



Enhancing service delivery: The Role and Capacity of Municipal Ward Committees, in
KwaDukuza Municipality in the KZN province

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By

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ABSTRACT

Ward committees were introduced as a representative structure of communities within a municipal structure, in terms of the Municipal Structures Act, 117 of 1998, section 72–78. The ward committee serves and forms a bridge between the municipal council and its residents, by coordinating and facilitating effective communication. The ward committee operates as a watchdog of the community and forms a link by effectively strengthening communication between the municipal council and the citizens it represents.

The study has, therefore, assess the role of ward committees in ensuring services are delivered and whether they have capacity to support their mandate, within selected wards of the KwaDukuza municipality, in the province of KwaZulu-Natal (KZN). Ward Committees have been the

emphasis of significant attention by government, as well as civil society. While the challenges facing ward committees impact their effectiveness in preventing any effective operation, they also lack sufficient capacity to deal with community concerns that emerge.

The study used one research method and applied an interview schedule to collect data from which to obtain the best desirable results. A qualitative method is trusted to gather in-depth information from people, allowing them their own opinion and ideas about being ward committee members, since inductive, holistic results can be interpreted, as a result. The sample size was drawn from six selected ward committees of the municipalities, with each committee consisting of ten members, therefore the study used two members from each ward; in total, 12 participants were considered for interviews. A random probability sample was used to target ward committee members.

The findings of the study reveal few mechanisms in place to elevate ward committees, or act as a conduit for support, leaving them to operate unsupervised or monitored, with low stipends that do not cover monthly schedules, sometimes contributing to the boycotting of meetings. The study will benefit the policy makers and the relevant stakeholders. This study did not cover large sample therefore generalisation of findings should be used with care. This study recommends further research on the expansion of research area.

DECLARATION

I, Sibongayena Khethokuhle Xolani Mnqayi, declare that, to the best of my knowledge and belief, this is my own, original work, and all sources used in this dissertation have been properly acknowledged and accurately reported.

I furthermore, testify that this dissertation has been submitted neither for a degree at any other University, nor for publication as journal articles/conference

DEDICATION

This research is dedicated to my Mom, Christina Simangele Fikile Shandu. You have taught me everything I know. I love you, may God bless you abundantly.

The dedication is also for African Gospel Church, Siphon Khulu, Skhumbuzo Mzimela, Lungelo Makhathini, Xolo Mfeka, my late friend Senzo “Siginci” Sibisi, all my friends (bafana bakithi), all my siblings, cousins and my fellow colleagues; as well as my lovely wife, Sinenhlanhla Mnyazi.

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Dr Lawrence Mpele Lekhanya my supervisor, who always showed professionalism throughout our journey in this back-breaking work. His inspiration, guidance, encouragement and patience carried me through. Thank you!

Many thanks to the Zondo and Mnqayi families; I really appreciate you for inspiring a positive attitude for education. My nieces and nephews who had to endure lengthy period of life without me, while I was consumed by my studies; I thank you earnestly for being able to be good without me.

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“Appreciation can make a day, even change a life. Your willingness to put it into words is all that is necessary” Margaret Cousins.

TABLE OF CONTENTS

ABSTRACT.....	ii
DECLARATION	iii
DEDICATION	iv
ACKNOWLEDGEMENTS	v
TABLE OF CONTENTS	vi
LIST OF TABLES	xiii
LIST OF FIGURES	xiv
CHAPTER ONE	1
INTRODUCTION AND BACKGROUND.....	1
1.1 INTRODUCTION.....	1
1.2 BACKGROUND OF THE STUDY STATEMENT.....	1
1.3 RESEARCH PROBLEM STATEMENT	2
1.4 RESEARCH AIM	3
1.4.1 Research Objectives	3
1.4.2 Research Questions	4
1.5 RESEARCH APPROACH AND DESIGN	4
1.5.1 Study Population	5
1.5.2 Sample Size.....	5
1.5.3 Sampling Method.....	5
1.6 QUESTIONNAIRE DEVELOPMENT	6
1.7 DATA COLLECTION METHOD.....	7
1.8 DATA ANALYSIS	7
1.9 DELIMITATIONS OF THE STUDY.....	8

1.10	ETHICAL CONSIDERATIONS	8
1.11	CONTENT OF THE CHAPTERS	10
1.12	CHAPTER SUMMARY	11
CHAPTER 2		12
REVIEW OF LITERATURE		12
2.1	INTRODUCTION.....	12
2.2	DEFINITION OF WARD COMMITTEE	14
2.3	FACTORS THAT INFLUENCE WARD COMMITTEE CAPACITY	17
2.3.1	Lack of adequate Capacity and Skills to Perform Duties	17
2.4	WARD COMMITTEE TOOLS AND MANDATORY ROLE IN SERVICE DELIVERY	23
2.4.1	Role of Local Government with Ward Committees	23
2.4.2	Composition of Ward Committee	24
2.4.3	Roles and responsibilities of Ward Committees	26
2.4.4	Membership Criteria	26
2.4.5	Main Functions of Ward Committees	27
2.4.6	Determination of interest to be represented in ward committees.....	27
2.4.7	Challenges Facing Ward Committees.....	28
2.5	TO DETERMINE THE LEVEL OF CAPACITY TO GUIDE WARD COMMITTEES IN DECISION-MAKING	29
2.5.1	Capacity Building	29
2.5.2	Policy Framework	32
2.5.3	Municipal Policies and By-Laws Regulating Ward Committees	33
2.5.4	Budget Allocated for Ward Committee	34

2.5.5 Stipends	34
2.5.6 Project Allocations	35
2.5.7 Participation in context	38
2.5.8 Relationships between Councillors and Ward Committees	40
2.5.9 Functions of the Councillor.....	41
2.5.10 Importance of Ward Committee Participation	41
2.5.11 Obstacles and Challenges Facing Community Participation	42
2.6 RECOMMENDATIONS ON HOW WARD COMMITTEE ROLE AND CAPACITY CAN IMPROVE SERVICE DELIVERY.....	45
2.6.1 Effectiveness of the ward committee	45
2.6.2 Developing a Public Participation model.....	48
2.6.3 Policy Development Model	48
2.6.4 Improved framework for ward committee	49
2.6.5 Good Governance.....	49
2.6.6 Ward Committee Representation and Public Accountability	50
2.6.7 Ward Committee enhancing pace of Service Delivery	50
2.6.8 Ward Committee Communication Strategy	50
2.6.9 Ward Committee Resource Allocation	51
2.6.10 Ward Committee Capacity Building Strategy	51
2.6.11 Ward Committee Administrative Support	52
2.6.12 Intergovernmental Relations and Stakeholders.....	52
2.6.13 Implementation of new legislations and by-laws.....	53
2.6.14 Improving Professionalism with Ward Committees.....	53

