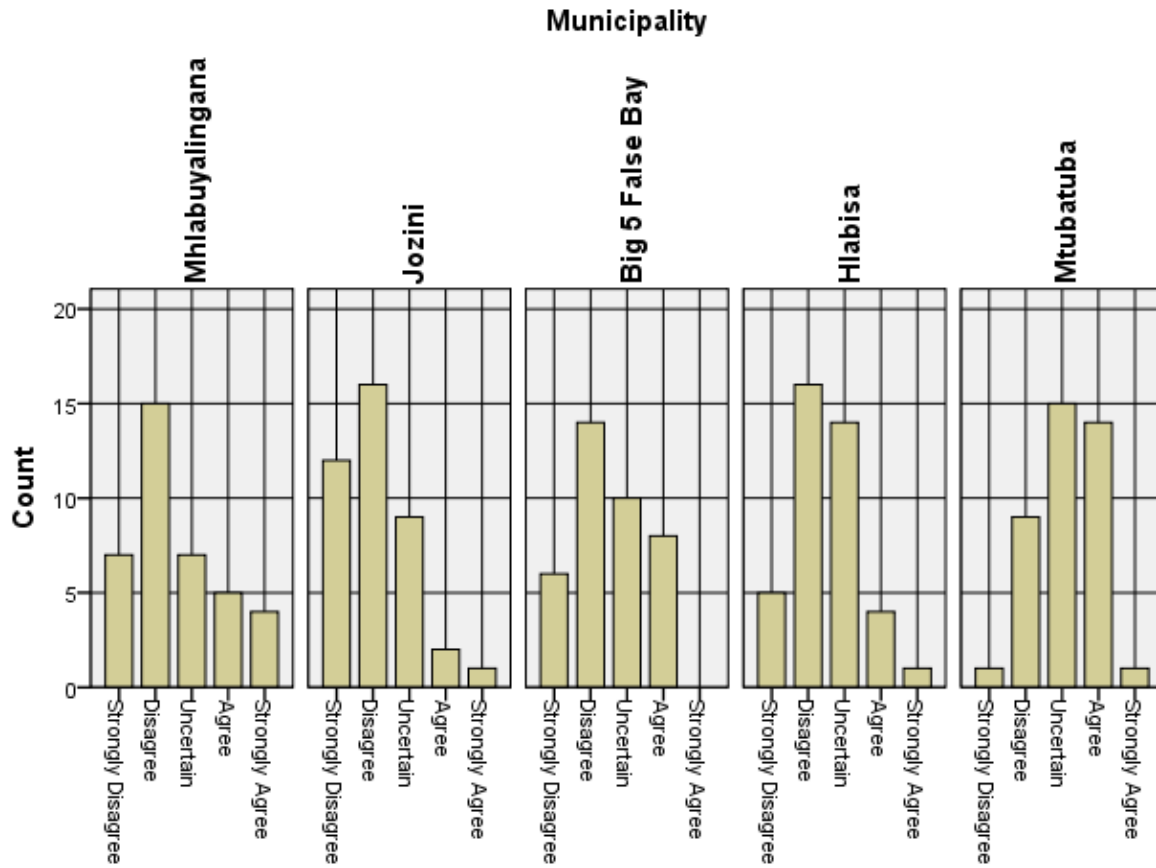
Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	9	23.1
		Disagree	10	25.6
		Uncertain	10	25.6
		Agree	5	12.8
		Strongly Agree	5	12.8
		Total	39	100.0
Jozini	Valid	Strongly Disagree	11	27.5
		Disagree	16	40.0
		Uncertain	10	25.0
		Agree	3	7.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	6	15.0
		Disagree	15	37.5
		Uncertain	7	17.5
		Agree	7	17.5
		Strongly Agree	3	7.5
		Total	38	95.0
	Missing	No Response	2	5.0
Total			40	100.0
Hlabisa	Valid	Strongly Disagree	7	17.5
		Disagree	10	25.0
		Uncertain	14	35.0
		Agree	6	15.0
		Strongly Agree	3	7.5
		Total	40	100.0
Mtubatuba	Valid	Strongly Disagree	1	2.5
		Disagree	9	22.5
		Uncertain	14	35.0
		Agree	12	30.0
		Strongly Agree	2	5.0
		Total	38	95.0
	Missing	No Response	2	5.0
Total			40	100.0

8. The technical department always perform the necessary preliminary work to ensure that all projects commence on time



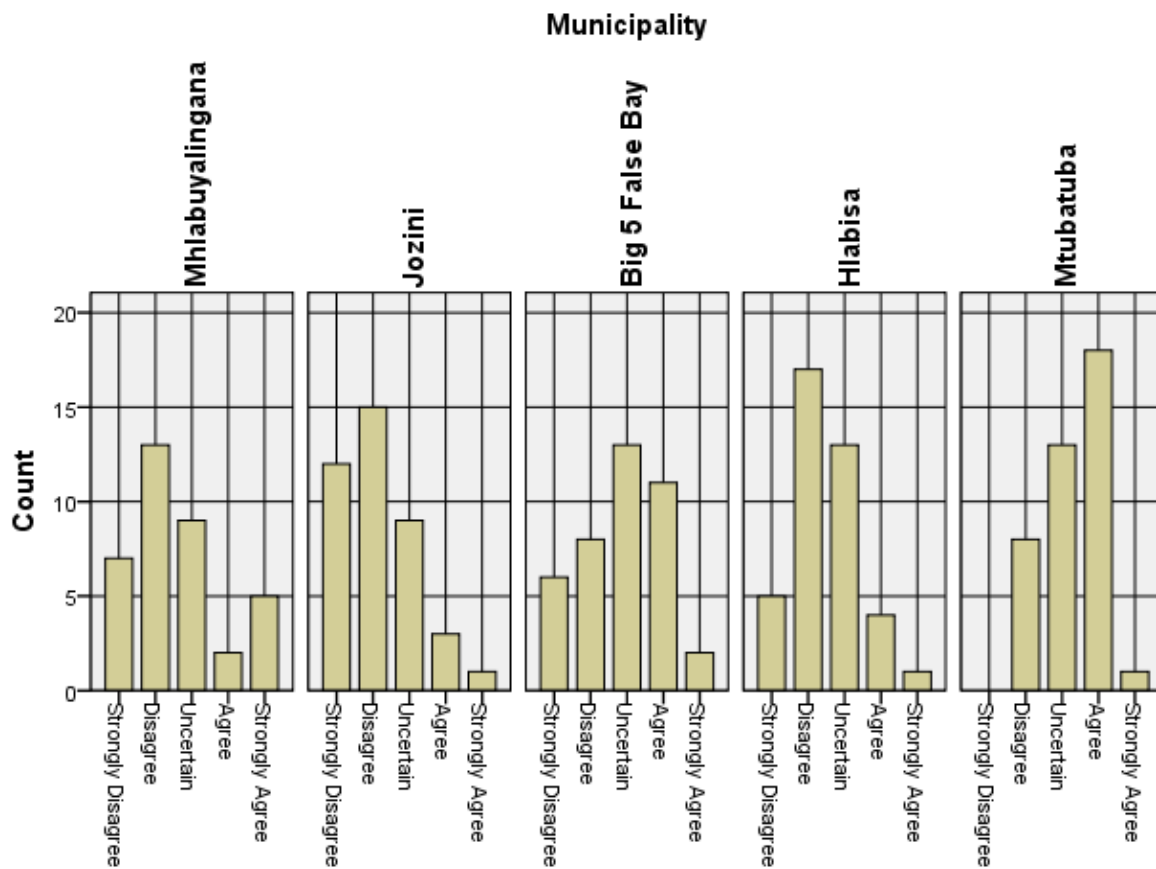
Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	9	23.1
		Disagree	13	33.3
		Uncertain	4	10.3
		Agree	5	12.8
		Strongly Agree	8	20.5
		Total	39	100.0
Jozini	Valid	Strongly Disagree	14	35.0
		Disagree	15	37.5
		Uncertain	8	20.0
		Agree	3	7.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	5	12.5
		Disagree	15	37.5
		Uncertain	10	25.0
		Agree	6	15.0
		Strongly Agree	4	10.0
		Total	40	100.0
Hlabisa	Valid	Strongly Disagree	5	12.5
		Disagree	12	30.0
		Uncertain	11	27.5
		Agree	11	27.5
		Strongly Agree	1	2.5
		Total	40	100.0
Mtubatuba	Valid	Disagree	5	12.5
		Uncertain	14	35.0
		Agree	13	32.5
		Strongly Agree	4	10.0
		Total	36	90.0
	Missing	No Response	4	10.0
	Total		40	100.0

9. The technical department always keeps to schedules and hands over projects to wards on time together with appropriate documentation



Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	7	17.9
		Disagree	15	38.5
		Uncertain	7	17.9
		Agree	5	12.8
		Strongly Agree	4	10.3
		Total	38	97.4
	Missing	No Response	1	2.6
	Total		39	100.0
Jozini	Valid	Strongly Disagree	12	30.0
		Disagree	16	40.0
		Uncertain	9	22.5
		Agree	2	5.0
		Strongly Agree	1	2.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	6	15.0
		Disagree	14	35.0
		Uncertain	10	25.0
		Agree	8	20.0
		Total	38	95.0
	Missing	No Response	2	5.0
	Total		40	100.0
Hlabisa	Valid	Strongly Disagree	5	12.5
		Disagree	16	40.0
		Uncertain	14	35.0
		Agree	4	10.0
		Strongly Agree	1	2.5
		Total	40	100.0
Mtubatuba	Valid	Strongly Disagree	1	2.5
		Disagree	9	22.5
		Uncertain	15	37.5
		Agree	14	35.0
		Strongly Agree	1	2.5
		Total	40	100.0

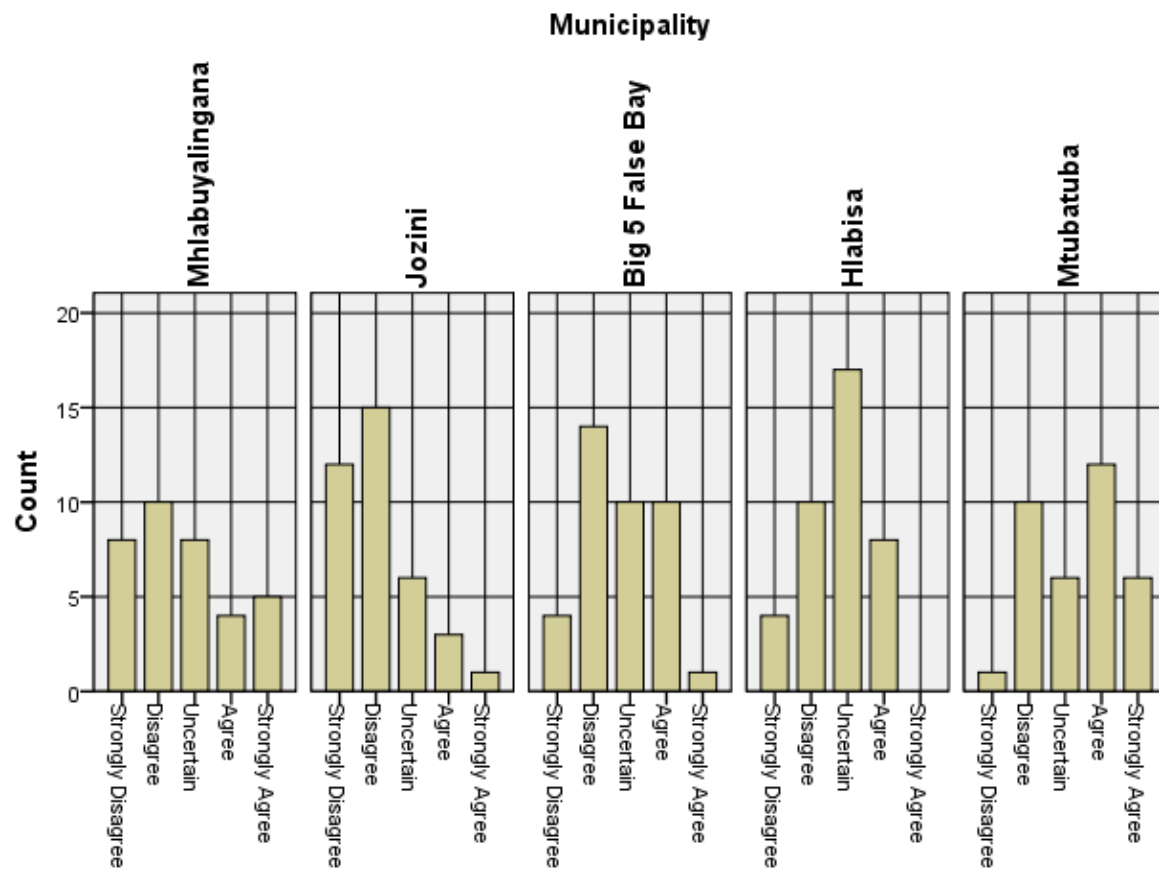
10. The municipality remunerates the service providers on schedule to ensure smooth running and completion of projects





Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	7	17.9
		Disagree	13	33.3
		Uncertain	9	23.1
		Agree	2	5.1
		Strongly Agree	5	12.8
		Total	36	92.3
	Missing	No Response	3	7.7
	Total		39	100.0
Jozini	Valid	Strongly Disagree	12	30.0
		Disagree	15	37.5
		Uncertain	9	22.5
		Agree	3	7.5
		Strongly Agree	1	2.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	6	15.0
		Disagree	8	20.0
		Uncertain	13	32.5
		Agree	11	27.5
		Strongly Agree	2	5.0
		Total	40	100.0
Hlabisa	Valid	Strongly Disagree	5	12.5
		Disagree	17	42.5
		Uncertain	13	32.5
		Agree	4	10.0
		Strongly Agree	1	2.5
		Total	40	100.0
Mtubatuba	Valid	Disagree	8	20.0
		Uncertain	13	32.5
		Agree	18	45.0
		Strongly Agree	1	2.5
		Total	40	100.0

