

Councillor's role in service delivery

The case of Ekurhuleni Metropolitan Municipality

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ABSTRACT

This article contributes to the debate and aims to increase policy-makers' understanding of the dynamics of local government service delivery, with the ultimate goal of strengthening service delivery in South Africa. The motivation for the research comes from a realisation that policy interrogation efforts into local government have largely focused on the role of the community and/or the appointed municipal officials. There is a lack of research on elected office bearers who are a fundamental part of the local government system and whose role has a policy-shaping influence. Political leadership and its effectiveness in the local government sphere is an important but often neglected aspect of government. According to the *White Paper on Local Government* (1998:12), local government in South Africa has, since the transition to democracy, undergone a series of changes to meet the needs of a consolidating democracy and the development of the country's citizens. The challenges include: addressing apartheid-legacy underdevelopment of the regions and municipalities; fostering participatory governance in the local sphere; and consolidating local government to facilitate sustainable development and improving service delivery. This article investigates the role of a municipal councillor in ensuring that the municipality's mandate is carried out.

INTRODUCTION

Local government is the most important sphere of government as it is at the coalface of service delivery and the closest to the people. This sphere has a constitutional obligation to deliver a variety of services including basic essential services such the provision of potable water, sanitation, electricity and housing especially to the poor and deprived communities.



Party politics have impacted on the way councillors are elected irrespective of the democratic process the community uses in electing their own ward councillors and political parties assign the Proportional Representative (PR) councillors.

Service delivery in South Africa remains one of the most contentious issues within the realm of policy implementation. Depending on the political frame of reference, different opinions on the success or failure of service delivery policies are voiced almost daily. After the adoption of the *Constitution of the Republic of South Africa, 1996* (hereinafter referred to as the Constitution), great strides have been made in terms of service delivery. Initial challenges in the public sector concerned policy development to facilitate institutional realignment. This challenge has now shifted mechanisms to ensure efficient and effective policy implementation.

Service delivery in most municipalities does not meet the requirements described in the *White Paper on Transforming Public Service Delivery, 1997 (Batho Pele)*, which provides a policy and implementation framework for service delivery. This landmark White Paper was published as a response to the expectations which accompanied the emergence of a democratic South Africa. Its introduction was the recognition of the historical deficiencies of the pre 1994 public service and its poor service delivery record, especially to the black majority (Nengwekhulu 2009:348). The eight principles contained in the White Paper act as guidelines that have to be honoured by all public officials to ensure that social values are recognised and ethical norms are honoured. There are a number of variables that contribute to inefficient delivery of services, the most important of these as identified by Naidoo (2005:103) as human resource and financial constraints; the lack of technical skills; the lack of co-ordination; ineffective intergovernmental relations (IGR) among the three spheres of government; ineffective policy implementation; and the lack of effective monitoring and evaluation systems.

EKURHULENI METROPOLITAN MUNICIPALITY

Ekurhuleni Metropolitan Municipality covers a total area of $\pm 2\,000\text{km}^2$; accommodating a total population of $\pm 2,5$ million people (2002 estimates). This constitutes 5,6% of the national population and makes up 28% of Gauteng's population. The population density is approximately 1250 people per km^2 , making Ekurhuleni one of the most densely populated areas in the country. By comparison the population density in Gauteng Province is 513 people per km^2 and in the country it is on average 38 people per km^2 . The percentage of people living in poverty nationally is 49% compared to 29% in Ekurhuleni. (Ekurhuleni Annual Report: 2003)

Political Structure

The Ekurhuleni Metropolitan Municipality's political structure comprises 175 councillors. Of the 175 councillors, three are political office bearers namely the Executive Mayor, the Speaker and the Chief Whip of Council. Furthermore 10 are members of the mayoral committee (MMCs). The Executive Committee consists of 10 portfolio committees led by the MMCs. That equals the Municipality's administrative departments. There are also 79 committees (established in terms of Section 43 of the *Local Government: Municipal Structures Act, 1998*

(Act 117 of 1998) chaired by the Speaker, chairperson of Tribunal and the chairperson of Municipal Public Accounts Committee. The Ekurhuleni Metropolitan Municipality consists of the following political parties:

- African National Congress (ANC 110 councillors)
- Democratic Alliance (DA 45 councillors)
- Inkatha Freedom Party (IFP five councillors)
- Democratic Ratepayers Association (DRPA three councillors)
- Independent Ratepayers Association (IRASA) African People Convention (APC) African Christian Democratic Party (ACDP) Simunye Christian Movement (SCM) all sharing two councillors each
- Freedom Front+ (FF+), United Democratic Movement (UDM), African Christian Democratic Party (ACDP) Congress of the People (COPE) the latter four represented by one councillor each.