2.6.15 Municipal Performance Monitoring and Evaluation.....	54
2.7 CONCLUSION	55
CHAPTER 3	57
RESEARCH APPROACH AND DESIGN	57
3.1 INTRODUCTION.....	57
3.2 RESEARCH DESIGN	57
3.3 TARGET POPULATION	59
3.3.1 Demarcation of selected KwaDukuza Municipality wards.....	61
3.4 SAMPLING METHOD	64
3.5 SAMPLE SIZE.....	64
3.6 DATA COLLECTION METHOD.....	65
3.7 DATA ANALYSIS	66
3.8 PILOT STUDY	67
3.9 DELIMITATIONS OF THE STUDY.....	67
3.10 TRUSTWORTHINESS.....	68
3.11 ETHICAL CONSIDERATION	69
3.11.1 Informed consent.....	69
3.11.2 Confidentiality	69
3.11.3 Anonymity	70
3.11.4 Management of information.....	70
3.12 CONCLUSION	70
CHAPTER 4	71
FINDINGS	71
4.1 INTRODUCTION.....	71

4.2	OVERVIEW OF THE KWADUKUZA MUNICIPALITY (KDM)	71
4.3	WARD DESCRIPTION	72
4.4	DATA PRESENTATION	73
4.4.1	Data Presentation per Ward	73
4.4.2	Ward B	76
4.4.3	Ward C	79
4.4.4	Ward D	82
4.4.5	Ward E	85
4.4.6	Ward F	88
4.5	ANALYSIS PER OBJECTIVE.....	91
4.5.1	Theme one	91
4.5.2	Theme two.....	93
4.5.3	Theme three.....	98
4.5.4	Theme four	101
4.6	CONCLUSION	104
CHAPTER 5		105
CONCLUSIONS AND RECOMMENDATIONS		105
5. INTRODUCTION.....		105
5.1	SUMMARY OF THE KEY FINDINGS.....	105
5.1.1	Study Objectives	105
5.1.2	Key Findings	106
5.2	COMPARISON OF LITERATURE REVIEW AND EMPIRICAL FINDINGS	108
5.3	STUDY LIMITATIONS	110

5.4	RECOMMENDATIONS	110
5.5	RECOMMENDATIONS FOR FURTHER RESEARCH STUDIES	112
5.6	CONCLUSION	112
	REFERENCES.....	113
	Appendix 1: Questionnaire	127
	Appendix 2: Letter of Consent.....	131
	Appendix 3: Gatekeepers Letter.....	133
	Appendix 4: Turnitin Report.....	134
	Appendix 5: Editor’s Report	134

LIST OF ACRONYMS AND ABBREVIATIONS

AG	Auditor-General
CBD	Central Business District
CDW	Community Development Work
CM	Community Mobiliser
COGTA	Cooperative Governance and Traditional Authority
DPLG	Department of Provincial and Local Government
DUT	Durban University of Technology
IDP	Integrated Development Plan
IGR	Intergovernmental relations framework
KDM	KwaDukuza Municipality
KPI	Key Performance Indicators
KZN	KwaZulu-Natal
LED	Local Economic Development
LGSETA	Local Government Sector Education and Training Authority
M&E	Monitoring and Evaluation
NDP	National Development Plan
SA	South Africa
SALGA	South African Local Government Association
SAQA	South African Qualification Authority

LIST OF TABLES

Table 2.1: Elements to be represented in a ward committee.....	26
Table 4.1: Ward A.....	75
Table 4.2: Ward B	78
Table 4.3: Ward C	81
Table 4.4: Ward D.....	85
Table 4.5: Ward E.....	88
Table 4.6: Ward F	91
Table 4.7: Theme one.....	91
Table 4.8: Theme two	94
Table 4.9: Theme three	102
Table 4.10: Analysis per objective.....	105

LIST OF FIGURES

Figure 3.1: Ward 9	63
Figure 3.2: Ward 10	63
Figure 3.3: Ward 13	64
Figure 3.4: Ward 15	64
Figure 3.5: Ward 18	65
Figure 3.6: Ward 23	65

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

Planning for service delivery has strategically shifted from a national to a more localised sphere of government, as explained by Madzivhandila and Maloka (2014: 652). Nonetheless, Tomkinson (2007: 112) argued that the purpose for these new structures is to provide more services that are accessible to the communities. The establishment of a ward committee structure has a direct bearing on current challenges in South African local government systems. Ward committees are vital catalysts that ensure coherent relationships between all stakeholders of the wards, which make full participation in council decision-making possible. Nevertheless, the lack of clarity on the role of ward committee members, and of the capacity of municipal officials reduces the intended impact of the committees to facilitate service delivery effectively.

Common challenges facing Ward Committees negatively impact service provisioning and implementation of programmes in municipalities. The ward committee thus serves as a structural communication mechanism of the municipality with its service recipients.

1.2 BACKGROUND OF THE STUDY STATEMENT

According to Smith (2008: 9), the ward committee was introduced as a community structure that acts as an advisory body; ward committees play a critical role in linking and informing municipalities about the needs and potential problems that may challenge the community. This means, through ward committees, community members have a platform to raise issues that affect them within their jurisdictional boundaries.

Vries (2008: 98) found the ward committee has a role in linking constituencies and their local council; this occurs when all stakeholders are involved in the integrated development plan (IDP). The democratic local government elections came with the transition of local government systems in SA, to ensure sustainability and

accountability of the local sphere (as stated in the SA Constitution, Act 108 of 1996, Chapter 7, section 152(1)(b),153(a) and 155(4)), thus ensuring services are provided impartially, fairly and without bias.

This approach of ward committees demands a fresh developmental orientation, in which all spheres of government work closely with each other to achieve goals. According to the Municipal Systems Act, 32 of 2000, framework Chapter 4: section 17 (SA 2000), “it is required for municipalities to set out core principles, mechanisms and processes that empower them to move progressively towards the social and economic upliftment of communities providing best quality basic services to all our people”.

Citizens may, as argued by Pestoff, Brangsen and Verschuere (2012: 22), contribute in numerous and flexible ways that require less administrative effort than structured forums, therefore, ward committees become a valuable structure to create a cohesive relationship between municipal officials and citizens. This study will assess the role of ward committees, in the KwaDukuza Municipality (KDM) in the province of KwaZulu-Natal (KZN), in ensuring services are being delivered and whether they have capacity to support their mandate. In terms of the Municipal Structures Act, 117 of 1998 (SA 1998), a ward committee is formed to stabilise communication channels between the municipality and its citizens, regardless of challenges encountered from the community.