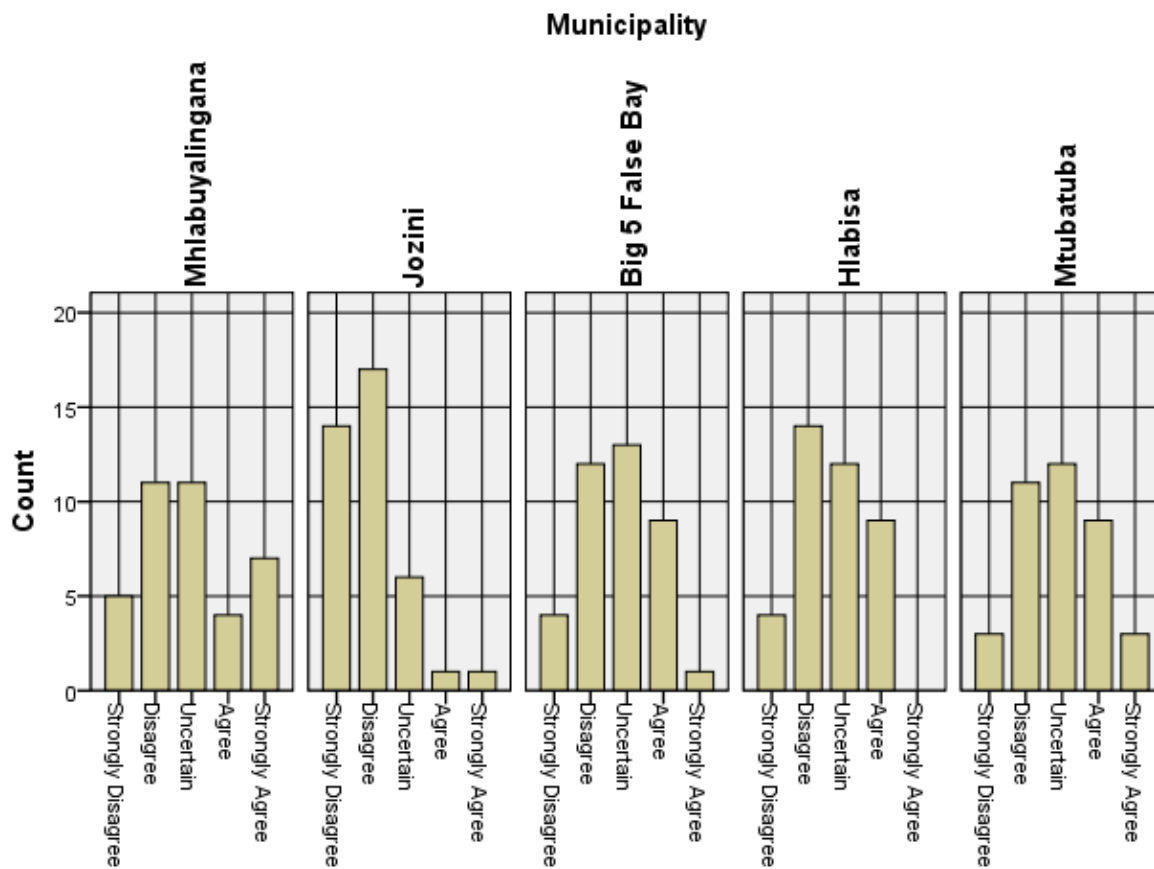
11. Most of community members attend IDP meetings



Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	8	20.5
		Disagree	10	25.6
		Uncertain	8	20.5
		Agree	4	10.3
		Strongly Agree	5	12.8
		Total	35	89.7
	Missing	No Response	4	10.3
	Total		39	100.0
Jozini	Valid	Strongly Disagree	12	30.0
		Disagree	15	37.5
		Uncertain	6	15.0
		Agree	3	7.5
		Strongly Agree	1	2.5
		Total	37	92.5
	Missing	No Response	3	7.5
	Total		40	100.0
Big 5 False Bay	Valid	Strongly Disagree	4	10.0
		Disagree	14	35.0
		Uncertain	10	25.0
		Agree	10	25.0
		Strongly Agree	1	2.5
		Total	39	97.5
	Missing	No Response	1	2.5
	Total		40	100.0
Hlabisa	Valid	Strongly Disagree	4	10.0
		Disagree	10	25.0
		Uncertain	17	42.5
		Agree	8	20.0
		Total	39	97.5
	Missing	No Response	1	2.5
	Total		40	100.0
Mtubatuba	Valid	Strongly Disagree	1	2.5
		Disagree	10	25.0
		Uncertain	6	15.0
		Agree	12	30.0
		Strongly Agree	6	15.0

		Total	35	87.5
	Missing	No Response	5	12.5
	Total		40	100.0

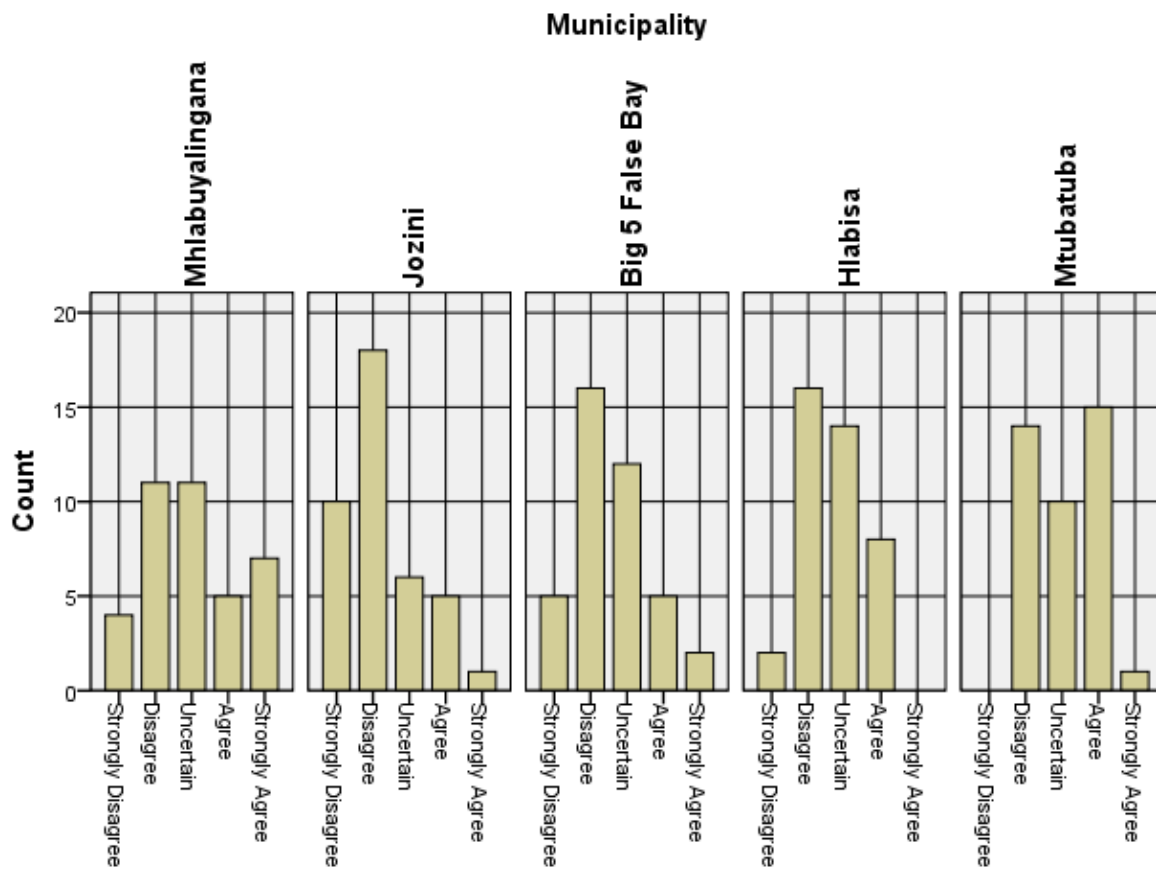
12. Most of the community members have reasonable understanding of the whole IDP process



Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	5	12.8
		Disagree	11	28.2
		Uncertain	11	28.2
		Agree	4	10.3
		Strongly Agree	7	17.9
		Total	38	97.4
	Missing	No Response	1	2.6
	Total		39	100.0
Jozini	Valid	Strongly Disagree	14	35.0
		Disagree	17	42.5
		Uncertain	6	15.0
		Agree	1	2.5
		Strongly Agree	1	2.5
		Total	39	97.5
	Missing	No Response	1	2.5
	Total		40	100.0
Big 5 False Bay	Valid	Strongly Disagree	4	10.0
		Disagree	12	30.0
		Uncertain	13	32.5
		Agree	9	22.5
		Strongly Agree	1	2.5
		Total	39	97.5
	Missing	No Response	1	2.5
	Total		40	100.0
Hlabisa	Valid	Strongly Disagree	4	10.0
		Disagree	14	35.0
		Uncertain	12	30.0
		Agree	9	22.5
		Total	39	97.5
	Missing	No Response	1	2.5
	Total		40	100.0
Mtubatuba	Valid	Strongly Disagree	3	7.5
		Disagree	11	27.5
		Uncertain	12	30.0
		Agree	9	22.5
		Strongly Agree	3	7.5
		Total	38	95.0
	Missing	No Response	2	5.0

Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	5	12.8
		Disagree	11	28.2
		Uncertain	11	28.2
		Agree	4	10.3
		Strongly Agree	7	17.9
		Total	38	97.4
	Missing	No Response	1	2.6
	Total		39	100.0
Jozini	Valid	Strongly Disagree	14	35.0
		Disagree	17	42.5
		Uncertain	6	15.0
		Agree	1	2.5
		Strongly Agree	1	2.5
		Total	39	97.5
	Missing	No Response	1	2.5
	Total		40	100.0
Big 5 False Bay	Valid	Strongly Disagree	4	10.0
		Disagree	12	30.0
		Uncertain	13	32.5
		Agree	9	22.5
		Strongly Agree	1	2.5
		Total	39	97.5
	Missing	No Response	1	2.5
	Total		40	100.0
Hlabisa	Valid	Strongly Disagree	4	10.0
		Disagree	14	35.0
		Uncertain	12	30.0
		Agree	9	22.5
		Total	39	97.5
	Missing	No Response	1	2.5
	Total		40	100.0
Mtubatuba	Valid	Strongly Disagree	3	7.5
		Disagree	11	27.5
		Uncertain	12	30.0
		Agree	9	22.5
		Strongly Agree	3	7.5
		Total	38	95.0
	Missing	No Response	2	5.0
	Total		40	100.0

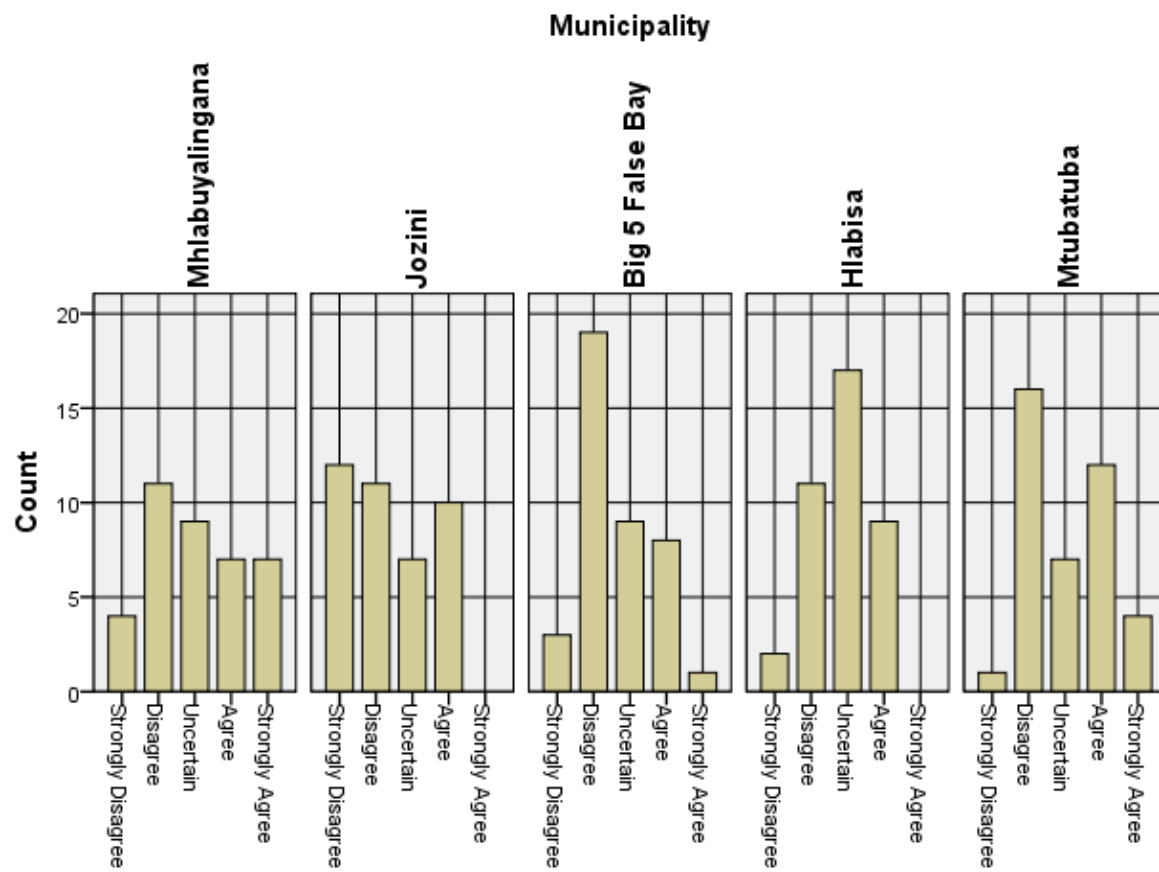
13. Most of the community members who attend meetings participate and contribute meaningfully towards the IDP process



Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	4	10.3
		Disagree	11	28.2
		Uncertain	11	28.2
		Agree	5	12.8
		Strongly Agree	7	17.9
		Total	38	97.4
	Missing	No Response	1	2.6
	Total		39	100.0
Jozini	Valid	Strongly Disagree	10	25.0
		Disagree	18	45.0
		Uncertain	6	15.0
		Agree	5	12.5
		Strongly Agree	1	2.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	5	12.5
		Disagree	16	40.0
		Uncertain	12	30.0
		Agree	5	12.5
		Strongly Agree	2	5.0
		Total	40	100.0
Hlabisa	Valid	Strongly Disagree	2	5.0
		Disagree	16	40.0
		Uncertain	14	35.0
		Agree	8	20.0
		Total	40	100.0
Mtubatuba	Valid	Disagree	14	35.0
		Uncertain	10	25.0
		Agree	15	37.5
		Strongly Agree	1	2.5
		Total	40	100.0

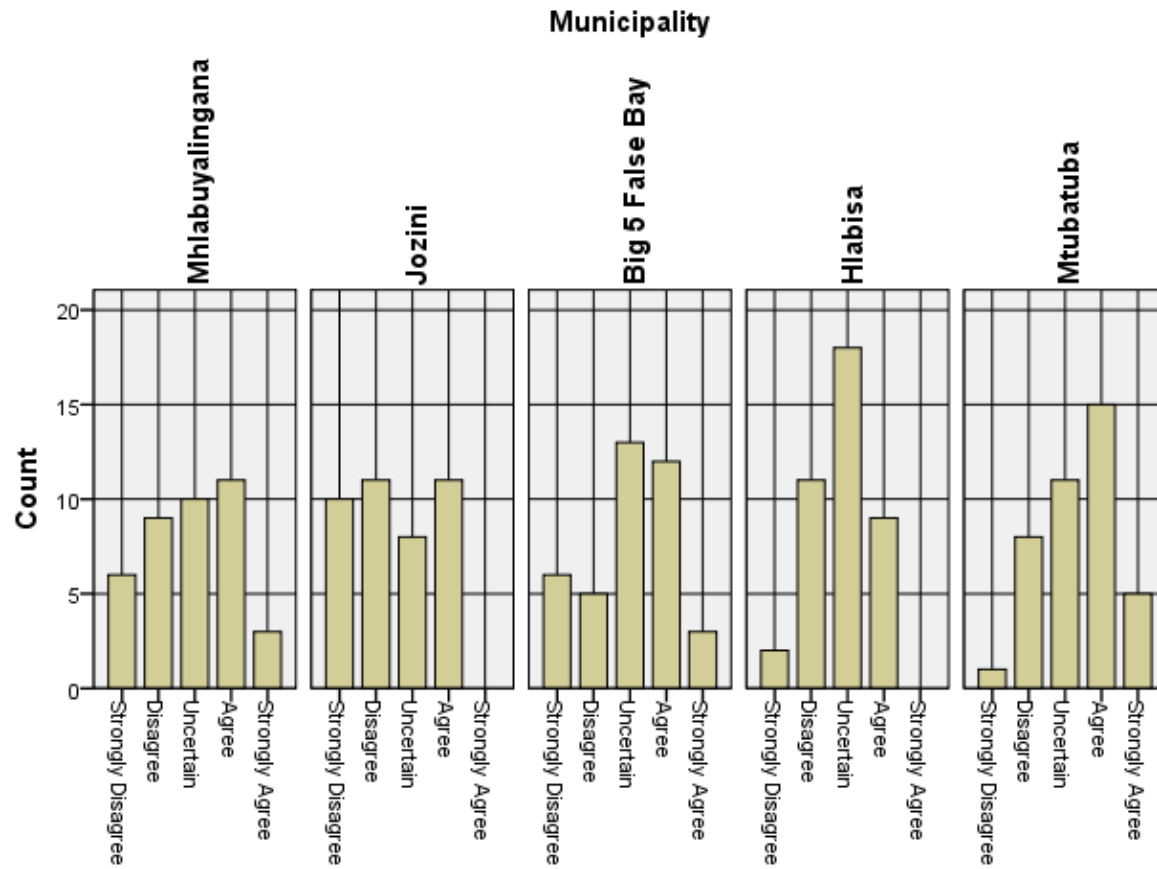


14. Most of the times the community members who attend meetings make considered and reasonable submissions or proposals during IDP meetings