Administrative structure

The Ekurhuleni Metropolitan Municipality’s administrative structure is managed by the City Manager and two deputy city managers. The organisational structure provides for 10 Executive Directorates viz. Corporate and City Planning; Environmental Development; Economic Development; Human Resource Development; Financial Development; Sport and Recreation Art and Culture; Health Development; Water and Energy; Information and Technology; and Roads and Civil Engineering. Some sub-directorates operate under the Directorate of Corporate and City Planning Services. This directorate is *inter alia* responsible for employees’ wellbeing, youth, communication and marketing and international governmental relations.

Committees of Ekurhuleni Metropolitan Municipality

In 2011 Ekurhuleni Metropolitan Municipality adopted the system of Separation of Powers model (Section 79 committees) as per the schedule 5 of the *Local Government Municipal Structures Act, 1998* (Act 117 of 1998). These committees of council are chaired by chairpersons that are elected by council. These committees are also charged with the development of new policies. Section 33 of the *Municipal Structures Act, 1998* provides that a municipality may establish committees detailing the specific powers of such committees and the need for delegation and commitment of resources to such committees.

Table 1 Functions of the Committees

Section 79 Committees	Section 80 Committees
Council determines the functions and may delegate powers and duties to the committees	Executive Mayor delegates powers and duties
Council appoints chairpersons	Chairpersons appointed by the Mayor
Committee may co-opt non-councillors e.g. tribunal committees	Committee comprises only councillors
Committee plays an oversight role for the effective performance of functions of council	Committee is established to assist the Mayor only

Source: Ekurhuleni Metropolitan Municipality August 2011 Council Agenda



Table 2 Examples of Committees in Ekurhuleni Metropolitan Municipality

Section 79 Committees	Section 80 Committees
Community Safety	Community Safety
Sport Recreation Heritage Art & Culture	Sport Recreation Heritage Art & Culture
City Planning and Economic Develop	City Planning and Economic Development
Environmental Development	Environmental Development
Health	Health
Water and Energy	Water and Energy
Corporate and Shared Services	Corporate and Shared Services
Public Transport, Planning and Provision, Roads and Storm Water	Public Transport, Planning and Provision, Roads and Storm Water
Finance	Finance
Ethics and Integrity	
Gender Youth People with Disability	
Mayoral and Legislature	
Public , Participation and Petition	
Municipal Public Accounts Committee	

Source: Ekurhuleni Council Agenda August 18, 2011

In order to promote inclusive, participatory governance municipalities should be encouraged to use the committee system where the separation of powers are visible and service delivery can be monitored by the councillors on behalf of the communities. De Visser *et al.* (2009) argue that where Section 79 Committees do exist, the trend in larger municipal entities is to relegate them to a management function covering more generic areas rather than those which deal with oversight. This renders Section 79 ‘toothless’ in respect of the effective oversight role they should be playing through the portfolio Committees to Section 80 Committees, ordinary councillors are excluded from discussions on plans and policies (Local Government Turnaround Strategy:2009).

Despite these weaknesses, councillors have the responsibility to make important decisions by voting in Council on issues such as resolution of council, policy changes, the Integrated Development Plan and the annual budget. Councillors therefore need to be informed about the content of the plans, but for many councillors, especially opposition councillors, it appears that they are excluded from key discussions revealing the content of policies and plans.