1.3 RESEARCH PROBLEM STATEMENT

The primary purpose in establishing a local government is to enable effective execution of service delivery projects. Each environment has its own structure evidently different from all other community structures and needs. The culture of the community, the priorities and the needs are also contingent on the situation, the aspirations, and the socio-economic dynamics. Ward Committees are established with the sole purpose of identifying the needs, challenges and all other situational factors within their constituency. There is thus a need for a well-capacitated and contextually relevant committee to assist in overall governance of issues at community level. Ward councillors serve as the government of the people, within

the people, for overall government plans to be effective in the communities. Selection of councillors in a ward is not done in an interview, with specific minimum qualifications or competencies stipulated; too often those nominated for councillorship are party loyalists. Consequently, people are frequently elected purely based on party allegiance, as opposed to having the required critical competencies. Nevertheless, SA is characterised by numerous, and too often, violent service delivery strikes by the community looking for services. This research seeks to understand the role and effectiveness of a Ward Committee in a particular or specified municipality with specific developmental needs.

This study therefore examines the role and capacity of the elected ward committees, on how they assist the municipality to meet its primary objectives, with specific reference to service delivery. Community outcry, with much slow-paced basic service delivery, has seen government appear ostensibly unresponsive to community needs. Therefore, a structure, such as a ward committee, could appear as redundant, when a positive outcome account is required on burning matters.

This role is important, as it serves as a platform for residents to contribute to the municipal decision-making processes, thereby promoting participatory democracy. Silima (2013: 28) state there is a need for greater clarity on the role of ward committees and appropriate systems developed to capacitate them, as there appears to be no common understanding of how ward committees can feed into municipal development planning and decision-making. Smith (2008: 11) recommended acting on all inputs by the ward committees, otherwise the structure will disappear when the council does not take it seriously.

1.4 RESEARCH AIM

The aim of the study is to assess the level of capacity by ward committees in enhancing service delivery within KDM in the province of KZN.

1.4.1 Research Objectives

The study objectives are as follows:

- 1 To identify factors influencing the capacity of the ward committee in the KDM, in the province of KZN.

2 To identify tools available to the ward committee to enhance service delivery capacity in the KDM, in the province of KZN.

3 To determine ward committee capacity levels in participating in Municipal decision-making in the KDM, in the province of KZN.

4 To provide recommendations on how elected ward committees can improve service delivery in the KDM, in the province of KZN.

1.4.2 Research Questions

1. What are the factors affecting ward committee participation in decision-making of the KDM?

2. Which tools are available to the ward committee to enhance service delivery capacity in the KDM?

3. What are the ward committee capacity levels in participating in Municipal decision-making at the KDM?

4. How can elected ward committees improve service delivery at KDM?

1.5 RESEARCH APPROACH AND DESIGN

Whereas “research methodology can be conceived as rules for reasoning, in other words, a specific logic to acquire insights” (Ghauri, Gronhaug and Kristianslund 1995: 24), the research approach sets out “the plan and procedure regarding data collection methods, analysis and interpretation and is based on the nature of the research problem being investigated” (Chetty 2016: 1). Research design relates to the strategy choice to collect relevant information and “is established where a researcher develops a complex, holistic picture through analysing words, while he/she reports a detailed view of respondents and conducts the study in a natural setting” (Flick 2018: 1).

This study employed an inductive approach using a qualitative design, with views and experiences elicited from ward committees through a qualitative, semi-structured interview schedule as measurement instrument, offering a clear picture during data collection of existing loopholes preventing the ward committee structure to succeed to its full potential.

1.5.1 Study Population

A research population is that aggregation of elements from which the sample is actually chosen, therefore, the population of this study comprised 12 ward committee members, with two members selected from each of the six wards (9, 10, 13, 16, 18 and 23). The population for this study comprised both female and male respondents, selected irrespective of age or disabilities, who are civil servants elected by constituencies, as stated by legislation; Municipal Structures Act 117 of 1998 (Section 72-78).

The study population of 12 members was deemed suitable for desirable results to avoid unnecessary cost and other factors concerned that could have created confusion during research.

Adams and Lawrence (2015: 119) defined a sample as “the means to classify part of a population in a manner that represents the entire population”, which means each ward committee played a significant part in the study as representatives of their constituencies and municipal bodies.

1.5.2 Sample Size

According to DiGaetano (2013: 96), a sample frame is the classifying of units from which a sample will be chosen. The population for this study thus comprised 12 ward committee members, with two elected members from each ward (9, 10, 13, 16, 18 and 23); as each ward consists of ten ward committee members, the study only selected two ward committee members per ward for interview purposes.

The KDM consists of 29 wards that are urban, semi-urban, and rural. The targeted six (wards) attracted the researcher through their vastness, challenges encountered and stagnant pace in provisioning of service delivery.

1.5.3 Sampling Method

The study opted to sample for only the intended population to save resources, with the technique utilised for the study that of convenience sampling. The advantages include being able to draw the sample from a part of the population that is close at

hand, making it easier to reach participants, while there is less cost of administration. Sampling can be divided into probability (representative) and non-probability (judgmental) sampling methods (Schoeman 2014: 64).

The study employed probability sampling, which allows for the population selected to have an equal chance in all cases. Ward Committee members from six wards thus had an equal chance to participate in the study. The benefits of using such a method are that it is not complicated and more economically efficient for the researcher.

1.6 QUESTIONNAIRE DEVELOPMENT

The study used different literature as a source of information to drive and develop a semi-structured interview schedule that mainly used “yes or no” responses but allowed participants to express their own views as per the subject.

In this study, the researcher used interviews to generate information with regard to ward committees. In order to verify whether participants understood the question contents and instructions, piloting played a significant part in the study, highlighting any challenges respondents could encounter during the interview, while testing how long respondents required for completion and considering any amendments that could obtain more data from respondents.

As explained by Brannick and Roche (2007: 185), a pilot study is a tiny content of the central study that is conducted with the intention to finalize the main study. Moreover, conducting a study in a cost-effective way requires performing a pilot study before implementing the final research design. Piloting entails preliminary studies on a small sample that assist in identifying probabilities that can hinder a successful research design and instruments. The 3 ward committee members were asked to avail themselves before an actual interview take place.

A pilot study was undertaken using four participants not involved in the research but still involved in ward committees. Piloting played a significant part in the study, as this offered respondents the opportunity to obtain clarity with regards to questions asked in the interview and insights as to where the interview schedule questions could be improved.

1.7 DATA COLLECTION METHOD

The data collection method used to obtain information was a structured interview, comprised of questions in an open-ended format, as measuring instrument. The interviews were conducted in ward committee offices of the municipality. Branco *et al.* (2016: 302) point out that interview questions can be used to assess reliability of views from participants. Members of ward committees representing each committee provided their views as ward representatives in their area, along with their own experiences regarding their role and capacity in the municipality.