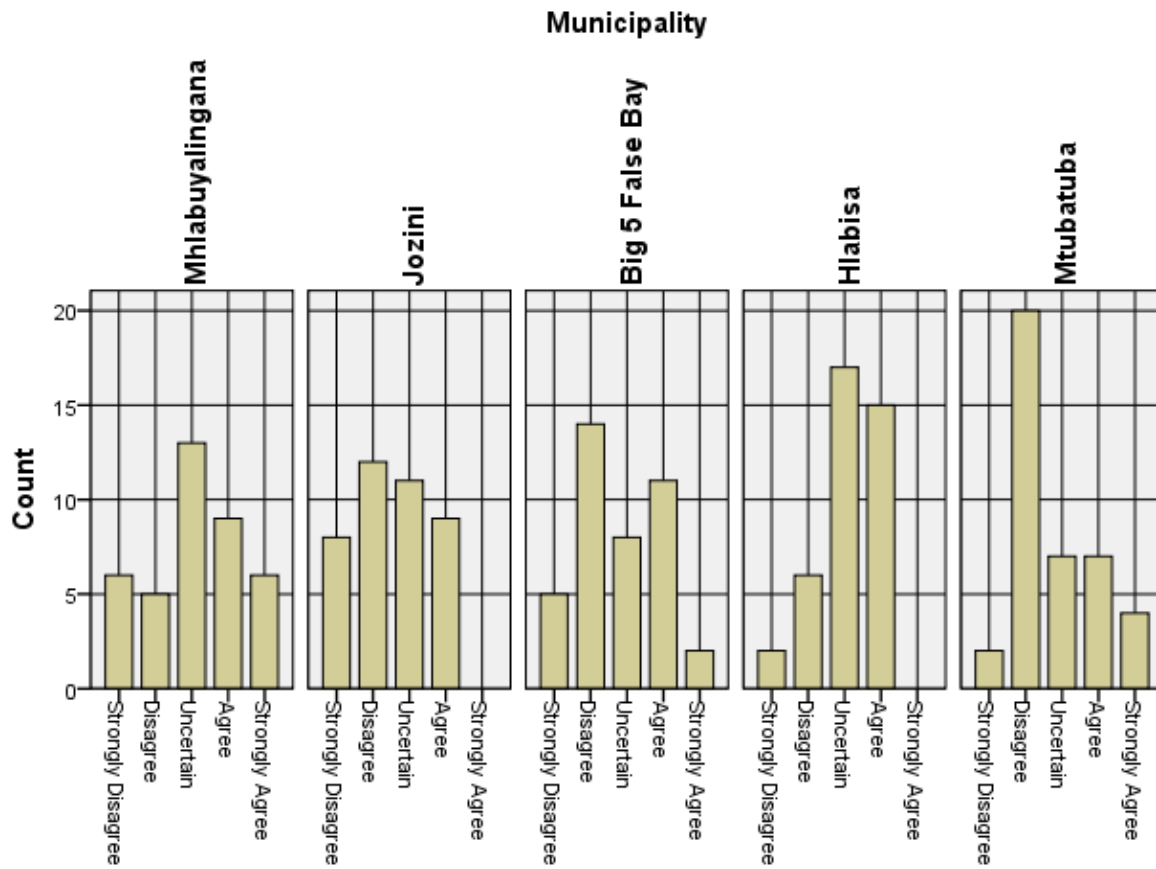
Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	4	10.3
		Disagree	11	28.2
		Uncertain	9	23.1
		Agree	7	17.9
		Strongly Agree	7	17.9
		Total	38	97.4
	Missing	No Response	1	2.6
	Total		39	100.0
Jozini	Valid	Strongly Disagree	12	30.0
		Disagree	11	27.5
		Uncertain	7	17.5
		Agree	10	25.0
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	3	7.5
		Disagree	19	47.5
		Uncertain	9	22.5
		Agree	8	20.0
		Strongly Agree	1	2.5
		Total	40	100.0
Hlabisa	Valid	Strongly Disagree	2	5.0
		Disagree	11	27.5
		Uncertain	17	42.5
		Agree	9	22.5
		Total	39	97.5
	Missing	No Response	1	2.5
	Total		40	100.0
Mtubatuba	Valid	Strongly Disagree	1	2.5
		Disagree	16	40.0
		Uncertain	7	17.5
		Agree	12	30.0
		Strongly Agree	4	10.0
		Total	40	100.0

15. Most of the community members generally respect and cooperate with the Ward committees



Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	6	15.4
		Disagree	9	23.1
		Uncertain	10	25.6
		Agree	11	28.2
		Strongly Agree	3	7.7
		Total	39	100.0
Jozini	Valid	Strongly Disagree	10	25.0
		Disagree	11	27.5
		Uncertain	8	20.0
		Agree	11	27.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	6	15.0
		Disagree	5	12.5
		Uncertain	13	32.5
		Agree	12	30.0
		Strongly Agree	3	7.5
		Total	39	97.5
	Missing	No Response	1	2.5
	Total		40	100.0
Hlabisa	Valid	Strongly Disagree	2	5.0
		Disagree	11	27.5
		Uncertain	18	45.0
		Agree	9	22.5
		Total	40	100.0
Mtubatuba	Valid	Strongly Disagree	1	2.5
		Disagree	8	20.0
		Uncertain	11	27.5
		Agree	15	37.5
		Strongly Agree	5	12.5
		Total	40	100.0

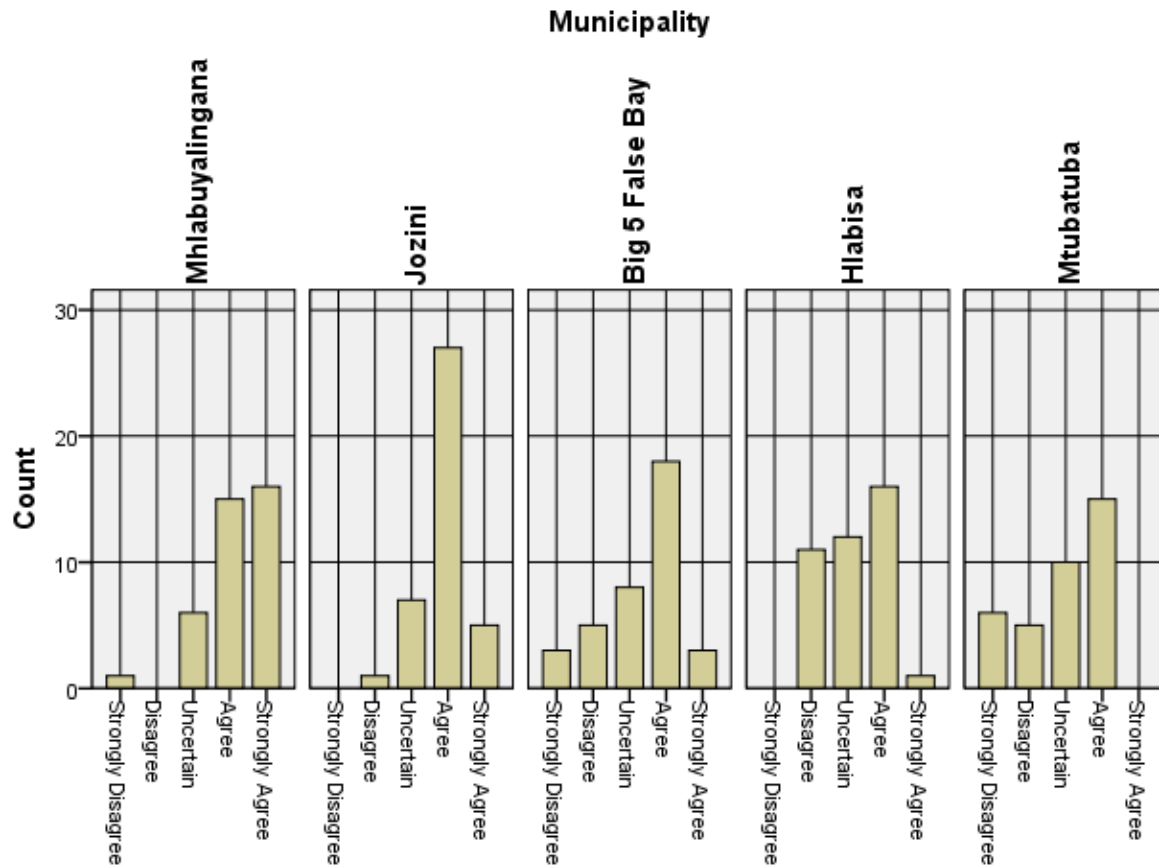
16. Most of the community members value, own and protect the projects in their communities



Municipality			Frequency	Percent
Umhlabuyangana	Valid	Strongly Disagree	6	15.4
		Disagree	5	12.8
		Uncertain	13	33.3
		Agree	9	23.1
		Strongly Agree	6	15.4
		Total	39	100.0
Jozini	Valid	Strongly Disagree	8	20.0
		Disagree	12	30.0
		Uncertain	11	27.5
		Agree	9	22.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	5	12.5
		Disagree	14	35.0
		Uncertain	8	20.0
		Agree	11	27.5
		Strongly Agree	2	5.0
		Total	40	100.0
Hlabisa	Valid	Strongly Disagree	2	5.0
		Disagree	6	15.0
		Uncertain	17	42.5
		Agree	15	37.5
		Total	40	100.0
Mtubatuba	Valid	Strongly Disagree	2	5.0
		Disagree	20	50.0
		Uncertain	7	17.5
		Agree	7	17.5
		Strongly Agree	4	10.0
		Total	40	100.0

## Municipal official questionnaire

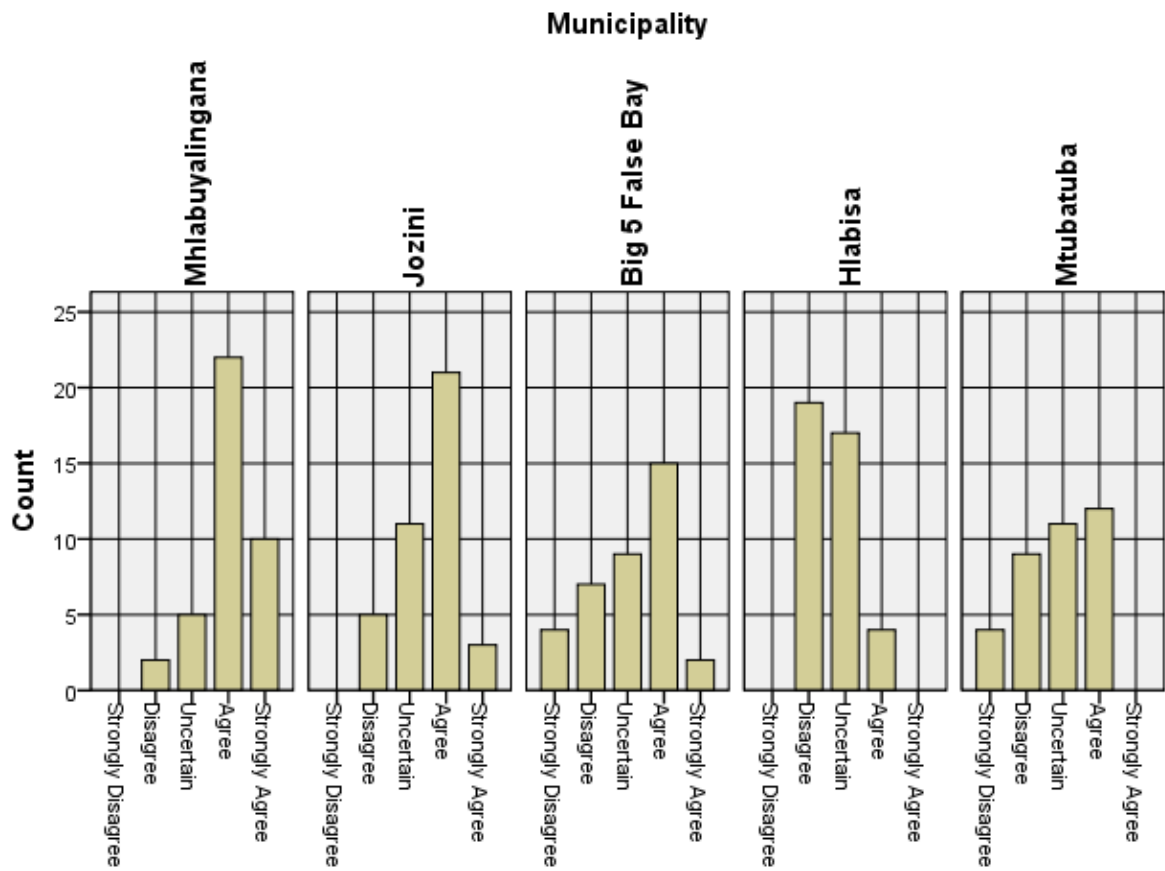
1. The ward committee/councillor members understand the legislation that governs the IDP process



Municipality			Frequency	Percent
Umhlabuyalingana	Valid	Strongly Disagree	1	2.6
		Uncertain	6	15.4
		Agree	15	38.5
		Strongly Agree	16	41.0
		Total	38	97.4
	Missing	No Response	1	2.6
	Total		39	100.0
Jozini	Valid	Disagree	1	2.5
		Uncertain	7	17.5
		Agree	27	67.5
		Strongly Agree	5	12.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	3	8.1
		Disagree	5	13.5
		Uncertain	8	21.6
		Agree	18	48.6
		Strongly Agree	3	8.1
		Total	37	100.0
Hlabisa	Valid	Disagree	11	27.5
		Uncertain	12	30.0
		Agree	16	40.0
		Strongly Agree	1	2.5
		Total	40	100.0
Mtubatuba	Valid	Strongly Disagree	6	16.7
		Disagree	5	13.9
		Uncertain	10	27.8
		Agree	15	41.7
		Total	36	100.0