EMPIRICAL RESEARCH METHODS

This section highlights the research methods selected for the purposes of this article. Primary data was obtained through one-on-one interviews and group discussions with the councillors and officials. The aim of the individual interviews was to collect information on individual attributes of councillors and to assess their experiences and opinions of the functions they

perform. The participants interviewed were asked the same questions drawn from an interview guide that was developed for the purpose of this article. Councillors, Executive Mayor and the Speaker were contacted as required to obtain permission to interview councillors. The subgroups interviewed were composed as follows:

- sample drawn from the councillors of different parties
- sample drawn from ward committees
- sample drawn from the community in the Metropolitan Municipality
- sample drawn from municipal officials

Table 3 Profile of councillors interviewed

Profile of councillors	Ward	Proportional Representative
Respondent	ANC	DA
ANC	48	
DA	20	
FF+		1
UDM		1
APC		1
Executive Mayor	1	
Speaker	1	

60 Officials: including City Manager, Executive Directors, managers and ordinary employees

Senior officials and community members were selected randomly to collect the data required for the research. For the purpose of this research the sample was seventy-three councillors representing various political parties. The individual councillor interviews were complemented by individual interviews with senior municipal officials. Sixty municipal officials were interviewed in this research. The aim of the interviews was to generate informed opinions about the municipal context and the work of the councillors. The municipal officials served as key informants as they interacted with the councillors in their various duties.

The councillors were selected in consultation with the office of the Speaker. In selecting the respondents, the researcher had initially planned to interview councillors from the different political parties as well as male and female public representatives. However, owing to the difficulties in securing appointments before planned field trips, the researcher interviewed only those councillors who were available and accessible at the time of municipal visits. The researchers interviewed the Ward Councillors, Proportional Representation (PR) Councillors, Members the Mayoral Committee (MMC) councillors and Executive Mayor and Speaker where possible.

DATA ANALYSIS

Inferential statistics was used to infer with the sample of officials, councillors, speaker and the mayoral executive committee. The sample was based on the information summarised in the descriptive statistics.



The role of councillors in the South African system of local government

The work of councillors is outlined in the *White Paper on Local Government* (1998) which proposes a developmental framework model for local government. Developmental local government promotes the philosophy of sustainable ways to meet the socio-economic needs of residents and improve the quality of life particularly targeting the most marginalised and poorest members of the society.

In South Africa there are two types of councillors: Ward councillors and Party Representative (PR) councillors. The PR councillor is elected through the party list and he or she is accountable to the party. The PR councillor can also be allocated to wards to improve the accountability to communities. Most PR councillors are deployed by their respective parties to the opposition wards while ward councillors are elected by the communities in the form of the voting and checked by the IEC. The main role of the ward councillor is to make sure that the concerns related to the wards they serve in are being attended to. Apart from the service delivery concerns of the residents' needs in council, Ward Councils are responsible for:

- Giving ward residents a progress report, explaining the decisions of the council in committing resources to development projects and programmes affecting them;
- Assessing whether the municipalities' programmes and plans are having their intended impact;
- Assessing whether services are being delivered fairly, effectively and in a sustainable way;
- Determining whether capital projects are being committed in accordance with the IDP Plan;
- Staying in close contact with their constituencies to ensure that council is informed of all issues on the ground; and
- Conveying information from council to residents (SALGA 2006)

Council through councillors therefore serve as the interface between the community they represent and the municipal officials who design and implement development policies. The councillor's job is not only to serve as the voice of the people, expressing the community's needs, but also to act as a watchdog and ensure the municipality implements policies to address the needs of the community. The Ward Councillor as chairperson of her/his ward must also raise concerns to council on behalf of ward members when residents experience problems relating to the financial management of a council. In terms of the *Municipal Structures Act, 1998* (Act 117 of 1998), councillors are also required to make recommendations to municipalities for the improvement of policies and programmes within the broad framework of developmental local government (Jostle L:2006).

COUNCILLORS AND COUNCIL FUNCTIONS

The nature of the relationship between the residents and the municipality determines the extent to which the councillor can play a mediating role between residents and the

municipality. Councillors are mainly elected on the basis of their political affiliation. The relationship between the municipality and the residents is sensitive to party politics as voters vote according to political affiliation and elected members are therefore bound by party political mandates.

Relationship between councillors and officials

Councillors have to facilitate the interrelationship between the municipality and the community. They do this through interactions with the municipal officials, the senior politicians and by serving on the various committees. The relationship between councillors and municipal officials in Ekurhuleni Municipality is functional and has improved over the last five years. Generally both councillors and municipal officials report that they interact well and there are no tensions between the two categories of role players.

Caucus/party political considerations

Ekurhuleni Metropolitan Municipality caucuses of both the ruling party and the opposition parties play a major role in the way in which councillors execute their responsibilities. The way in which political parties interact with one another in a municipality influences the way in which the councillors perform their functions. Caucuses led by the whips of different parties set the tone and influence relations among the various parties represented in council. Since the ANC has the majority of councillors in council, the intra and inter-political party dynamics influence the way in which councillors operate and also the access they have to resources needed to perform effectively (Whippery terms of reference: 2011).