An open-ended setup allowed respondents to provide their own answers, in addition to providing an opportunity to respond in their own words, expressing themselves as to how they feel about the functioning of ward structures representing the community.

Fourteen interview questions were developed to collect data from ward committees regarding service delivery issues in the municipality; completion was expected within 14 working days due to the vastness of the participating municipal wards.

The researcher visited respondents classified as a ward committee within the KDM situated in mentioned wards (9, 10, 13, 16, 18 and 23).

1.8 DATA ANALYSIS

Primary data were collected through interview questions, with a research assistant employed to assist when analysing data. Le Roy (2012: 162) stated that primary data provide greater details compared to secondary data, therefore, aiding the researcher to obtain a better interpretation of data and greater control of activities in the research. Secondary sources may not match the data needs of the study and are not always credible.

The analysis was done to develop themes more related to the study, in order to seek a clear role and capacity of the ward committee, to enhance basic service delivery. The researcher conducted the analysis of data using a coding process after interviews had been conducted.

The researcher evaluated the credibility and dependability of data from responses set to produce convincing and believable results, by using a coding process. Analyses of all data collected during the fieldwork, opinions and actions from the respondents were also recorded. This strategy enabled easier assessment by the researcher, as to whether responses were accurately detailed for the benefit of the study.

Furthermore, according to Schoeman (2014: 86), qualitative study analysis uses phenomenology, since it deals with the description of people's experience and perception of the 'first person' point of view; it can also be applied to a small number of participants to collect full, verbal data through interviews.

1.9 DELIMITATIONS OF THE STUDY

The researcher intended to assess the role and capacity of KDM ward committees in enhancing basic service delivery. The study only used 12 participants, focusing on ward committee members alone and selected six of the 29 wards, from which two participants in each ward were interviewed.

The challenges encountered included that ward committees could not offer additional responses openly because of political dynamics and fear of being victimised in the wards. Other interviews never started on time because ward committee chairpersons were too busy with community service delivery issues. A further constraint was the vast judicial areas covered by the wards.

1.10 ETHICAL CONSIDERATIONS

Permission to gain access to the respondents was granted by the Department of Research at Durban University of Technology (DUT) (Appendix C) and a gatekeeper's letter was obtained from the Speakers office, to access information related to ward committees of the KDM (Appendix A).

Research ethics are an integral part of scientific research and are about designing research in a morally acceptable manner. The ethical measures employed in this study included informed consent, confidentiality and anonymity, as well as the management of information.

- **Informed consent**

Written consent for participation in the study was obtained from the respondents prior to actual interviews (Appendix C). According to Babbie (2013 66): “Informed consent is a norm in which subjects base their voluntary participation in research projects on a full understanding of the possible risks involved”. Sullivan, Gibson and Riley (2012: 104) assert that, “procedures for gaining informed consent involve speaking to your participants and you would also usually give them written information”.

The researcher handed written consent forms to all participants, to be completed and signed before commencement of the interview sessions clearly communicated in different languages the respondents can understand; both isiZulu and English.

Flynn and Goldsmith (2013 cited by Flick 2014: 54) state that informed consent implies participants understand the risks and benefits; the aims and purpose was verbally explained to the participants for transparency and partiality of the study. In addition, it was mentioned that they are free to leave at any stage during the process should they feel discomfort in contributing to the study.

- **Confidentiality**

Van Rensburg *et al.* (2009: 112) stated that “Confidentiality means that no information that the participant divulges is made public or available to others”. Babbie (2012 : 67) maintained that a research study guarantees confidentiality, when the researcher can identify a given person’s responses but promises not to do so publicly. In this study, no participant’s name was attached to the information obtained, but codes were used.

- **Anonymity**

Leedy and Ormrod (2010: 101) asserted that, “anonymity entails making use of pseudonyms instead of the participants’ real names, ensuring that the participants are not identifiable in print”. The interview schedule was designed in such a way that this study achieved participant anonymity. The researcher gave participants pseudonyms and removed identifying information. However, numbers were

allocated to the answer scripts to enable the researcher to analyse the data from their own view and an interview recorder was used.

- **Management of information**

According to Burns and Grove (2009: 468), researchers should carefully check data and correct problems before data entry is initiated. Holloway and Wheeler (2013: 32) assert the researcher will ensure every response given is kept in a safe place, allowing no one access other than the supervisor and the researcher, with every piece of information destroyed after completion.

The ethical consideration is a crucial stage and extremely sensitive in terms of gathering valuable data; the researcher ensured participants are highly protected through their contribution to the study.

1.11 CONTENT OF THE CHAPTERS

This study consists of five chapters:

Chapter One presented a brief introduction to the study. The research problem was outlined with the support of recent and older relevant literature. The main aim and specific study objectives were explained, along with the significance of the study. The chapter offered a breakdown of the contents of each of the five chapters.

Chapter two will provide a comprehensive review of other literature related to the study. The literature review also considered scenarios of ward committees established in different municipalities in South Africa.

Chapter three will discuss the methodology employed in the study; how the study unfolds on proceedings applied to obtain desired outcomes.

Chapter four will offer a detailed analysis of the data through an interpretation of the results of the survey and interview sessions. The qualitative data findings will be shared for further analysis, inducing themes on research objectives to be achieved.

Chapter five is the final chapter of the study and contains recommendations, key findings and conclusions. Areas requiring research were identified which determines the significance of the topic under study.

1.12 CHAPTER SUMMARY

This chapter gave a brief introduction to the study. An outline of the research problem was set out with the support of relevant literature. An explanation of the main aim and specific study objectives, along with the significance of the study, was offered, in addition to a breakdown of each of the five chapters' contents. This allowed the reader a glimpse of the dissertation and its context, explaining the values of the study, while outlining objectives to be achieved. The next chapter is the literature review, which presents and discusses both primary and secondary literature reviewed.

CHAPTER 2

REVIEW OF LITERATURE

2.1 INTRODUCTION

This chapter gives a clear outline of how ward committees are being prohibited from determining their duties as a structure recognised by the Municipal Systems Act, 32 of 2000, section 72-77 (SA 2000). Various key reviews were conducted on the different theories and empirical literature related to public management. The theoretical study and empirical view were used to provide clarity on ward committee establishment, in line with provincial guidelines on municipal policy operations. Phendu (2019: 48) asserted that the platform of ward committees originated as a “panacea towards effective delivery” and expansion “of services to communities”. The chapter is divided into five main sections, each with various sub-sections.

According to Zulu (2020: 22), ward committees were established as a tool for effective community participation with the support of provincial government departments. These departments are meant to provide guidelines to councillors and respond to community requirements within the legal framework. However, Mtshweni (2009: 16) had previously determined that, unfortunately, ward committees were not performing as well as expected; evident in the continued lack of/ ineffective service delivery in many parts of the country. The exact reasons for the failure have not been clearly researched; to the best of the researcher’s knowledge, not much has been investigated.