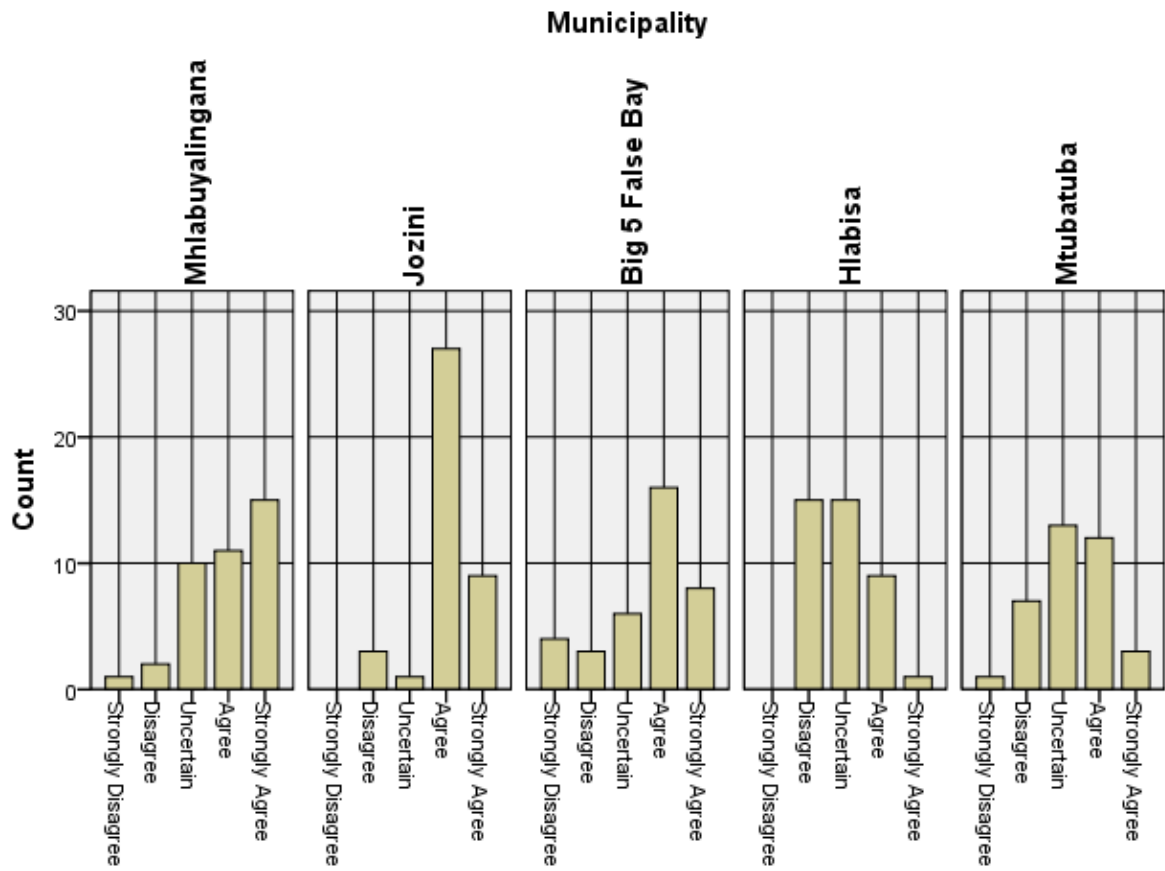


2. The ward committee members possess the technical "know how" to understand, participate and contribute meaningfully towards the entire IDP process



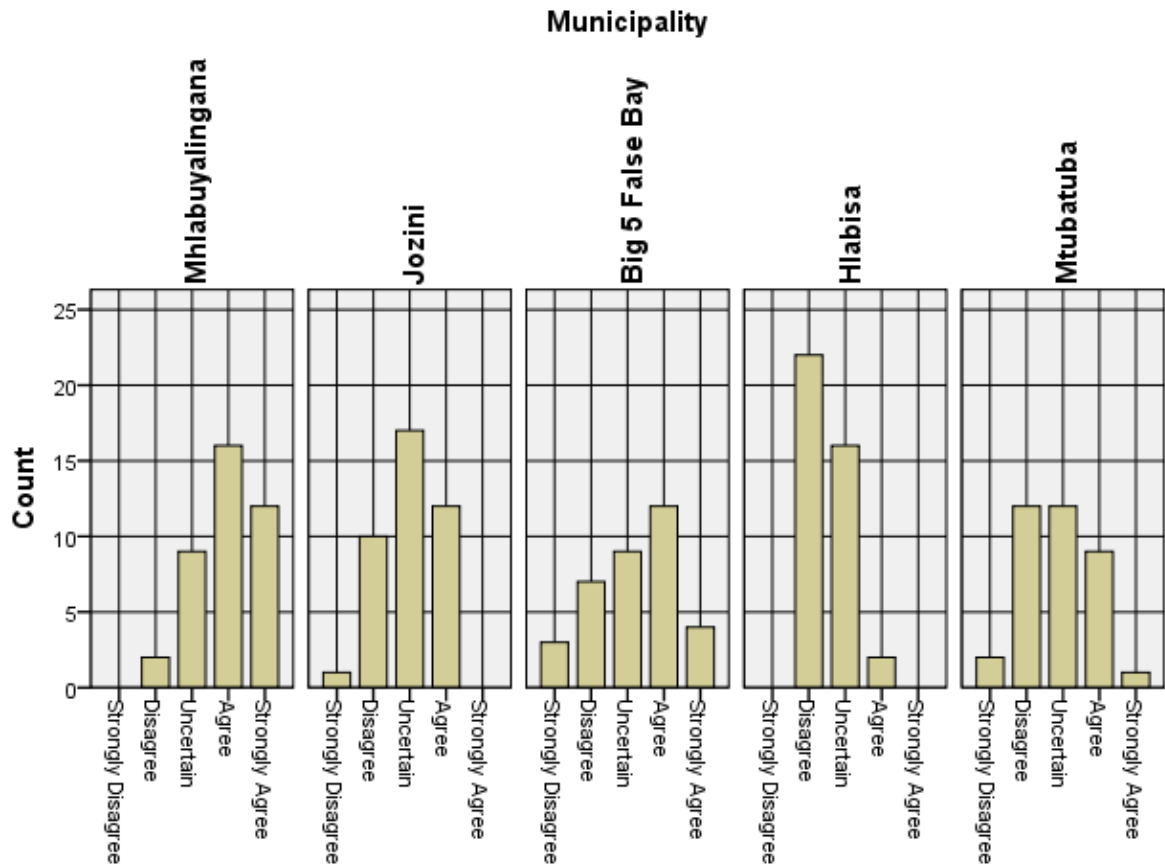
Municipality			Frequency	Percent
Umhlabuyalingana	Valid	Disagree	2	5.1
		Uncertain	5	12.8
		Agree	22	56.4
		Strongly Agree	10	25.6
		Total	39	100.0
Jozini	Valid	Disagree	5	12.5
		Uncertain	11	27.5
		Agree	21	52.5
		Strongly Agree	3	7.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	4	10.8
		Disagree	7	18.9
		Uncertain	9	24.3
		Agree	15	40.5
		Strongly Agree	2	5.4
		Total	37	100.0
Hlabisa	Valid	Disagree	19	47.5
		Uncertain	17	42.5
		Agree	4	10.0
		Total	40	100.0
Mtubatuba	Valid	Strongly Disagree	4	11.1
		Disagree	9	25.0
		Uncertain	11	30.6
		Agree	12	33.3
		Total	36	100.0

- The ward committees and the councillor attend all the IDP meetings



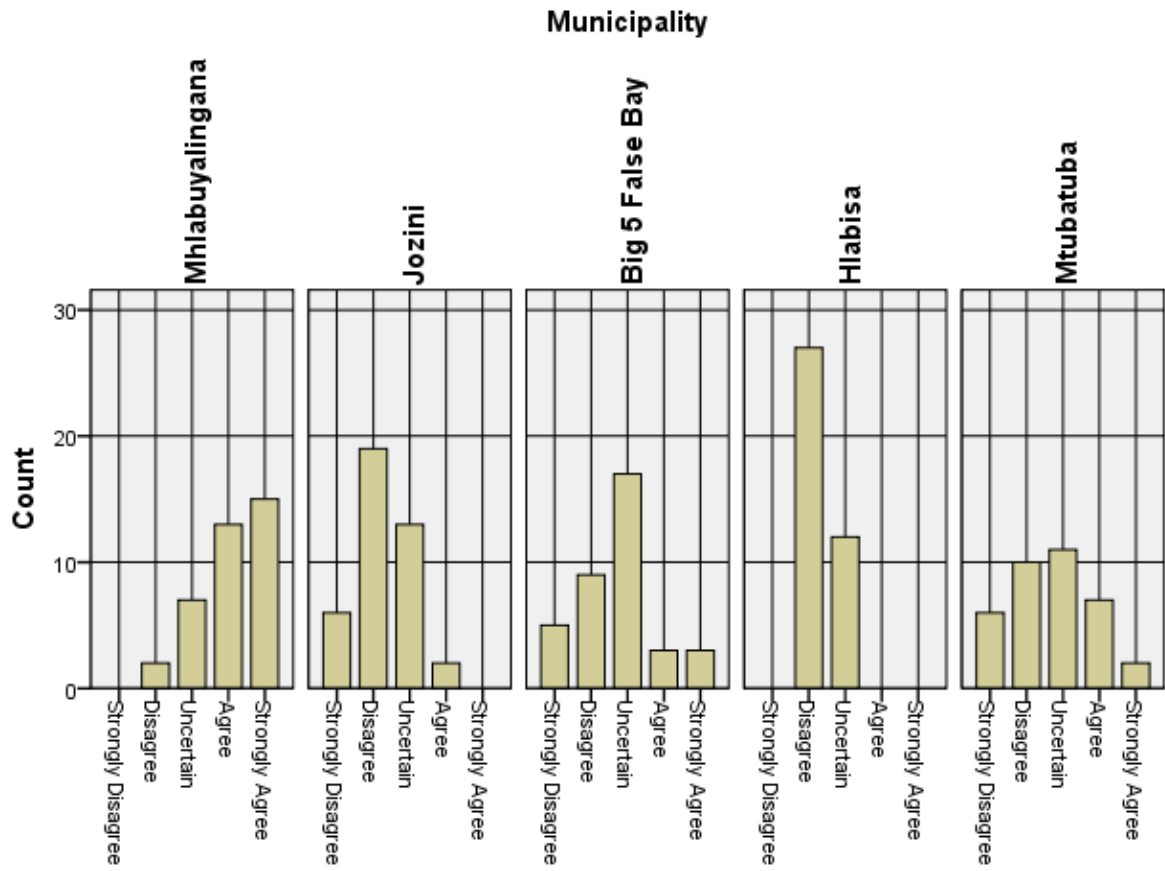
Municipality			Frequency	Percent
Umhlabuyalingana	Valid	Strongly Disagree	1	2.6
		Disagree	2	5.1
		Uncertain	10	25.6
		Agree	11	28.2
		Strongly Agree	15	38.5
		Total	39	100.0
Jozini	Valid	Disagree	3	7.5
		Uncertain	1	2.5
		Agree	27	67.5
		Strongly Agree	9	22.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	4	10.8
		Disagree	3	8.1
		Uncertain	6	16.2
		Agree	16	43.2
		Strongly Agree	8	21.6
		Total	37	100.0
Hlabisa	Valid	Disagree	15	37.5
		Uncertain	15	37.5
		Agree	9	22.5
		Strongly Agree	1	2.5
		Total	40	100.0
Mtubatuba	Valid	Strongly Disagree	1	2.8
		Disagree	7	19.4
		Uncertain	13	36.1
		Agree	12	33.3
		Strongly Agree	3	8.3
		Total	36	100.0

4. The ward committee/councillor possesses the project management skills to ensure that the service providers deliver as per specifications



Municipality			Frequency	Percent
Umhlabuyalingana	Valid	Disagree	2	5.1
		Uncertain	9	23.1
		Agree	16	41.0
		Strongly Agree	12	30.8
		Total	39	100.0
Jozini	Valid	Strongly Disagree	1	2.5
		Disagree	10	25.0
		Uncertain	17	42.5
		Agree	12	30.0
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	3	8.1
		Disagree	7	18.9
		Uncertain	9	24.3
		Agree	12	32.4
		Strongly Agree	4	10.8
		Total	35	94.6
	Missing	No Response	2	5.4
Total			37	100.0
Hlabisa	Valid	Disagree	22	55.0
		Uncertain	16	40.0
		Agree	2	5.0
		Total	40	100.0
Mtubatuba	Valid	Strongly Disagree	2	5.6
		Disagree	12	33.3
		Uncertain	12	33.3
		Agree	9	25.0
		Strongly Agree	1	2.8
		Total	36	100.0

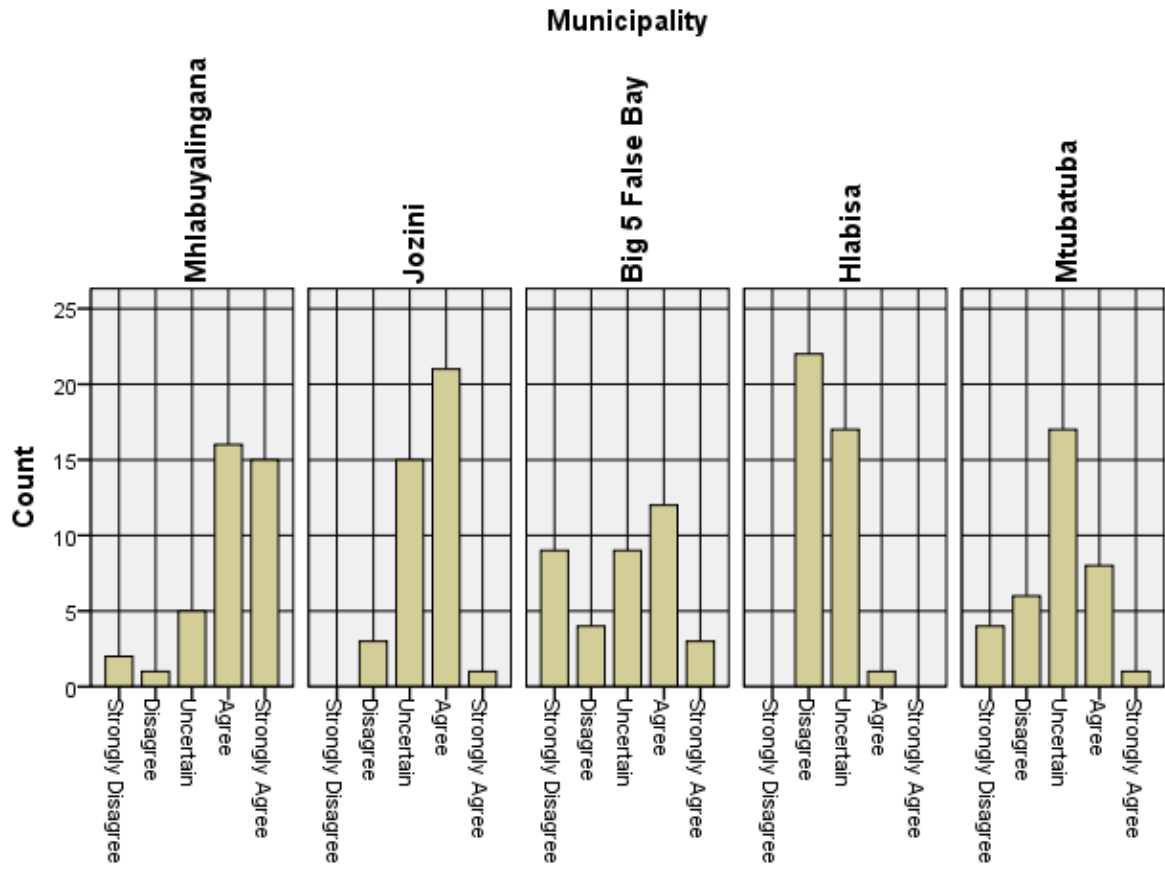
5. The ward committees possess the technical skills to understand project documentation