The Handbook for Councillors explains that once the decisions have been taken in the Party's Caucus, party members are expected to vote in the Council sitting according to that decision. Again, party politics also undermines the potential of councillors to perform their functions. The opposition councillors alleged that the politicisation of employment opportunities and allocation of housing in the municipality undermines the effectiveness of public participation in municipal processes.

Understanding the role of councillors by the community vs the community's understanding of the functioning of council

The important role councillors play as intermediate, conveying information between residents and the municipal administration and the Council, is recognised by officials in Ekurhuleni Municipality. Both officials and the councillors in the Metro believe that an informed community would be less likely to make unrealistic demands or engage in protest action. To this end, the municipality uses public meetings, ward committee meetings and radio stations (Kasi FM, and the Voice of Tembisa) to communicate with the public. The municipality has a public participation policy contained in the Standing Orders of Council that seek to achieve the following:

- Improve the accountability of wards and municipal structures to each other and to the community they serve
- To support ward committees



- To assist ward committees to plan at the local level

An internal survey done quarterly by council shows that the municipality and the community were satisfied with the public meetings held by the different councillors. Those councillors that do not hold public meetings were referred to the Rules Committee. Findings also show that most of the councillors are playing an effective role in service delivery in the community. According to whippers (multi party), Ekurhuleni has an effective public participation system in place and this was attributed to the following:

- Most people are attending meetings
- Councillors hold regular sectorial meeting with the communities
- There is a good attendance in the IDP meetings

Municipalities as service delivery mechanisms

Section 153(a) of the Constitution states that a municipality must structure and manage its administration, budget and financial processes to prioritise community needs, to promote the overall socio-economic situation of that community. To achieve this objective, municipalities need to provide democratic and accountable government to local communities; provide sustainable services; promote socio-economic development; promote a safe and healthy environment; and encourage the involvement of communities and community organisations in municipal matters. Since one of the primary duties of this sphere of local government is the development of the community according to its basic needs. The identification of basic needs should be done in consultation with the community. Communities differ and for development and prosperity to be promoted, a new standard of measurement of service delivery should be developed.

Integrated Development Plans (IDPs) are of particular significance to ensure a structured and co-ordinated approach to service delivery. In developing these IDPs, both municipalities and communities can work together to find the best solutions to achieve long term development. Richards (2006:46) states that the planning undertaken by municipalities must be aligned with and complement the development plans and strategies of other affected municipalities and organs of state to give effect to the principles of co-operative government as stated in Section 41 of the Constitution.

RESEARCH FINDINGS

In this article, the communication and understanding the roles among officials, councillors and community is the independent variable. The impact or effect of councillors on service delivery is the dependent variable. This section highlights the research findings on what the municipal officials and councillors perceived to be the main service delivery challenges facing the municipality. This description contributes to the contextualisation of the councillor's work environment.

Out of the subjects that were selected or that formed a sample of this study, the researcher managed to obtain 43 forms from the sample who responded to the questionnaires. In terms of percentage the overall response was 52%. The responses were analysed using percentages.

The questionnaires administered to the sample were structured in accordance with the following research objectives:

- Enhance the quality of public debate on the role of councillors in service delivery;
- Influence policy by contributing to the debate on the impact of local government leadership on service delivery;
- Facilitate the quality of interaction between the community and their elected representatives; and
- Improve service delivery by making a contribution towards the development of the system of local government by proposing alternatives models of public representation and accountability at the local government level.

Questions asked to the councillors, ward committees, community members, and officials

Question 1: What is your qualification?		
Distribution of results	2%	had no schooling
	13%	had very little schooling
	47%	had some primary schooling
	36%	had high school (Grade 8 to Grade 12)
	28%	had tertiary education

Question 2: To which age category do you belong?		
Distribution of results	6%	10–15
	15%	16–24
	46%	31–49
	3%	50+

Question 3: What is your income level?		
Distribution of results to the question that attempts to find out the income level of the respondents	6%	receives income between R0 – R 500
	14%	receives income between R600 – R1000
	38%	receives income between R1100 – R3000
	42%	receives income between R3100 – R5000
	8%	receives income R6000 +

Question 4: Do you understand the meaning of service delivery?		
Distribution of results to the question	82%	Understand
	10%	Do not understand
	8%	Undecided



Question 5: Do you know which services are delivered by Ekurhuleni Metropolitan Municipality?