The White Paper on Local Government 1998 has been key in setting out mechanisms with which to bridge the constitutional rights and needs of society (SA 1998). This is done through ensuring common legislation on the ground to promote an open-door approach for service delivery, which remains a problem for many municipalities.

The KDM established ward committees for its 29 wards, on 5 December 2016, in terms of sections 72–78 of the Local Government Municipal Structures Act, 117 of 1998 (SA 1998). The purpose of ward committees, specifically in the KDM,

according to the Act and applicable to all municipalities, is to broaden participation in the democratic process of the council and to assist ward councillors. The committee has a role in organising meetings, disseminating information and encouraging participation by ward residents, as set out in the municipality's IDP, and explained by Govender and Reddy (2012: 13), which is only partially done. The problem identified in the study refers to progress within the structure being generally hindered, to where ward committee members do not have clear guidelines to achieve their task.

Mayekiso (2013: 186) studied ward committees in municipalities, such as Msunduzi, Buffalo and Nelson Mandela Bay in the Eastern Cape Province, which revealed more of these challenges. These included the ward committee system being weak, poorly developed and incapable of having any impact on council processes. More specifically, it was established that ward committee functioning was overly reliant on limited budgets, therefore ward committees may not function effectively and efficiently.

The ward committee structure supports elected councillors by creating a bridge between communities, and the political and administrative structures of municipalities. Ward committees have been the focus of considerable attention by local government, as well as civil society, with substantial investment. However, the structure was found to not have the necessary capacity and resources required to fulfil its mandate. Consequently, ward committees are the focus of local government, in that they are at service delivery level, which informs on the effectiveness of both the politicians and the administration.

In terms of the SA Constitution, Act 108 of 1996, Chapter 7, local government makes provision for municipalities to promote participation by community organisations in matters of local council. Chapter 10 on Public Administration goes further to state that basic principles must improve accountability and provide a responsive sphere to people's needs that also offers confidence to the community to participate in policy-making (SA 1996).

The Municipal Act, amongst other legislation, grants municipalities powers to provide resources that ensure all SA citizens have access to adequate basic services. The basic conditions of service expected are;

1. Health care – provision of sufficient clinics and treatment centres for medical care with professional healthcare workers and manageable queues.
2. Better education – an improved learning environment for learners and educators with qualified educators, capacitated laboratories, and learner recreational facilities such as, among others, sporting facilities, up-to-date and user-friendly libraries, and so on.
3. Clean water – provision of treated water suitable for drinking and washing of clothes.

Fulfilling these basic services adds to the municipal objectives to “enable a safe and healthy environment” (Kruger 2017: 11).

The local sphere of government elections, held on 5 December 2000, were more transparent and unbiased than those before the transition, with support forums within wards recognised to function efficiently, such as ward committees. Therefore, local government has to acknowledge the vital role ward committees play and these committees should be capacitated to boost service delivery provision (Rabothata 2014: 12).

2.2 DEFINITION OF WARD COMMITTEE

Whereas the term ‘ward’ explains a boundary of an area, within which voters may cast their votes (Kruger 2015: 72) and has a number of characteristics, such as population and demographic area, ‘ward committees’ refer to working groups based in specific municipal areas whose boundaries, according to the White Paper on Local Government (SA 1998: 64), “coincide with ward boundaries”. The ward structure consists of ten members, including a councillor who chairs the committee. The eThekweni Municipality ward committee operation guide (2011: 3) explains that the most important duties for a ward committee is to make recommendations to the

Ward Councillor on any matter affecting its ward, or through the Ward Councillor to the Municipal Council.

Mtshali (2016: 48) maintained that ward committees are seen as “a good consultative vehicle to channel information to the community”. They are also regarded as the statutory structures that the Municipal Councils recognise as the advice-giving body and communication channel on matters affecting the ward, with new meaning, roles and functions given to ward committees, since these are seen as a complex tool to assist the municipality to relate to the community they serve.

Nyalunga (2006: 3) stated that ward committees serve as messengers between the council and community and thus have to ensure a platform clear of endless communication. Committee members may need more skills to maximise committee potential, in addition to resources, to ensure daily objectives are met. This would be most ideal when members are empowered to function and acknowledged for their contributions.

Madzivhandila and Maloka (2014: 1) explained that the national government has put the burden of service delivery on local government, to steer autonomously, thus allowing the community and municipality to work together. Community participation has been a pillar of good governance in the context of good and context relevant service delivery. An empowered ward committee member is likely to be efficient in the strategic mobilising of agents for the municipality. This will allow for the potential to initiate new and sustainable development and keep citizens informed and participative in their own development.

Ward committees can establish new partnerships with a variety of people and organisations to effect change in local communities, with the evidence of their good work becoming apparent when lobbying for changes through decision-making. Sibiya (2016: 36) added that the ward committee objective is to enhance participatory democracy in local government, for which they are given powers, with delegated structures consisting of ten members to represent the community. Senunyeme (2013: 18) further argued that ward committees were initiated in

municipalities as community structures responsible for communicating the needs, wishes and problems of the community to the municipality.

Nonetheless, service delivery unrest is regularly reported throughout the country, with this type of consultative style formed to allow for democratic participation by communities. Nomdo, Masiya and Khambule (2019: 20) stated that ward committees also focus on aligning government policy from national to local level by transmitting this to civil society, where they have their interests and objectives defined. It has, nonetheless, been found that the ward committee structure has neither the necessary capacity nor the resources required, to fulfil its mandate (Silima 2013: 55)

In terms of the SA Constitution (Act 108 of 1996, Chapter 7), local government has to make provision for municipalities to promote participation by community organisations in matters of local council. Chapter 10 on Public Administration goes further to state basic principles that may improve accountability and provide a responsive sphere to people's needs (SA 1996). This will provide confidence to the community to participate in policy-making on matters important to them.

The Municipal Systems Act, 32 of 2000 (SA 2000) stipulates ward committees have to be established in line with strategic development of the municipality, which is optimally institutionalised so that the structure will function clearly, even in the IDP process. Local government is complemented by the right of communities to participate in local government matters that affect development in their areas. The corresponding duty rests on municipalities to incorporate and encourage community participation should the delivery be intended to be sustainable.

After the 1994 elections, government systems implemented a transition to its approach, in requiring more input from the community, to voice the terms of expected services. Subsequently, the establishment of ward committees, as a mechanism to strengthen channels of communication on basic services, strategically shifted to the local sphere, as per the SA Constitution, Act 108 of 1996, Chapter 7, section 152(1)(b), 153(a) and 155(4)) (SA 1996).