Municipality			Frequency	Percent
Umhlabuyalingana	Valid	Disagree	2	5.1
		Uncertain	7	17.9
		Agree	13	33.3
		Strongly Agree	15	38.5
		Total	37	94.9
	Missing	No Response	2	5.1
	Total		39	100.0
Jozini	Valid	Strongly Disagree	6	15.0
		Disagree	19	47.5
		Uncertain	13	32.5
		Agree	2	5.0
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	5	13.5
		Disagree	9	24.3
		Uncertain	17	45.9
		Agree	3	8.1
		Strongly Agree	3	8.1
		Total	37	100.0
Hlabisa	Valid	Disagree	27	67.5
		Uncertain	12	30.0
		Total	39	97.5
	Missing	No Response	1	2.5
	Total		40	100.0
Mtubatuba	Valid	Strongly Disagree	6	16.7
		Disagree	10	27.8
		Uncertain	11	30.6
		Agree	7	19.4
		Strongly Agree	2	5.6
		Total	36	100.0

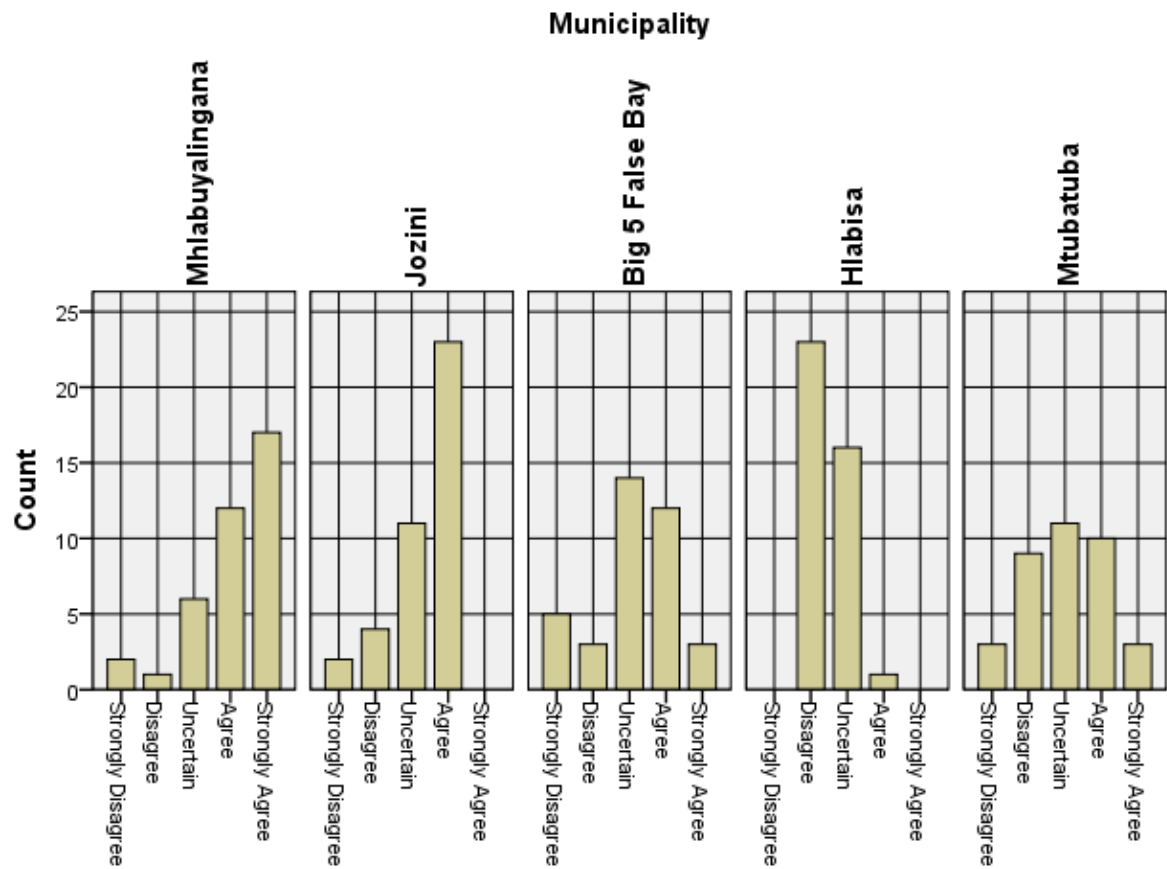


6. The ward committee always present reasonable and well thought out IDP submissions to the council



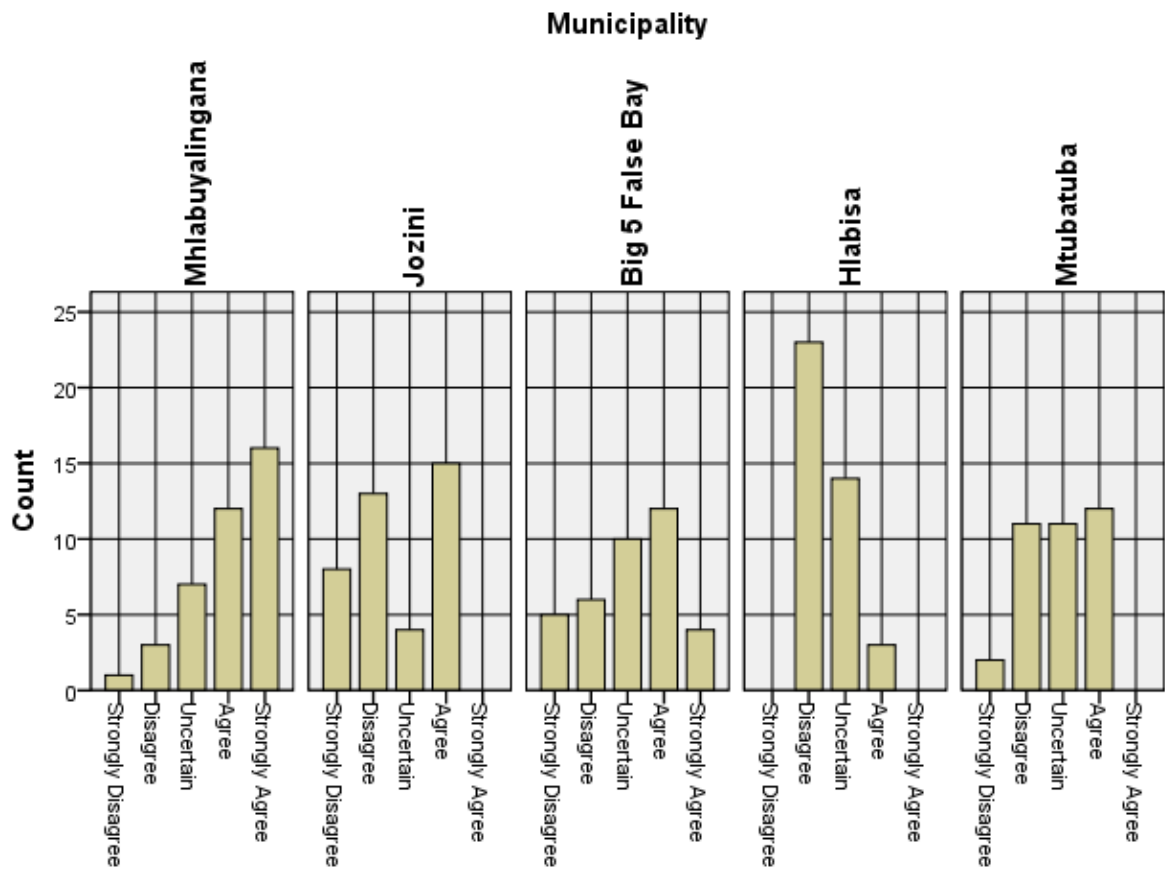
Municipality			Frequency	Percent
Umhlabuyalingana	Valid	Strongly Disagree	2	5.1
		Disagree	1	2.6
		Uncertain	5	12.8
		Agree	16	41.0
		Strongly Agree	15	38.5
		Total	39	100.0
Jozini	Valid	Disagree	3	7.5
		Uncertain	15	37.5
		Agree	21	52.5
		Strongly Agree	1	2.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	9	24.3
		Disagree	4	10.8
		Uncertain	9	24.3
		Agree	12	32.4
		Strongly Agree	3	8.1
		Total	37	100.0
Hlabisa	Valid	Disagree	22	55.0
		Uncertain	17	42.5
		Agree	1	2.5
		Total	40	100.0
Mtubatuba	Valid	Strongly Disagree	4	11.1
		Disagree	6	16.7
		Uncertain	17	47.2
		Agree	8	22.2
		Strongly Agree	1	2.8
		Total	36	100.0

7. The ward committees always put the interests of the ward ahead of all other considerations during IDP meetings



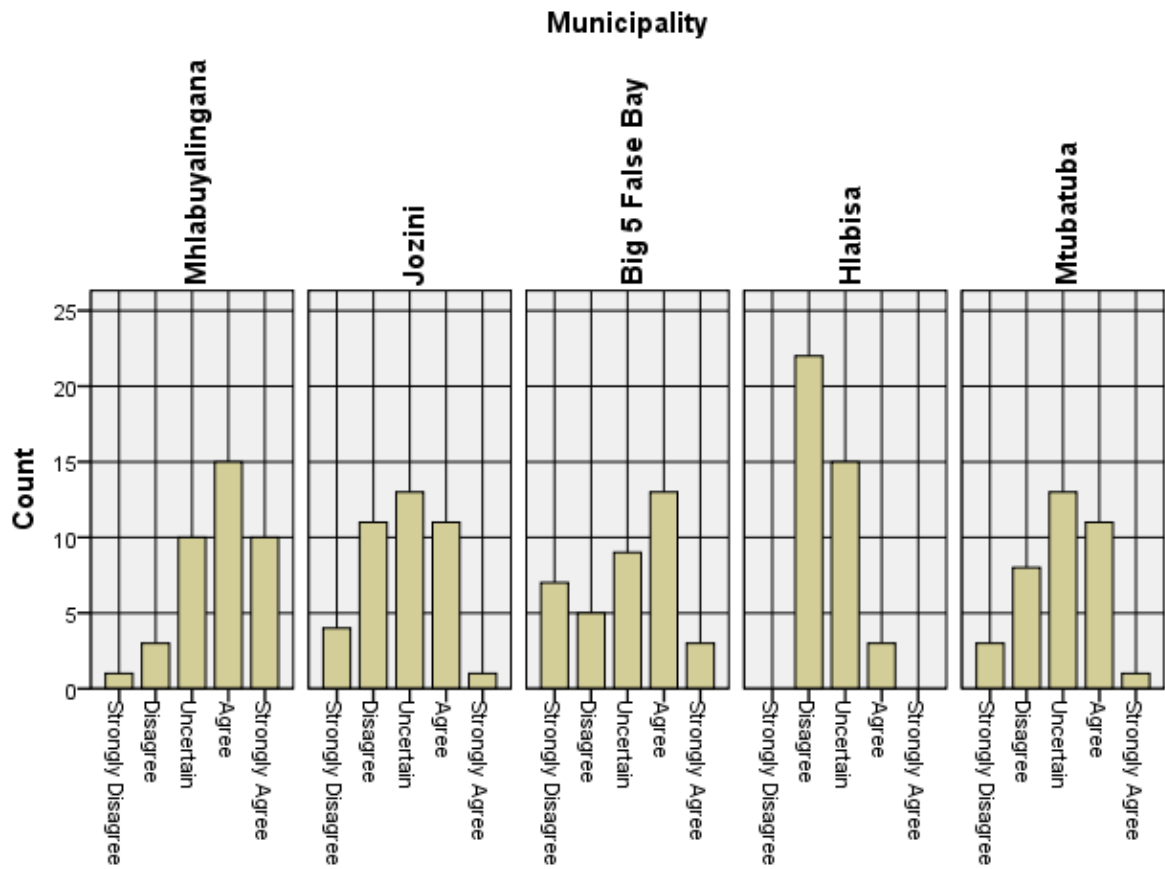
Municipality			Frequency	Percent
Umhlabuyalingana	Valid	Strongly Disagree	2	5.1
		Disagree	1	2.6
		Uncertain	6	15.4
		Agree	12	30.8
		Strongly Agree	17	43.6
		Total	38	97.4
	Missing	No Response	1	2.6
	Total		39	100.0
Jozini	Valid	Strongly Disagree	2	5.0
		Disagree	4	10.0
		Uncertain	11	27.5
		Agree	23	57.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	5	13.5
		Disagree	3	8.1
		Uncertain	14	37.8
		Agree	12	32.4
		Strongly Agree	3	8.1
		Total	37	100.0
Hlabisa	Valid	Disagree	23	57.5
		Uncertain	16	40.0
		Agree	1	2.5
		Total	40	100.0
Mtubatuba	Valid	Strongly Disagree	3	8.3
		Disagree	9	25.0
		Uncertain	11	30.6
		Agree	10	27.8
		Strongly Agree	3	8.3
		Total	36	100.0

8. The ward committees always report back to the council all the various stages of the projects on time



Municipality			Frequency	Percent
uMhlabuyalingana	Valid	Strongly Disagree	1	2.6
		Disagree	3	7.7
		Uncertain	7	17.9
		Agree	12	30.8
		Strongly Agree	16	41.0
		Total	39	100.0
Jozini	Valid	Strongly Disagree	8	20.0
		Disagree	13	32.5
		Uncertain	4	10.0
		Agree	15	37.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	5	13.5
		Disagree	6	16.2
		Uncertain	10	27.0
		Agree	12	32.4
		Strongly Agree	4	10.8
		Total	37	100.0
Hlabisa	Valid	Disagree	23	57.5
		Uncertain	14	35.0
		Agree	3	7.5
		Total	40	100.0
Mtubatuba	Valid	Strongly Disagree	2	5.6
		Disagree	11	30.6
		Uncertain	11	30.6
		Agree	12	33.3
		Total	36	100.0

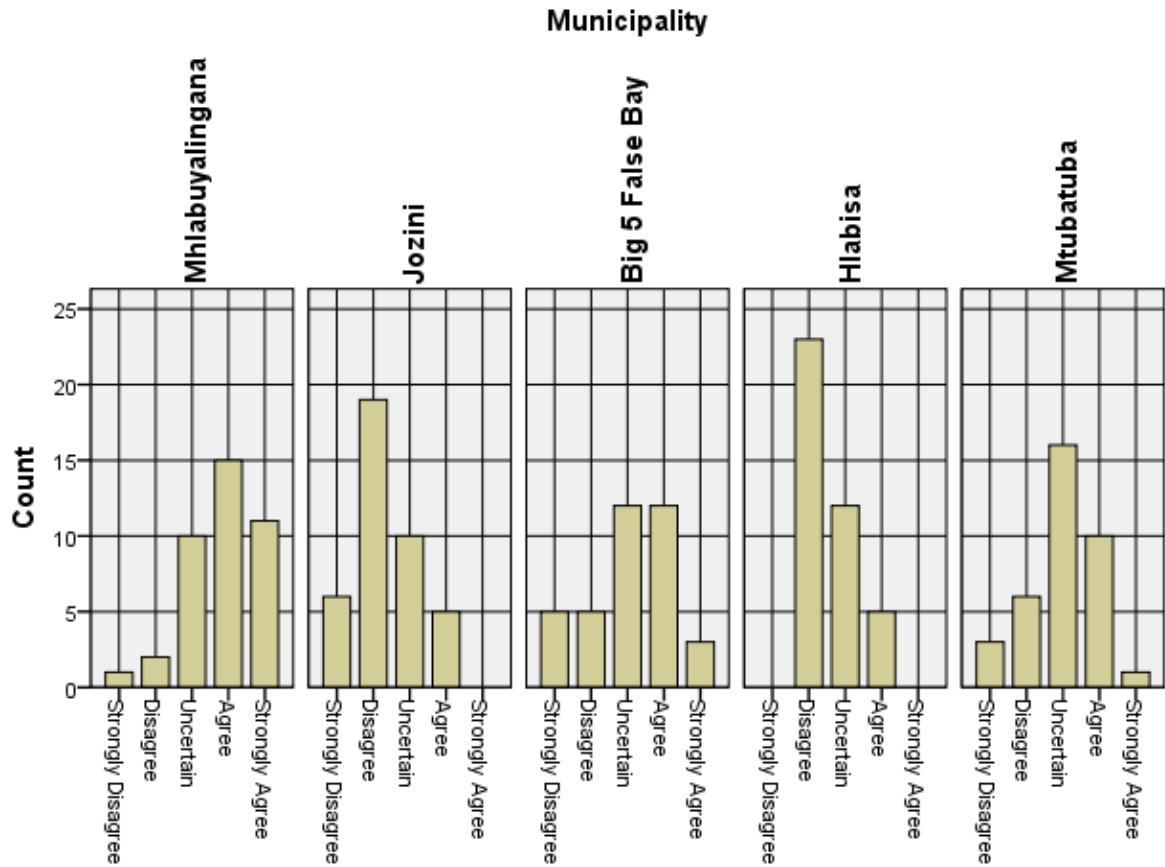
9. The ward committees always present fair, accurate and reliable report back to the council about the various stages of the community projects