Distribution of results to the question	72%	Yes
	15%	Not exactly
	13%	Undecided

Question 6: The community is involved in service delivery through consultation

Distribution of results	42%	Agreed
	57%	Do not agree
	1%	Undecided

Question 8: What role do community play in identifying projects for their areas?

Distribution of results	8a: Communicate with ward councillors	
	62%	Agreed
	38%	Do not agree
	10%	Undecided
	8b: Councillors call community meetings	
	78%	Agreed
	20%	Do not agree
	2%	Undecided

Question 9: How does the community become involved in decision making?

Distribution of the results	9a: Participates in meetings where decisions are taken	
	38%	Agreed
	52%	Do not agree
	10%	Undecided
	9b: Their ideas/input taken into consideration	
	54%	Agreed
	42%	Do not agree
	4%	Undecided

Question 10: Is the community informed when the project they have identified failed to be implemented?

Distribution of results	41%	Agree
	58%	Do not agree
	1%	Undecided

Question 11: What causes poor communication?

Distribution of results	11a: Political intolerance, attitudes	
	72%	Agree
	18%	Do not agree
	10%	Undecided

Distribution of results	11b: High level of illiterate councillors /quality of councillors	
	68%	Agree
	28%	Do not agree
	2%	Undecided
	11c: Distrust, personal differences, power struggle	
	86%	Agree
	2%	Do not agree
	2%	Undecided

Question 12

	12a: No clear knowledge of the content of the Integrated Development Plan and Budget	
	42%	Agreed
	54%	Do not agree
	4%	Undecided
	12b: No clear knowledge and understanding of the vision, mission and objectives of the municipality	
	38%	Agreed
	52%	Disagreed
	10%	Undecided

Question 13: What can be done to improve communication?

Distribution of the results to the question that attempts to find out what can be done to improve communication	Capacitate councillors	
	92%	Agree
	3%	Do not agree
	2%	Undecided

Question 14: What channels can councillors use to communicate with their constituencies?

Distribution of results to questions that attempts to find out what channels can councillors use to communicate	14a: Mass meetings	
	56%	Agree
	34%	Do not agree
	10%	Undecided
	14b: Street, area or group meetings	
	34%	Agree
	54%	Do not agree
	12%	Undecided
	14c: Direct outreach to community	
	78%	Agree
	12%	Do not agree
	10%	Undecided

Question 15: Is the councillor able to inform the community about the municipal budget and IDP?

Distribution of results	28%	Agree
	68%	Do not agree
	14%	Undecided

Question 16: Do you know the municipal legislation, regulations, mechanism and processes used within the municipality

Distribution of the results	58%	Agree
	38%	Do not agree
	4%	Undecided

Question 17: Poor communication impedes service delivery.

Distribution of the results	72%	Agreed
	23%	Do not agree
	5%	Undecided

FINDINGS/RESULTS OF THE QUESTIONNAIRES ADMINISTERED TO COMMUNITY MEMBERS

Question 1: What is your qualification?

Distribution of results	12%	No schooling
	28%	Very little schooling
	38%	Some primary school
	14%	High school (Grade 8 to Grade 12)
	8%	Tertiary school

Question 2: To which age group do you belong?

Distribution of results	5%	10–15
	20%	16–24
	28%	25–30
	38%	31–49
	41%	50+

Question 3: Are you aware of the Ekurhuleni Metro's core function?

Distribution of results	54%	Agree
	28%	Do not agree
	12%	Undecided

Question 4: Do you know your councillor?		
Distribution of results	62%	Agree
	23%	Do not agree
	15%	Undecided

Question 5: Do you know the role of the councillor?		
Distribution of results	54%	Agree
	38%	Do not agree
	8%	Undecided

Question 6: Do you know the channels of communication between you and the municipality?		
Distribution of results	38%	Agree
	58%	Do not agree
	4%	Undecided

Question 7: Do you attend the meetings organised by your councillor?		
Distribution of results	54%	Agree
	41%	Do not agree
	5%	Undecided

Question 8: Is your councillor well informed about the functions and services delivered by municipality?		
Distribution of results	54%	Agree
	24%	Do not agree
	22%	Undecided

Question 9: Do you know the functions of the municipality?		
Distribution of results to the question that attempts to find out whether the respondents know the functions of the municipality	24%	Agree
	65%	Do not agree
	11%	Undecided

Question 10: Do you know the budget of the municipality comprises?		
Distribution of results	5%	Agree
	82%	Do not agree
	13%	Undecided

Question 11: Do you know how to participate in the IDP and Budget meeting?