In 2001, the structure emerged as pivotal in establishing a people-centred approach, with regard to participation in matters of delayed service delivery. As a result, municipalities have been unable to provide efficient capacity to date, necessitating a boost to basic service provision and support of community participation concerning matters that affect them (Williams 2018: 197). Ward committees are seen as a pillar to stabilise unity in moving forward progressively, according to the Municipal Structures Act 117 of 1998 (SA 1998), as community participation impacts the democratising of service delivery, but need to be capacitated with clear roles (Tshitangoni and Francis 2015: 53).

Having been established as an advisory body, the ward committee was founded as a representative structure of the community, with a delegated duty in reference to the manner in which they assist in this capacity. Batley and Stoker (2016: 44) added that most negative factors faced by ward committees include not having enough power to give directives, as only the ward councillor has the final say in decision-making. Furthermore, most ward structures were found to be dominated by political affiliations of councillors, which creates a biased approach. Party politics may also negatively influence the structure where dominant political party members may oppress one another (Batley and Stoker 2016).

According to Mtshali (2016: 32), public participation requires resources, such as skills, time and money, which could allow a ward committee to act swiftly in its role of assisting local government to tackle various, daily occurring issues in communities.

2.3 FACTORS THAT INFLUENCE WARD COMMITTEE CAPACITY

2.3.1 Lack of adequate Capacity and Skills to Perform Duties

Poor capacity may, as stated by the Institute for Employment Studies (2019), adversely affect both employer and employee and result in service delivery falling below the required standard. Senge (2011: 32) argued that administrators and other stakeholders should learn how to build their own capacity as they are responsible for execution of local government objectives. The local government is the only sphere

closest to the people and is mandated to deliver essential services (Tshitangoni 2015:157).

Challenges faced by the ward committee include:

2.3.1.1 Representivity

A major concern exists that the municipal council has the final word in selecting members of the ward committee based on political affiliations, reflecting bias and unethical conduct (Niskanen 2017: 33). This selection is based on representation of the political parties, and not on the competence of individual members, which is essentially cadre deployment and not merit-based. Previous research by Mbhele (2017: 109) revealed that ward committees are categorically not well presented in the municipality and relying on councillors for improved service delivery is inadequate. Thus, not all community concerns, challenges and interests across the geographical areas can be covered to bring about the much-desired change.

2.3.1.2 Power

The Municipal Structures Act, 117 of 1998, section (74) (b), stipulates that ward committees are delegated specific duties to be performed (SA 1998). Phago and France (2018: 44) highlighted the difficulties in determining what the actual rights of ward committees comprise, because the powers granted to them are not taken seriously. The structure has been given the power to recommend and advise, which does not give them enough power to make decisions. Marco (2018: 36) posited that the advisory capacity role does not allow ward committee members to have control over eventual execution. Besides, the role and responsibilities of the committees are poorly defined, thereby rendering the committees ineffective.

2.3.1.3 Skills

In most instances, ward committee effectiveness is constrained by the limitation of members' levels of education and relevant knowledge (Wegner 2018: 15). As such, they are not empowered enough to make decisions, but merely to recommend, and municipality structures either accept the recommendations or not. As explained by Tshishonga (2018: 6), ward committees are too dependent on various municipality structures, with no direction to work on their own.

Research conducted by Rabothata (2014: 45) in the Nelson Mandela Bay Municipality revealed a significant gap in skills development and a shortage of educated ward committee members who can easily carry out the mandate. Sekgala (2016: 22) argued that ward committees are unsure about their role, and with no training programmes that could improve matters, the need for capacity building of ward committee members becomes imperative.

As stated in the Local Government White paper (SA 1998), training and capacity development initiatives are a vital factor to steer productivity in the organisation. Moreover, the national legislative and policy framework for skills development, put forward by the department of Labour, encourages municipalities to go to great lengths to capacitate every committee member.

(Setokoe and Ramukulu,2019:55) Municipalities should provide relevant skills in terms of levies to support performance and bridge any gaps of its employees to provide services in an equitable and accessible manner. The absence of the skills and competencies required for effective identification of community needs creates serious gaps in the decisions and recommendations made. As in any organisation of functional structure, empowerment is a critical motivator for performance, therefore, ward committee members need regular training to enable them to function effectively. Tshitangoni and Francis (2015: 53) revealed that existing ward committee capacity is hindered by the lack of clear roles, inefficient capacity building and ward committees having no budgets of their own, resulting in members not being paid for their work.

The effectiveness of ward committees is explained by Smith (2008: 14) as determined by the level of education, skills and expertise of its members. The absence of these elements in committee structures and the absence of intellectual capacity render the committees ineffective and dysfunctional. Nevertheless, Zulu (2020: 48) opined that ward committees, as the frontline structures for municipalities, need empowerment through training, information and encouragement, in order to facilitate effective and sustainable service delivery to the community.

2.3.1.4 Functionality

The absence of clearly defined roles and responsibilities for ward committees make these critical structures dysfunctional. Consequently, the committee ward councillor may become discouraged and will not fully commit to support the structures, thereby affecting functionality. Smith and Visser (2009: 22) suggested that, should the municipality be equipped with the relevant resources and skills, it will be vibrant and produce good results as expected. Kabane (2014: 39) added that insufficient administrative and other resources were allocated to ward committees that did not enable them to function effectively. There is also a need for ward committee members to be provided with means of transport to enable travel to essential meetings. Too often, party politics take an upper hand over development matters, which result in making the committees non-functional with a changed focus.

2.3.1.5 Influencing decision-making

One of the functions of the ward committee is to influence decision-making, as they echo community concerns as part of community participation matters of service delivery (De Wet and Moseki 2015: 44). The recent scandal at the City of Johannesburg in Alexandra Township broadcast by DSTV news Channel 403 (19 June 2019) revealed community frustration over service delivery. The community of Alexandra indicated that the response from the council was at best inadequate and fragmented and did not address community concerns. Kruger (2017: 97) stated that the executive committee has the power to recommend strategies with regard to service delivery, however, some municipalities do not consider this technique to deliver on citizen demands.

2.3.1.6 Poor framework to utilise and guide ward committees.

Jakatyana (2010: 25) found that municipalities do not possess frameworks at present that could be utilised to regulate the functioning of ward committees. The lack of a framework compromises the functioning of ward committees but is not seen as necessary for improving service delivery. The presence of a framework means the presence of a tool with which to evaluate success according to the plan of what is to be done. The lack of a proper framework to guide ward committees on performance has to be corrected because of its impact on service delivery. There appears to be no

formula available (that can be used) to mitigate the ever-accumulating community challenges, creating room for service delivery strikes by disgruntled citizens.