Municipality			Frequency	Percent
uMhlabuyalingana	Valid	Strongly Disagree	1	2.6
		Disagree	3	7.7
		Uncertain	10	25.6
		Agree	15	38.5
		Strongly Agree	10	25.6
		Total	39	100.0
Jozini	Valid	Strongly Disagree	4	10.0
		Disagree	11	27.5
		Uncertain	13	32.5
		Agree	11	27.5
		Strongly Agree	1	2.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	7	18.9
		Disagree	5	13.5
		Uncertain	9	24.3
		Agree	13	35.1
		Strongly Agree	3	8.1
		Total	37	100.0
Hlabisa	Valid	Disagree	22	55.0
		Uncertain	15	37.5
		Agree	3	7.5
		Total	40	100.0
Mtubatuba	Valid	Strongly Disagree	3	8.3
		Disagree	8	22.2
		Uncertain	13	36.1
		Agree	11	30.6
		Strongly Agree	1	2.8
		Total	36	100.0



10. The ward committee members are reliable and community conscious individuals who can always be entrusted with the responsibility to own and manage community projects



Municipality			Frequency	Percent
Umhlabuyalingana	Valid	Strongly Disagree	1	2.6
		Disagree	2	5.1
		Uncertain	10	25.6
		Agree	15	38.5
		Strongly Agree	11	28.2
		Total	39	100.0
Jozini	Valid	Strongly Disagree	6	15.0
		Disagree	19	47.5
		Uncertain	10	25.0
		Agree	5	12.5
		Total	40	100.0
Big 5 False Bay	Valid	Strongly Disagree	5	13.5
		Disagree	5	13.5
		Uncertain	12	32.4
		Agree	12	32.4
		Strongly Agree	3	8.1
		Total	37	100.0
Hlabisa	Valid	Disagree	23	57.5
		Uncertain	12	30.0
		Agree	5	12.5
		Total	40	100.0
Mtubatuba	Valid	Strongly Disagree	3	8.3
		Disagree	6	16.7
		Uncertain	16	44.4
		Agree	10	27.8
		Strongly Agree	1	2.8
		Total	36	100.0

## **Community questionnaire**

### **Subscale A**

TABLE 1.1

		Municipality					Total
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
The councillor notifies the community well in advance about IDP planning meetings	Negative	27.3%	5.0%	22.9%	19.5%	72.5%	29.6%
	Rank 1	4	1	3	2	5	
	Rank 2	1	1	1	1	3	
	Uncertain	54.5%	95.0%	8.6%	39.0%	17.5%	43.4%
	Positive	18.2%		68.6%	41.5%	10.0%	27.0%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
The IDP planning meetings take place at convenient times to ensure that most members of the community are able to attend	Negative	31.3%	7.5%	28.6%	31.7%	17.5%	22.9%
		4	1	3	5	2	
		2	2	2	2	2	
	Uncertain	43.8%	90.0%	22.9%	39.0%	27.5%	45.2%
	Positive	25.0%	2.5%	48.6%	29.3%	55.0%	31.9%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
The Ward Development Committee meetings are held before the IDP planning meetings to allow adequate community involvement and meaningful contribution	Negative	42.4%	15.0%	30.3%	43.9%	55.0%	37.4%
		3	1	2	4	5	
		3	3	3	3	2	
	Uncertain	39.4%	77.5%	18.2%	34.1%	7.5%	35.8%
	Positive	18.2%	7.5%	51.5%	22.0%	37.5%	26.7%

The only municipality with a positive score more than 50% for Item 1 is Big 5 False Bay. If the “Uncertain” score is ignored the municipality with the worst negative score is Mtubatuba since its Rank 1 is 5.

The only municipality with a positive score more than 50% for Item 2 is Mtubatuba, Big 5 False Bay municipality's positive score is a little under 50%. If the "Uncertain" score is ignored the municipality with the worst negative score is Hlabisa municipality since its Rank 1 is 5.

The only municipality with a positive score more than 50% for Item 1 is Big 5 False Bay. If the "Uncertain" score is ignored the municipality with the worst negative score is Mtubatuba since its Rank 1 is 5.

Furthermore, for each municipality all three items were ranked on a scale of 1=most negative to 3=least negative or largest positive. The ranks are denoted Rank 2. All the municipalities have ranked Item 3 as the worst Item except for Mtubatuba municipality which has ranked Item 1 as the worst Item.

Overall ranks of the items ignoring municipalities are displayed in the last column which indicates that Item 3 indeed has the worst score which confirms the above findings except that Mtubatuba bucks the trends by listing Item 1 as the item with the worst score within its municipality.

It must also be noted that Umhlabuyalingana and Jozini municipality's "Uncertain" are relatively high for all the items, the Jozini municipality has the highest percentage of "Uncertain" scores which makes the findings for these two municipalities less reliable.

## Subscale B

TABLE 1.2

		Municipality					Total
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
All community contributions and submissions during IDP planning meetings are treated equally without bias towards any particular individual(s) or geographical location within the ward	Negative	36.4%	7.5%	54.3%	34.1%	22.5%	30.2%
	Rank1	<b>4</b>	<b>1</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>1</b>
	Rank2	<b>2</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>5</b>	
	Uncertain	42.4%	85.0%	17.1%	43.9%	20.0%	42.3%
	Positive	21.2%	7.5%	28.6%	22.0%	57.5%	27.5%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
The councillor chairs IDP planning meetings in a manner that is conducive towards full participation and productive contribution of community members	Negative	51.5%	82.5%	44.1%	36.6%	2.5%	43.1%
	Rank1	<b>4</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>4</b>
	Rank2	<b>5</b>	<b>5</b>	<b>2</b>	<b>3</b>	<b>1</b>	
	Uncertain	15.2%	17.5%	14.7%	12.2%	17.5%	15.4%
	Positive	33.3%		41.2%	51.2%	80.0%	41.5%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
The prioritization of community submission is conducted in a fair and transparent manner without bias towards any particular individual(s) or geographical location within the ward	Negative	39.4%	75.0%	47.1%	36.6%	15.0%	42.6%
	Rank1	<b>3</b>	<b>5</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>3</b>
	Rank2	<b>3</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>4</b>	
	Uncertain	30.3%	25.0%	17.6%	31.7%	22.5%	25.5%
	Positive	30.3%		35.3%	31.7%	62.5%	31.9%

		Municipality					Total
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
The councillor and the ward committees ensure that community submissions are presented to the council without alterations or amendments after approval by the community	Negative	48.5%	72.5%	36.4%	48.8%	12.8%	44.1%
	Rank1	3	5	2	4	1	5
	Rank2	4	3	1	5	2	
	Uncertain	24.2%	27.5%	36.4%	24.4%	20.5%	26.3%
	Positive	27.3%	2	27.3%	26.8%	66.7%	29.6%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
The councillor always provides the community with report back about the outcome of their submissions made to the IDP Planning meetings	Negative	36.4%	67.5%	45.2%	39.0%	13.5%	40.7%
	Rank1	2	5	4	3	1	2
	Rank2	2	2	3	4	3	
	Uncertain	24.2%	32.5%	16.1%	39.0%	21.6%	27.5%
	Positive	39.4%		38.7%	22.0%	64.9%	31.9%

Mtubatuba is the only municipality with a positive score more than 50% for Item 1 and the municipality with the worst negative score is Big 5 False Bay.

Mtubatuba and Hlabisa municipalities have scores more than 50% whilst Umhlabuyalingana and Jozini municipalities have negative scores more than 50% for Item 2.

Mtubatuba is the only municipality with a positive score more than 50% and Jozini has the worst score which is more than 50%

Mtubatuba is the only municipality with a positive score more than 50% and Jozini has the worst score which is more than 50%. The results for this item are conclusive as this item has low percentage of "Uncertain".

Item 4 has the overall worst score.

Mtubatuba is the only municipality with a positive score more than 50% and Jozini has the worst score which is more than 50%. The results for this item are conclusive as this item has low percentage of "Uncertain"

Umhlabuyalingana and Jozini municipalities have ranked Item 2 as the worst item both with negative scores more than 50%. Big 5 False Bay municipality has ranked Item 1 as the worst item with a negative score more than 50% , Hlabisa municipality has ranked Item 4 as the item. Notably Mtubatuba score are positive where Item 1 has the least positive score.

## Subscale C

TABLE 1.3

		Municipality					Total
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
The councillor and the ward committee possess the technical "know-how" and are familiar with relevant legislation to understand the entire IDP process	Disagree	42.4%	57.5%	17.1%	34.1%	10.0%	32.3%
	Rank1	<b>4</b>	<b>5</b>	<b>2</b>	<b>3</b>	<b>1</b>	
	Rank2	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	Uncertain	24.2%	40.0%	22.9%	48.8%	17.5%	31.2%
	Agree	33.3%		40.0%	17.1%	62.5%	30.2%
	No Response		2.5%	20.0%		10.0%	6.3%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
The councillor and the ward committees always monitor and manage the various stages of all community projects to ensure that service providers produce work of good standard and adhere to time schedules	Disagree	57.6%	59.0%	18.2%	56.1%	33.3%	45.4%
	Rank1	<b>4</b>	<b>5</b>	<b>1</b>	<b>3</b>	<b>2</b>	
	Rank2	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	
	Uncertain	12.1%	33.3%	48.5%	29.3%	20.5%	28.6%
	Agree	30.3%	7.7%	33.3%	14.6%	46.2%	25.9%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	Total
The councillor and the ward committee members are competent to represent the interests of their communities in the council IDP meetings satisfactorily	Negative	36.4%	60.0%	34.4%	53.7%	18.4%	41.3%
	Rank1	<b>3</b>	<b>5</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>2</b>
	Rank2	<u>1</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>1</u>	
	Uncertain	36.4%	37.5%	21.9%	34.1%	18.4%	29.9%
	Positive	27.3%	2.5%	43.8%	12.2%	63.2%	28.8%

Jozini municipality has the worst Negative score for all items with all score more than 50%, Mtubatuba has a positive score larger than 50% for Item 1 and 2. The overall scores are all negative for all items.



## Subscale D

TABLE 1.4

		Municipality					Total
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
The councillor ensures that where possible the service providers employ members of the community to work in the community projects	Negative	42.4%	57.5%	26.5%	43.9%	37.5%	42.0%
	Rank1	<b>3</b>	<b>5</b>	<b>1</b>	<b>4</b>	<b>2</b>	<b>3</b>
	Rank2	<u>2</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>3</u>	
	Uncertain	12.1%	30.0%	20.6%	41.5%	25.0%	26.6%
	Positive	45.5%	12.5%	52.9%	14.6%	37.5%	31.4%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
The councillor ensures that he/she always puts the interest of the entire community ahead of any other consideration during all stages of the IDP process	Negative	45.5%	53.8%	34.3%	31.7%	35.0%	39.9%
	Rank1	<b>4</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>1</b>
	Rank2	3	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	
	Uncertain	21.2%	35.9%	20.0%	43.9%	25.0%	29.8%
	Positive	33.3%	10.3%	45.7%	24.4%	40.0%	30.3%

Jozini has the worst Negative score both items and for each item the Negative score was more than 50%. Big 5 False Bay has a Positive score more than 50% for item 1, none of the municipalities had a Positive score more than 50% for item 2.

## Subscale E

TABLE 1.5

		Municipality					Total
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
The municipality always selects service providers who are competent and reliable to undertake community projects	Negative	53.1%	62.5%	37.5%	48.8%	20.0%	44.3%
	Rank1	4	5	2	3	1	
	Rank2						
	Uncertain	15.6%	35.0%	18.8%	36.6%	20.0%	25.9%
	Positive	31.3%	2.5%	43.8%	14.6%	60.0%	29.7%

Jozini municipality has the worst negative score more than 50% and Mtubatuba has the only Positive score more than 50%.

TABLE 1.6

Item	Municipality				
	Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba
	Subscale A				
1	0	0	1	0	0
2	0	0	0	0	0
3	0	0	1	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>Total%</b>	<b>0%</b>	<b>0%</b>	<b>66.66%</b>	<b>0%</b>	<b>0%</b>
	Subscale B				
4	0	0	0	0	1
5	0	0	0	1	1
6	0	0	0	0	1
7	0	0	0	0	1
8	0	0	0	0	1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>5</b>
<b>Total%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>20%</b>	<b>100%</b>
	Subscale C				
9	0	0	0	0	1
10	0	0	0	0	0
11	0	0	0	0	1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Total%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>66.66%</b>
	Subscale D				
12	0	0	0	0	1
13	0	0	1	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>Total%</b>	<b>0%</b>	<b>0%</b>	<b>50%</b>	<b>0%</b>	<b>50%</b>
	Subscale E				
15	0	0	0	0	1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>9</b>
<b>Grand Total%</b>	<b>0%</b>	<b>0%</b>	<b>21%</b>	<b>7%</b>	<b>64%</b>

The table above lists all the items of the community questionnaire where score of zero is given the Positive score is less than 50% and a score of one if the Positive score is at least 50%; the results are given per subscale and per municipality. A grand total is also calculated together with the grand total percentage.