Distribution of results	12%	Agree
	78%	Do not agree
	10%	Undecided

Question 12: Do you attend Integrated Development Plan meetings?

Distribution of results to the question that attempts to find out whether the respondent does attend the integrated development plan meetings	62%	Agree
	23%	Do not agree
	15%	Undecided

Q 13: Are you comfortable with the language used by the municipality?

Distribution of results	54%	Agree
	38%	Do not agree
	8%	Undecided

Question 17: Do you know the key officials of the municipality?

Distribution of results	33%	Agree
	54%	Do not agree
	13%	Undecided

Question 18: Do you get reports on the projects to be implemented by the municipality?

Distribution of results	23%	Agree
	67%	Do not agree
	10%	Undecided

Question 19: What causes poor communication?

Distribution of results	19a: Political intolerance, attitudes	
	78%	Agree
	20%	Do not agree
	2%	Undecided
	19b: Quality of councillors	
	68%	Agree
	38%	Do not agree
	4%	Undecided
	19c: Distrust, personal differences, power struggle	
	89%	Agree
	10%	Do not agree
	1%	Undecided

Question 20: What can be done to improve communication and consultation?

Distribution of results to the question that attempts to find out as to what can be done to improve communication	20: Capacitate councillors on communication skills	
	75%	Agree
	15%	Do not agree
	10%	Undecided

RECOMMENDATIONS AND CONCLUSION

In a municipality where the public participation system is operating effectively for residents to express their needs and for these needs and concerns to be heard and acted upon by the municipal administration, residents have more trust in the ability of local government to address their needs. They appear to be less frustrated with service delivery shortfalls that exist. It could be deduced that:

- Communities trust in the ability of local government to deliver services need to be restored through a number of measures, including a regular assessment of councillor performance, undertaken in a systematic and transparent way and based on a set of standard indicators applied across all municipalities. These indicators should include for example the level of attendance of councillors at ward committee and council meetings and the level of participation in such meetings; the level and frequency of contact with residents' needs conveyed to council and addressed by the municipality.
- The link between decisions taken at ward committee meetings and council need to be stronger so that resolutions taken by these committees are reflected in council meetings and citizens can deduce that their views are attended to by council.
- Ward councillors are under capacitated in terms of numbers in representing the needs of residents in council.
- There is a need to institutionalise feedback between councillors and the municipal administration to enable them to monitor progress in development projects.
- Councillors should receive more training on the Disciplinary Code of Conduct.
- Ward committees have no decision making power concerning the development of their wards. There is insufficient co-ordination among the various municipal service delivery departments, especially in a municipality where service delivery units may be geographically spread across several towns as in the Ekurhuleni Metropolitan Municipality. This makes councillor oversight more demanding.
- Consideration should be given to empowering ward councillors by allocating discretionary budget for ward related projects from the Local Government Sector Education Training and Authority (LGSETA) programmes. This will enable them to allocate developmental projects within their wards.
- There is a need to equip councillors with the technical skills needed for developing ward related budgets as well as train them in implementation of projects to ensure that they are able to manage finances pertaining to ward level development.
- There is a need to develop learning networks between elected local leaders and officials in municipal administration. Learning networks should be extended across the municipality.

- Public participation led by the Speaker's office in most municipalities need to play a vital role in order to enable the communities to understand the role of councillors and the relationship with the community. Communities should be aware of the main functions of the councillors vs. the functions of the other two spheres of government.

Municipal service delivery projects and development programmes are decided by council at the initiative of the executive authority of the municipal administration. Ward councillor decisions are based on their respective constituency policy, beliefs and norms. This weakens the participatory democracy in the local sphere because residents often do not recognise the implementation of development projects they have expressed a need for in their own wards. Most councillors only receive basic councillor induction training, relating to their broad roles and functions as councillors. Some receive other types of training such as in the field of leadership and management, but training in the area of developing budgets and financial management is lacking.

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