Smith and Visser (2009: 16) asserted that the structure does not adequately meet citizen expectations because of numerous factors, namely: politics being involved in wide circles of service delivery, lack of time points to time not allocated for training programmes and not being used to meet municipal objectives. The municipality seemingly does not implement strategic change to good result due to poor guidance, unclear roles and severely restricted resources to support a group such as a ward committee. According to the Municipal Structures Act, 117 of 1998, ward committees have the power to advise, receive input from communities and give feedback from time-to-time, nonetheless, this has not been used and done as expected.

The perceived slow pace of service delivery by municipalities in selected areas, as reflected in a KZN newspaper report (Nxumalo 2019), is evident from growing impatience and dissatisfaction, particularly among poor communities. This frustration results in community strikes, in which citizens participate in the blocking of roads, burning of tyres in the street and throwing stones at passing cars.

The behaviour of communities during strikes has actually resulted in the destruction of other essential infrastructure, thus in a way, retrogressing in the provision of adequate infrastructure. This has, however, allowed for focused examination of different portfolios and how they should/ can operate to enhance service delivery. Although communities are more involved in elections, ward committee meetings and IDPs, these activities have not yielded the expected development.

Madzivhandila and Maloka (2014: 55) highlighted challenges that hinder ward committee effectiveness, amongst which are, administration and logistical support, which tend to be inaccessible for committees to function well. The authors also outlined that common usage of the ward committee by the municipality is both inadequate and inefficient. Failure to communicate effectively with communities becomes a breeding ground for distrust, disgruntlement and instability, eventually leading to strikes (Madzivhandila and Maloka 2014).

Local government has evolved over time to give effect to the constitutional requirement of enhancing participation at community level. The sum total of these concepts could be seen to form the basis of the theory of local governance. In this regard, pieces of legislation provide institutional mechanisms, such as ward committees. Act 32 of 2000, chapter 4, is enacted by Parliament with the objective to ensure communities play a meaningful role in respect to the management of development policy and actualising the theory of local governance.

The level of development of ward committees inevitably differs from one municipality to another, depending on the calibre of individual members. The composition of these wards also determines the extent to which the mandate and purpose for these committees are understood.

In developing a framework to optimise public participation for effective municipal service delivery, Naidoo (2017: 186) identified several, distinctive challenges faced by ward committees, namely; the ward committee system being weak, poorly developed and incapable of having any impact on or contribution to council processes. More specifically, ward committee functioning was found to be overly reliant on limited budgets and thus, cannot perform properly.

Ward committees require strong support from the municipal council itself and as Naidoo (2017) pointed out, this will strengthen committee members' capacity and allow for the provision of resources. In addition, the basis of ward committees is their support of elected councillors, by creating a bridge between communities and the political and administrative structures of municipalities. The level of ward committee involvement thus strengthens the capacity for a great deal of service delivery by all municipalities.

For more than a decade now, ward committees have been key mechanisms for local government to maximise resident participation, with Smith and Visser (2009: 74) highlighting that municipalities need to envisage these committees as bettering community participation in the near future. The question constantly reiterated, though, is whether the ward committee has enough strength to bring change to our communities.

2.4 WARD COMMITTEE TOOLS AND MANDATORY ROLE IN SERVICE DELIVERY

2.4.1 Role of Local Government with Ward Committees

The SA Constitution (Act 108 of 1996, Chapter 7) describes the powers of municipalities and gives local government the legislative and executive authority to administer services. Kruger (2015: 48) argued that local government cannot be compelled to include service delivery as part of its role, since it can operate autonomously; local government is assigned to ensure proper circulation of services, which can be achieved through a collective effort by different community structures. Masango (2002 cited in Mbambo and Thakathi 2017: 52) suggested ways to achieve and promote effective participation processes to capacitate the ward committee system.

This can be achieved by taking the following aspects into consideration, outlined by Gaventa (2019: 66), wherein it is advocated that Local Government should:

- Ensure essential links between the citizenry and government;
- Serve as an instrument that gives mechanisms that promote great momentum for community participation;
- Create a democratic political system that will work tirelessly for community interest;
- Pursue the true principles of democracy to give community afforded opportunities;
- Establish structures that promote economic and social progress, breaking down all barriers between citizens.

On the one hand, the White paper on Local government (SA 1998: 17) states that municipalities should ensure cooperation with citizens and groups within the community to improve lives. On the other hand, research has shown that “ward committees do not feature in debates. Instead people want delivery rather than institutions for discussion” (HSRC 2008: 133 as cited in Govender and Reddy 2015: 17).

According to the Auditor-General (AG) report (2016), only 145 of 278 municipalities in SA are progressively working effectively with community structures; this may be attributed to a lack of municipal council support. Pretorius (2017: 23) explained service delivery as made up of many elements that play a significant role in fulfilling social needs. One of the objectives of local government, as set out in Section 152 of the SA Constitution (SA 1996), is to provide service in a sustainable manner and promote social economic development; therefore, local government has an obligation for viable interaction in delivery.

The notion of local government, quite broadly, is to facilitate ever-improving lives for citizens. In SA, municipal systems are also very complex, as continuity in service demands become a boiling point resulting in strikes (Muthwa 2016). Challenges are still encountered, arising at community level, where the municipality needs to show the upper hand on their territorial area of delivering services. However, the ward committee has been given full mandatory power to influence, cascade information and question municipal systems via public participation.

Mbhele (2017: 13) described local government as a centre of delivery and community development, while Roux (2015: 87) pointed out that the most participatory democracy has grown in spaces in increasing recognition of a healthy society. Additionally, Roux (2009: 88) asserted that efforts to involve the public in governance must be underpinned by their right to decide on the services they really need. Local government has been faced with a lack of community participation, with ward structures not being utilised, based on credibility. Mosotho (2013: 10) revealed the importance of regular community consultations by the council regarding the level of quality, the range and the impact of service provided by the municipality. The reason for community participation is that it creates trust, efficiency and an undisputed development process with great values.

2.4.2 Composition of Ward Committee

According to Seitloholo (2016: 54), a ward committee consists of ten members and a chairperson, who is a ward councillor, with the election of members taking the demographics of the area into consideration. Essentially, this needs to be

representative of all the components of the community in which the ward committee serves, including gender, youth, and any other important elements of the community. Section 73 (2) (a) (b) of the Local Government Act 117 of 1998 stipulates that a ward committee should comprise 10 people, and factors to be considered are listed in Table 2.1 below.