## Ward representatives questionnaire

**Subscale A**  
**TABLE 2.1**

		Municipality					Total
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
All ward IDP submissions are accorded equal treatment in terms of fair hearing, consideration, evaluation and adequate opportunity for motivation where necessary	Negative	38.5%	25.0%	30.0%	12.5%	47.5%	30.7%
	Rank1	<b>4</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>5</b>	
	Rank2	<u>3</u>	<u>1</u>	<u>2</u>	<u>2</u>	<u>5</u>	<u>2</u>
	Uncertain	46.2%	75.0%	27.5%	27.5%	40.0%	43.2%
	Positive	15.4%		42.5%	60.0%	12.5%	26.1%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	Total
The identification of project is conducted in a fair, transparent and equitable manner without bias towards any particular ward	Negative	25.6%	32.5%	25.6%	12.8%	17.5%	22.8%
	Rank1	<b>4</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>2</b>	
	Rank2	<u>1</u>	<u>2</u>	<u>1</u>	<u>3</u>	<u>2</u>	<u>1</u>
	Uncertain	51.3%	60.0%	35.9%	53.8%	47.5%	49.7%
	Positive	23.1%	7.5%	38.5%	33.3%	35.0%	27.4%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	Total
The manner in which the meetings are conducted and language usage etc contributes positively towards a atmosphere that is conducive to full meaningful participation of all ward representative	Negative	30.8%	52.5%	45.0%	17.5%	45.0%	38.2%
	Rank1	<b>1</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>4</b>	<u>2</u>
	Rank2	<u>3</u>	<u>3</u>	<b>5</b>	<u>4</u>	<u>4</u>	
	Uncertain	48.7%	42.5%	22.5%	40.0%	35.0%	37.7%
	Positive	20.5%	5.0%	32.5%	42.5%	20.0%	24.1%

		Municipality					Total
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
The councilors and all participants in IDP various stages posses the technical "Know how" to contribute meaningfully towards IDP processes	Negative	43.6%	57.5%	40.0%	10.0%	37.5%	37.7%
	Rank1	4	5	3	1	3	
	Rank2	4	4	3	1	3	4
	Uncertain	35.9%	35.0%	40.0%	60.0%	30.0%	40.2%
	Positive	20.5%	7.5%	20.0%	30.0%	32.5%	22.1%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	Total
The council ensures that rules and procedures are strictly adhered to when resolutions are adopted, amended or implemented	Negative	57.1%	78.1%	43.2%	17.9%	17.5%	41.0%
	Rank1	4	5	3	2	1	
	Rank2	5	5	4	5	2	5
	Uncertain	5.7%	15.6%	35.1%	41.0%	50.0%	30.6%
	Positive	37.1%	6.3%	21.6%	41.0%	32.5%	28.4%

Mtubatuba has the largest Negative score for this item and Hlabisa has the only Positive score larger than 50%.

None of the municipalities have a Positive score larger than 50% and Umhlabuyalingana has the worst Negative score, again Umhlabuyalingana and Jozini have a huge proportion of "Uncertain" for item 2.

None of the municipalities have a Positive score larger than 50% and Jozini has the worst Negative score for item 3.

None of the municipalities have a Positive score larger than 50% and Jozini has the worst Negative score, Jozini has the largest negative score which is more than 50%.

None of the municipalities have a Positive score larger than 50% and Jozini has the worst Negative score far larger than 50%.

Item 5 has the largest Negative score for Umhlabuyalingana, Jozini and Hlabisa. Item 3 has the largest Negative score for Big 5 False bay whereas item 1 has the largest Negative score for Mtubatuba. Overall, item 5 has the largest negative score.

## Subscale B

TABLE 2.2

		Municipality					Total
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
The technical department selects competent service providers to undertake community projects	Negative	55.3%	69.2%	36.8%	34.2%	13.5%	42.1%
	Rank1	<b>4</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>1</b>	
	Rank2	<u>2</u>	<u>3</u>	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Uncertain	15.8%	25.6%	26.3%	42.1%	32.4%	28.4%
	Positive	28.9%	5.1%	36.8%	23.7%	54.1%	29.5%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	Total
The technical department allocates adequate budgets to ensure that service providers deliver completed projects of good standard	Negative	48.7%	67.5%	55.3%	42.5%	26.3%	48.2%
	Rank1	<b>3</b>	<b>5</b>	<b>4</b>	<b>2</b>	<b>1</b>	
	Rank2	<u>1</u>	<u>2</u>	<u>5</u>	<u>3</u>	<u>5</u>	<u>4</u>
	Uncertain	25.6%	25.0%	18.4%	35.0%	36.8%	28.2%
	Positive	25.6%	7.5%	26.3%	22.5%	36.8%	23.6%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	Total
The technical department always perform the necessary preliminary work to ensure that all projects commence on time	Negative	56.4%	72.5%	50.0%	42.5%	13.9%	47.7%
	Rank1	<b>4</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>1</b>	
	Rank2	<u>5</u>	<u>5</u>	<u>3</u>	<u>3</u>	<u>2</u>	<u>3</u>
	Uncertain	10.3%	20.0%	25.0%	27.5%	38.9%	24.1%
	Positive	33.3%	7.5%	25.0%	30.0%	47.2%	28.2%

		Municipality					Total
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
The technical department always keeps to schedules and hands over projects to wards on time together with appropriate documentation	Negative	57.9%	70.0%	52.6%	52.5%	25.0%	51.5%
	Rank1	4	5	3	2	1	
	Rank2	5	4	4	4	4	5
	Uncertain	18.4%	22.5%	26.3%	35.0%	37.5%	28.1%
	Positive	23.7%	7.5%	21.1%	12.5%	37.5%	20.4%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	Total
The municipality remunerates the service providers on schedule to ensure smooth running and completion of projects	Negative	55.6%	67.5%	35.0%	55.0%	20.0%	46.4%
	Rank1	4	5	2	3	1	
	Rank2	3	2	1	5	3	2
	Uncertain	25.0%	22.5%	32.5%	32.5%	32.5%	29.1%
	Positive	19.4%	10.0%	32.5%	12.5%	47.5%	24.5%

Jozini has the worst Negative score followed by Umhlabuyalingana where both scores are more than 50%. Mtubatuba has the only Positive score larger than 50% for item 1

Jozini has the worst Negative score followed by Big 5 False Bay where both scores are more than 50%. None of the municipalities have a positive score larger than 50% for item 2

Jozini has the worst Negative score followed by Umhlabuyalingana where both scores are more than 50%. None of the municipalities have a positive score larger than 50% for item 3

Jozini has the worst Negative score followed by Umhlabuyalingana where both scores are more than 50%. None of the municipalities have a positive score larger than 50% for item 3



Jozini has the worst Negative score followed by Umhlabuyalingana where both scores are more than 50%. None of the municipalities have a positive score larger than 50% for item 3

Item 4 has the worst Negative score for Umhlabuyalingana, item 5 has the worst negative score for Jozini, item 2 has the worst Negative score for both Big 5 False bay and Mtubatuba and item 5 has the worst Negative score for Hlabisa. Overall, item 4 has the worst Negative score.

### Subscale C

TABLE 2.3

		Municipality					Total
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
Most of community members attend IDP meetings	Negative	51.4%	73.0%	46.2%	35.9%	31.4%	47.6%
	Rank1	<b>4</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>1</b>	
	Rank2	<u>6</u>	<u>5</u>	<u>3</u>	<u>4</u>	<u>2</u>	<u>4</u>
	Uncertain	22.9%	16.2%	25.6%	43.6%	17.1%	25.4%
	Positive	25.7%	10.8%	28.2%	20.5%	51.4%	27.0%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	Total
Most of the community members have reasonable understanding of the whole IDP process	Negative	42.1%	79.5%	41.0%	46.2%	36.8%	49.2%
	Rank1	<b>3</b>	<b>5</b>	<b>2</b>	<b>4</b>	<b>1</b>	
	Rank2	<u>5</u>	<u>6</u>	<u>2</u>	<u>6</u>	<u>4</u>	<u>6</u>
	Uncertain	28.9%	15.4%	33.3%	30.8%	31.6%	28.0%
	Positive	28.9%	5.1%	25.6%	23.1%	31.6%	22.8%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	Total
Most of the community members who attend meetings participate and contribute meaningfully towards the IDP process	Negative	39.5%	70.0%	52.5%	45.0%	35.0%	48.5%
	Rank1	<b>2</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>1</b>	
	Rank2	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>3</b>	<b>5</b>
	Uncertain	28.9%	15.0%	30.0%	35.0%	25.0%	26.8%
	Positive	31.6%	15.0%	17.5%	20.0%	40.0%	24.7%

		Municipality					Total
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
Most of the times the community members who attend meetings make considered and reasonable submissions or proposals during IDP meetings	Negative	39.5%	57.5%	55.0%	33.3%	42.5%	45.7%
	Rank1	<b>2</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>3</b>	
	Rank2	<u>4</u>	<u>4</u>	<u>5</u>	<u>5</u>	<u>3</u>	<u>5</u>
	Uncertain	23.7%	17.5%	22.5%	43.6%	17.5%	24.9%
	Positive	36.8%	25.0%	22.5%	23.1%	40.0%	29.4%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	Total
Most of the community members generally respect and cooperate with the Ward committees	Negative	38.5%	52.5%	28.2%	32.5%	22.5%	34.8%
	Rank1	<b>4</b>	<b>5</b>	<b>2</b>	<b>3</b>	<b>1</b>	
	Rank2	<u>2</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>1</u>
	Uncertain	25.6%	20.0%	33.3%	45.0%	27.5%	30.3%
	Positive	35.9%	27.5%	38.5%	22.5%	50.0%	34.8%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	Total
Most of the community members value, own and protect the projects in their communities	Negative	28.2%	50.0%	47.5%	20.0%	55.0%	40.2%
	Rank1	<b>2</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>5</b>	
	Rank2	<u>1</u>	<u>1</u>	<u>4</u>	<u>1</u>	<u>6</u>	<u>2</u>
	Uncertain	33.3%	27.5%	20.0%	42.5%	17.5%	28.1%
	Positive	38.5%	22.5%	32.5%	37.5%	27.5%	31.7%

## Municipality officials questionnaire

### Subscale A

TABLE 3.1

		Municipality					Total
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
The ward committee members understand the legislation that governs the IDP process	Negative	2.6%	2.5%	21.6%	27.5%	30.6%	16.8%
	Rank1	2	1	3	4	5	
	Rank2						
	Uncertain	15.8%	17.5%	21.6%	30.0%	27.8%	22.5%
	Positive	81.6%	80.0%	56.8%	42.5%	41.7%	60.7%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	Total
The ward committee members possess the technical "know how" to understand, participate and contribute meaningfully towards the entire IDP process	Negative	5.1%	12.5%	29.7%	47.5%	36.1%	26.0%
	Rank1	1	2	3	5	4	
	Rank2						
	Uncertain	12.8%	27.5%	24.3%	42.5%	30.6%	27.6%
	Positive	82.1%	60.0%	45.9%	10.0%	33.3%	46.4%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	Total
The ward committees and the councillor attend all the IDP meetings	Negative	7.7%	7.5%	18.9%	37.5%	22.2%	18.8%
	Rank1	2	1	3	5	4	
	Rank2						
	Uncertain	25.6%	2.5%	16.2%	37.5%	36.1%	23.4%
	Positive	66.7%	90.0%	64.9%	25.0%	41.7%	57.8%

		Municipality					Total
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
The ward committee always present reasonable and well thought out IDP submissions to the council	Negative	7.7%	7.5%	35.1%	55.0%	27.8%	26.6%
	Rank1	5	4	3	2	1	
	Rank2						
	Uncertain	12.8%	37.5%	24.3%	42.5%	47.2%	32.8%
	Positive	79.5%	55.0%	40.5%	2.5%	25.0%	40.6%

Umhlabuyalingana and Jozini have registered large Positive scores for all items whereas Big 5 False bay registered moderate Positive scores for Item 1 and 3. Hlabisa and Mtubatuba registered Negative scores for all the items

## Subscale B

TABLE 3.2

		Municipality					Total
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
The ward committee/councillor posses the project management skills to ensure that the service providers deliver as per specifications	Negative	5.1%	27.5%	28.6%	55.0%	38.9%	31.1%
	Rank1	1	2	3	5	4	
	Rank2	1	1	1	2	3	
	Uncertain	23.1%	42.5%	25.7%	40.0%	33.3%	33.2%
	Positive	71.8%	30.0%	45.7%	5.0%	27.8%	35.8%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	Total
The ward committees posses the technical skills to understand project documentation	Negative	5.4%	62.5%	37.8%	69.2%	44.4%	44.4%
	Rank1	1	4	2	5	3	
	Rank2	2	4	4	4	4	
	Uncertain	18.9%	32.5%	45.9%	30.8%	30.6%	31.7%
	Positive	75.7%	5.0%	16.2%		25.0%	23.8%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	Total
The ward committees always report back to the council all the various stages of the projects on time	Negative	10.3%	52.5%	29.7%	57.5%	36.1%	37.5%
	Rank1	1	4	2	5	3	
	Rank2	3	3	2	3	2	
	Uncertain	17.9%	10.0%	27.0%	35.0%	30.6%	24.0%
	Positive	71.8%	37.5%	43.2%	7.5%	33.3%	38.5%

		Municipality					Total
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
The ward committees always present fair, accurate and reliable report back to the council about the various stages of the community projects	Negative	10.3%	37.5%	32.4%	55.0%	30.6%	33.3%
	Rank1	<u>1</u>	<u>4</u>	<u>3</u>	<u>5</u>	<u>2</u>	
	Rank2	<u>4</u>	<u>2</u>	<u>3</u>	<u>2</u>	<u>1</u>	
	Uncertain	25.6%	32.5%	24.3%	37.5%	36.1%	31.3%
	Positive	64.1%	30.0%	43.2%	7.5%	33.3%	35.4%

Umhlabuyalingana registered significantly large Positive scores for all items; Jozini registered Positive scores for items 2 and 3, Big 5 False Bay registered Negative score on all items, Hlabisa registered significantly large negative scores for all items and Mtubatuba registered Negative scores for all items.

## Subscale C

TABLE 3.3

		Municipality					Total
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	
The ward committees always put the interests of the ward ahead of all other considerations during IDP meetings	Negative	7.9%	15.0%	21.6%	57.5%	33.3%	27.2%
	Rank1	<b>1</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>4</b>	
	Rank2	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	
	Uncertain	15.8%	27.5%	37.8%	40.0%	30.6%	30.4%
	Positive	76.3%	57.5%	40.5%	2.5%	36.1%	42.4%
		Umhlabuyalingana	Jozini	Big 5 False Bay	Hlabisa	Mtubatuba	Total
the ward committee members are reliable and community conscious individuals who can always be entrusted with the responsibility to own and manage community projects	Negative	7.7%	62.5%	27.0%	57.5%	25.0%	36.5%
	Rank1	<b>1</b>	<b>5</b>	<b>3</b>	<b>4</b>	<b>2</b>	
	Rank2	<b>1</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>2</b>	
	Uncertain	25.6%	25.0%	32.4%	30.0%	44.4%	31.3%
	Positive	66.7%	12.5%	40.5%	12.5%	30.6%	32.3%

Umhlabuyalingana registered a Positive score for item1; the other three municipalities registered Negative score for the same item. Umhlabuyalingana is the only municipality that registered a positive score.

### **4.3 CONCLUSION**

Arguably the initial stage of the IDP process i.e. the consultative process between members of the community and the community representative to establish the community needs is of paramount importance as it informs the direction that entire IDP will take to meet those needs. IDP stresses the importance of maximal community involvement; firstly to ascertain the community needs and thereby eliminating the possibility of misdirecting public resources into development projects that are of little or no value to the target communities, secondly to eliminate the common perception that the municipalities unilaterally determine the community developmental requirements without consulting or involving the recipient communities.

#### **Community Questionnaire**

##### **Subscale A**

Meaningful and maximal community participation in the IDP process, as envisaged in the guiding or founding principles of IDP, forges a strong sense of partnership between communities and municipalities that extends beyond intangible IDP into a sense of community ownership of developmental projects, this in turn increases the chances that the target communities value, appreciate and protect the developmental projects in their respective communities.

The findings of this study suggest that most of the ward representatives from the five target municipality fail to ensure that the majority of the community members participate in the IDP process, either the ward representatives do not notify the communities about IDP meetings in advance or the meetings take place at inconvenient times or the meeting are scheduled to late to allow adequate opportunity for the community members to deliberate sufficiently.

Clearly, this does engender or promote the sense partnership between the communities and the municipalities, although the ward representatives and the



councillor in particular are elected by the communities but at times the community may confuse the municipality with councilors and apportion the councillor's errors to the municipality.

### **Subscale B**

Community engagement is not limited to meeting attendance only but well into community perceptions about how the ward representatives conduct the IDP meeting in terms of fairness, adoption of resolutions and the general atmosphere of inclusiveness. The overall ward representatives' conduct should convey to the participants that their contributions are as equally important and more importantly to dispel the often widely held belief that these meetings are mere formalities or "Rubber Stamps" as it were, where decisions that serve other interests other those of the wider community are taken outside these meetings.

All five municipalities fared badly in this regard with the exception of Mtubatuba where the community of that municipality seems to be more than satisfied about the manner in which their ward representative conduct the IDP meetings, this is true for all items of this subscale. The item for which Mtubatuba had the highest score is the ability of the ward representatives to conduct the IDP meetings in manner that engenders optimal community participation in the IDP dialogue during meetings, an important factor that contributes towards the concept of partnership between the municipalities and the communities.

Umhlabuyalingana and Jozini municipalities have fared particularly bad on almost all counts with significantly large negative scores. The Hlabisa community had a meaningful affirmative score only for the item that says the councillor chairs the meetings in manner that promotes maximal contributions.

Whilst attendance at IDP meetings is important but what takes place during these meetings is of far more importance as this is the time and place where the community developmental requirements are established. Over and above

following the meetings protocol or procedures the ward representatives should project themselves above all else as the servants of the communities that elected them in the first place instead of the other way round and regular report back about outcomes of their IDP submissions at the Council keeps the communities in the loop at all times and strengthens the sense partnership between the municipalities and the communities.

### **Subscale C.**

The communities should perceive their representatives to be fully knowledgeable and conversant about all the aspects of the IDP process, collectively. They should have unwavering faith and confidence in the ability of their representatives to promote and advance the interests of their communities at all stages of the IDP process, particularly during the prioritization stage of the process. If most of the times the community IDP submissions are unsuccessful, the communities lose faith not only in their ward representatives but in the entire service delivery project as well.

The ward representatives together with technical service department should possess necessary management skills to be able to manage and monitor the service providers to ensure that they deliver work of good standard. Poor service delivery does not imply lack of service delivery only but constant delivery of substandard work as well. The most obvious consequence of shoddy work is the waste of public resources but on a far subtler level it reinforces the inferiority complex in the previously disadvantage communities that they deserve substandard work befitting their depressed conditions after all.

Mtubatuba municipality is the only municipality where the community has confidence that their representatives have the ability to understand the entire process but all the communities in all five municipalities are of the opinion that their representatives do not monitor and manage the service providers. It is also the only municipality where the community has confidence in its representatives

that they are able to represents and advance its interests in the all important IDP meetings at the council.

### **Subscale D**

The ward representatives or the councillor more particularly are often accused of entering into politics with the sole aim of furthering their own interests. This belief has more currency now than at any other time in history of public officials in this country. Needless to point out that this is at odds with the spirit of IDP and it unnecessarily exerts immense pressure on to the go the extra to dispel this belief by conducting the duties of his office in the most transparent and fair manner. The ward representatives are said to collude with service providers and municipality officials to divert the public recourses away from the communities by delivering substandard work or nothing at all.

To obtain an indication about level of representatives' commitment towards advancing the interests of their communities a question was asked if community members were employed in community projects and the response negative for all municipalities except Big 5 False Bay. On the direct question of whether the councillor is perceived to put the interests of the community above all other considerations, the response was a negative for all municipalities.

There is a high level of unemployment in the formal sector in this country at present and the employment in community projects is more of a short term poverty alleviation measure than actual employment in the conventional sense of the word and it likely that the respondents in responding to the question are confusing the two different definitions. The negative response to the direct question about the councillor's ability the place the interests of the community ahead of other consideration is however more telling.

### **Subscale E**

The quality or the standard of work produced by service providers is the end product of a lengthy IDP process, poor or good service delivery is measured against the quality of work produced by the service provider. Due diligence and extra care should therefore be exercised in selecting service providers who have good track record, reliable and competent to deliver a final product of good workmanship as all the efforts of all the stakeholders who were involved in the IDP process, in the final analysis, go to waste or are duly rewarded on the bases of whether the final product is substandard or of good quality.

All the municipalities are of the opinion that municipality selects substandard service providers with the exception of Mtubatuba municipality. A substandard service provider is synonymous with shoddy service, and inadvertently these communities are passing an indictment on the standard of service delivery.

Finally, Table 1.6 reveals that 64% of the times Mtubatuba municipality had a Positive score which is more than 50%. Regarding the second hypothesis and in so far as the perceptions of the communities are concerned, on the basis of the findings, perhaps there is some measure of truth in saying that Mtubatuba is expected to outperform the other four municipalities since it was up and running well before the other municipalities came into existence.

## **Ward Representatives Questionnaire**

### **Subscale A**

Once the ward representatives, together the community, have finalized the exercise of compiling the IDP community submissions then all the Umkhanyakude district municipality community submissions are presented to the council where they all interrogated and sifted through to ascertain substance and priority. It is of utmost importance that the ward representatives perceive this exercise to be open, transparent and fair particularly the prioritization process and further to that the rules that regulate the process should be strictly adhered to.

The ward representative must be allowed space and time to motivate and defend their community submissions and they must also be encouraged to perceive that all the community submission are of equal importance and the only bases upon they can differ is in terms priority. These are some of the basic requirements that should be met to ensure that the process is as inclusive, legitimate and democratic as far as possible.

The findings suggest that this is one area where all the municipalities are in agreement, there are no affirmative scores for all five constituent items of this subscale save for item 1, for the Hlabisa municipality, concerning the fairness of exercise of presenting the community submissions. The ward representatives are the link between the municipality and the target communities, they form the nerve that connects the two stakeholders in the IDP process, on one hand they communicate the community developmental requirements to the municipality and on the other they are the face of the municipality to the community.

It is important that the ward representative convey a positive image of the municipality, a municipality that is receptive and accommodative of the community needs, a municipality that regards all its communities as equal. These findings are the antithesis of all these positive images that the municipality would want to be transmitted to the communities. The images of the municipalities that the ward representatives project to their communities are the reflections of their experiences with the municipalities and negative perceptions about the municipalities do not augur well for the partnership between communities and the municipalities as envisaged by the IDP.

### **Subscale B**

The selection of service providers is one the most contentious areas in the debate about corruption. It is often alleged that the municipality officials select substandard service providers who in return give the municipality officials “kickbacks” in monetary terms or favours for flouting the tender processes in

awarding projects to less deserving service providers. Obviously, substandard service providers deliver substandard service but the other reason may also be inadequate budgets or if the municipalities do not remunerate the service providers on schedule which adversely affects flow of work and completion of projects.

All five municipalities are of the opinion that the municipality officials select incompetent service providers except the Mtubatuba municipality. They are all in agreement about the municipality officials' administrative shortcomings regarding project budgets, remuneration of service providers, ensuring that projects commence on time etc.

### **Subscale C**

The IDP guidelines envisage that the ward representatives and the communities they represent should establish and prioritize the community developmental requirements by consensus under the guidance and leadership of the councillor. It is important to establish the levels of community commitment and willingness to participate in community issues as the ward representative cannot engage their communities if the communities are not willing to participate in the IDP process. This section of the questionnaire therefore canvasses the ward representatives' perceptions about their communities' willingness to participate, attend IDP meetings, generally cooperate with ward representatives and contribute meaningfully towards the IDP project.

The findings suggests that the levels of community consciousness are very low, on the count of attending meetings, the most crucial and basic requirement to be met to ensure that the IDP process is inclusive and consultative as far as possible, all the municipalities with the exception of Mtubatuba have negative responses.

The ward representatives are also not satisfied with the levels of community understanding of the IDP process and as a result, according to the findings, the community members are prone to make unreasonable IDP submissions. The communities in all the municipalities do not respect or cooperate with their representatives, with exception of Mtubatuba. The ward representatives in all the municipalities are of the opinion that the community members do not value, or regard the community projects as their own.

These findings are not encouraging, taken at face value they have far reaching consequences, not only do they severely undermine the legitimacy of the entire IDP in the eyes of the community but they are also the antithesis of what IDP attempts to achieve i.e. quoting verbatim from the IDP guideline “IDP is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development”.

The main thrust of the IDP enterprise is to forge a sense of the collective, a social contract between the municipalities and its citizens such that both stakeholders jointly own, manage and drive the entire developmental programme from conception to the actual delivery in the communities. It is envisaged that the communities will in turn value, appreciate and own the final product as part dividend for their efforts and contributions to this partnership with the municipalities, on the other hand, the municipalities will have delivered on their mandate to have prudently used public resources to deliver meaningful development to the communities. Integrated Development Planning is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development.

## **Municipality officials Questionnaire**

### **Subscale A**

Ward representatives should be reasonably conversant with the general dynamics of the municipality, more importantly, the ward representatives should have full grasp of the entire IDP process.

The ward representative should also be reasonably familiar with the technical aspects of the IDP to enable them to participate meaningfully at all levels of the IDP process, more importantly during prioritization stage where the ward representative are expected to advance the interests and at times defend the positions of their constituencies constructively.

Surprisingly, Umhlabuyalingana and Jozini municipalities have, on the bases of the findings, given full marks to the ward representatives in their municipalities on all the above attributes, Mtubatuba and Hlabisa ward representatives have fared badly.

### **Subscale B**

The ward representatives should be equipped with reasonable project management skills which, amongst other things, entail the ability to interpret project documentation to enable them to monitor and ensure that service providers work according specifications, and the ability to monitor and manage the entire project from start to end to ensure that service providers deliver the final.

With the exception of Umhlabuyalingana, all other ward representatives seem to have shortcomings in so far as their project management skills are concerned. Clearly, the municipality relies heavily on the ward representatives who are on delivery sites most of the times to monitor the service providers and manage projects and as consequence there should be good working relationship between municipality officials and ward representatives.



**Subscale C**

As already mentioned, ward representatives should be community conscious individuals who always place the interests of the communities that ahead of other consideration. They should be reliable and be above reproach individuals who can be entrusted with huge responsibility of advancing the interests of the communities they serve at all times.

The findings suggest that the ward representatives seem to lack these qualities for all the municipalities except for Umhlabuyalingana.

## **CHAPTER FIVE**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.1. INTRODUCTION**

By and large, this study has brought to the fore many realities about the state of local government in South Africa, especially the rural based local municipalities. As much as the focus was on the Big 5 False Bay Local Municipality in KwaZulu-Natal, the study drew comparisons and lessons from the well established Umhlathuze Municipality which is also in KwaZulu-Natal.

#### **5.2 RESEARCH OBJECTIVES AND KEY RESEARCH QUESTIONS**

The main objectives of the study are to:

- critique local governance at the Big 5 False Bay Local Municipality;
- investigate the challenges facing the Big 5 False Bay Local Municipality; and
- bring to the fore the service delivery disparities with a view to suggest possible remedial measures for the consideration of the municipality and government.

The key questions to be answered include the following:

- What are the challenges facing Big 5 False Bay municipality in terms of governance and service provision?
- What is the adequacy, and efficacy of the support provided by Umkhanyakude District Municipality, national and provincial departments to address the service delivery and governance challenges facing the Big 5 False Bay Local Municipality?
- What is the active role, involvement and participation of local communities in the affairs of the municipality and development in general?

- How is the capacity of the municipality to comply with a plethora of provincial and national legislation governing local government? and
- What is the involvement and participation of local communities in the affairs of the municipality?

### 5.3 CONCLUSIONS

Through a well structured method of collecting data, the following features were identified:

- Legislatively, national and provincial government has made progress in relation to the transformation of the previously distorted and race-based local authorities in South Africa;
- That the current legislation is sufficient enough to drive the transformational agenda; especially that of ensuring an integrated approach to service delivery and governance at a local governance level;
- That there are still challenges insofar as the establishment of fully fledged and well equipped administrative capacities that are geared to drive the developmental and transformational agenda as envisaged in the Constitution (1996);
- Functional departments in the Big 5 False Bay Municipality operate in a fragmented than in a coherent and complementary manner. And that this contributes to a dysfunctional municipality.

It is therefore the view of the researcher that the success of any government institution depend fully functional institutional and financial plans. It can be argued that it is on the basis of this plans that the administration of the municipality can be poised and geared towards the realisation of the objects of local government as enshrined in section 152 of the Constitution of the Republic of South Africa (1996) which is to:

- provide democratic and accountable government for local communities;
- ensure the provision of services to communities in a sustainable manner;

- promote social and economic development.
- promote a safe and healthy environment; and
- encourage the involvement communities and community organizations in the matters of local government.

Legislation also states that local government should work towards the realisation of the above-mentioned objectives using the limited resources at its disposal. These deployment and utilisation of the resources of the municipality could be appropriately deployed and utilised through the development and effective implementation of institutional and financial plans.

An Institutional Plan refers to the human resource, structures and systems, whereas the Financial Plan refers to the short, medium and long term financial planning on how the municipality will raise revenue, spend it and ensure the financial sustainability of the municipality. It can be argued that the successful implementation of the IDP and Budget of the municipality depend largely on how well the municipality implements its Institutional and Financial Plans. Also, the administration of the municipality will require the support of political office-bearers to realise their goals.

**Table 5.1: Comparison of the Big 5 False Bay Local Municipality and Umhlathuze Local Municipality**

The Big 5 False Bay Local Municipality			Umhlathuze Local Municipality		
Located in Umkhanyakude District Municipality.			Located in UThungulu District Municipality.		
Mainly rural based municipality			Mainly urban based municipality		
Seven (7) Councillors					
Fairly new administration (1996)					

## 5.4 RECOMMENDATIONS

Logically, it can be reasoned that the socio-economic development of the Big 5 False Bay Local Municipality, just like many if not all rural based municipality in South Africa, need a dedicated and well focused attention of development agencies. Therefore the following is recommended for this municipality:

- At the centre of the developmental agenda of the rural municipality should be the rural people themselves with government and other agencies providing support;
- The above assertion implies therefore that the needs and solutions to development challenges facing rural communities can be resolved through the employment of local solutions. According to Andrew Webster (1994: 159), „the poor in rural areas are dependent on the national government as they lack adequate knowledge, skills and appropriate attitudes to take the initiative on their own’;
- If the above statement is true, then the Big 5 False Bay Local Municipality will continue to rely on national and provincial governments for financial and to a degree technical support. This support comes in a form of conditional grants; which creates no space for the municipality to alter in order to accommodate local development realities;
- Furthermore, Webster argues that the poor should be educated to accept the state’s programmes. This education will foster and engender self-reliance and empower rural people such as those of the Big 5 False Bay to meaningfully participate in the determination of the developmental needs;
- Without appropriate skills and knowledge, rural poor communities will not appreciate the kind of development assistance and programmes that comes from outside their community. This is evident in incidents where local people vandalise community halls and other utilities that are developed through „foreign’ funding.

## **5.5 CONCLUSION**

Up until 1994 the area of local government has been faced with a number of challenges. Communities blame both councillors and municipal officials for poor service delivery and maladministration. Whereas some cite cases of limited resources for the slow pace of delivering the services that are required by the community. However, the reality of the matter is that, given the limited resources at their disposal, municipalities are bound by the Constitution of the country to satisfy the legitimate expectations of their communities. This relates to the provision of water, sanitation, electricity, health and other services. This requires municipalities to establish and operate on a basis of an effective, efficient and professional governance system. This was the basis for the idea of undertaking this study that critiqued the local governance in the Big 5 False Bay Local Municipality.

There is still a need for further research in this area of local governance, with the aim of proposing concrete solutions that can help in accelerating service delivery.

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