Table 2.1: Elements to be represented in a ward committee

Women	Youth	Religious Groups
Sports and welfare representatives	Education	Community-based organisations
Ratepayers associations	Traditional leaders	The disabled
Informal trader associations	Community safety forums	Senior citizens
Sport and culture	Religious grouping	Other

SOURCE: Developed by researcher from Local Government Act 117 of 1998

Raga and Taylor (2007: 84) supported the introduction of the ward committee system in SA as an innovative tool through which community participation can be maximised. The main aim of the structure is to address national challenges at the lower level of government, such as underdevelopment, unemployment and poverty. The ward committee system can also be viewed as a means of the constitutional requirement of promoting accountability and democracy within local government, with local government given a mandate to act autonomously, being the sphere closest to the people in government, as stipulated by the White paper on Local Government (SA 1998).

The mechanisms for encouraging community structure and participation are clearly set out, with the aim to identify service needs and priorities to unlock good governance culture. Therefore, the evident need for good capacity and a decisive ward committee that thoroughly understands its role. Modumo (2011: 130) stated that local government should act on this important platform to enforce the significant role of local, provincial and national government, in the context of ensuring effective and accountable service delivery. Furthermore, the author proposes, despite the variety of challenges that municipalities face, ward committees could encourage and

formulate programmes to compel public participation. This route could add more value to the given power, which accelerates a better position in decision-making to facilitate improved local democracy and public participation.

Van der Waldt (2010: 37) concurred with the other authors and submits that ward committees can also improve communication between the municipal council and local communities. Primarily, the presence of a ward committee assists in identifying community needs, community problems and community expectations. This will feed into fine-tuning of municipal programmes in order to accommodate local government current and future development plans. Mautjane (2011: 2) opined that community participation leads to a vibrant, effective way for a ward committee to exercise powers clearly. This will help to define the seriousness of the municipality about the ward committee on their service delivery system and should be supported by supply of adequate human and financial resources.

2.4.3 Roles and responsibilities of Ward Committees

2.4.3.1 Membership of Ward Committees

Section (72) 3 of the Municipal Structures Act (SA 1998) provides that a Ward Committee consists of a Municipal Councillor representing that ward in the council, who must also be chairperson of the committee and not more than ten other persons who must be resident in the ward.

2.4.4 Membership Criteria

The eThekweni Municipality ward committee workbook (2011) states a person shall only be elected if she/ he:

- Is a registered voter in that ward and whose name appears on the voters roll segment for that ward and is elected by his/her interest group to serve on the committee.
- Is not indebted to the Municipality for a period longer than three months, unless he/she can prove that arrangements for the settlement of the account have been made and remain in good standing for the duration of the term of office.
- Is not an employee of the municipality.

- Is not a Community.
- Is not a development worker or cadre/foot soldier appointed by any national or provincial government department.
- Has not been convicted after February 1997 of an offence for which he/she was sentenced to imprisonment without the option of a fine for a period of not less than 12 months.
- Is not a person of unsound mind, who has been declared so by a competent court.

2.4.5 Main Functions of Ward Committees

A ward committee, as an advisory forum, may make recommendations on any matter affecting its ward to the ward committee councillor or through the ward councillor to the municipal council. The ward committee is regarded as the statutory structure recognised by the municipal council as its consultative body and channel on matters affecting the ward (Mbhele 2017: 40).

It also ensures constructive and harmonious interaction between the municipality and the community, to serve as a mobilising agent for community action, while the ward committee additionally acts as a mechanism on all strategic municipal matters affecting community. Formal, minuted, quarterly reports must be compiled for report back to its community. The councillor, as the chairperson, must give regular feedback, within 21 days, as stated by the Department of Provincial and Local Government (DPLG 2005).

2.4.6 Determination of interest to be represented in ward committees

Mbhele (2017: 32) stated that representation in ward committees should be in compliance with legislation. Section 73(3) of the Municipal Structures Act (SA 1998), section (1), which states that when a metro or local council decides to have ward committee, it must establish a ward committee for each ward in the municipality. Ward committee establishment is in line with the National Development Plan (NDP 2030), which promotes public participation, through a back-to-basics approach, with a “people first” principle.

Emphasis is placed on government having changed the systems of decision-making (Silima 2013: 3), to allow citizens to voice what services they need. Participative democracy thus refers to the principles of “government of the people by the people,” hence the government has committed itself to establish a structure and institutional frameworks. Some of the structures put in place, such as ward committees, are structurally ideal for participatory engagement and development in the public administration sector.

Nyalunga (2006: 45) stated the role of ward committees as ensuring the electorate directly participate and partake in decision-making processes, through consultation with the community in respect of development and service plans within the municipality. In terms of the SA Municipal Structures Act, 117 of 1998 (SA 1998), the establishment of ward committees is provided for and this act underlines their existence, as stated in section 74(a), (b), which proclaims the significant structure within selected municipalities to accelerate service delivery provision in communities.

Municipalities in SA have quite different levels of administrative capacity. However, approaches that build on existing capacity must be based on evaluation of skills and potential of existing administration. Rabothata (2014: 56) argued that under this theme, indicators look at the existence of rules governing the establishment of ward committees, the identification of training needs, provision of training, and attendance of training programmes by ward committee members.

Smith (2008: 14) stated that in most instances, the effectiveness of a ward committee is considered by the limitations of the level of education, skills and expertise of its members. The ward committees are front line structures for the municipality; they need to be empowered and encouraged as these structures play an active role in building cooperative relations between municipalities and communities.

2.4.7 Challenges Facing Ward Committees

Ward committees are well-known for communicating the needs of the citizens to the authorities, functioning as the voice of their needs and expectations to the council. Tshishonga (2018: 44) highlighted that the power of the structure is tamed and

function efficiently weakened the role on service delivery. The failure could be ascribed to various reasons including:

- Ward committees lack credibility to influence decision-making;
- Ward committees lack commitment endeavours;
- Ward committees tend to be more political orientated. not for community participation;
- Power relations and lack of proper training.

(DPLG 2005).

2.5 TO DETERMINE THE LEVEL OF CAPACITY TO GUIDE WARD COMMITTEES IN DECISION-MAKING

2.5.1 Capacity Building

Under the subject of capacity building, Rabothata (2014: 56) further indicated that dealing with regulations governing the establishment of ward committee requires the classification of training programmes as determined by members, according to the portfolio they represent in the ward.

The Local Government white paper (SA 1998) stated that training and capacity development initiatives are a vital factor to steer productivity in the organisation. Moreover, the national legislative and policy framework for skills development, put forward by the department of Labour, encourages municipalities to go to great lengths to capacitate every member.

Municipalities should provide relevant skills in terms of levies to support performance and bridge any gaps of its employees to provide services in an equitable and accessible manner. It was revealed by Tshitangoni and Francis (2015: 53) revealed that ward committees' existing capacity is hindered by the lack of clear roles, inefficient capacity building and ward committees having no budgets of their own, resulting in members not being paid for their work.

The effectiveness of ward committees is explained by Smith (2008: 14) as determined by the level of education, skills and expertise of its members, which can hinder intellectual understanding. Under the subject of capacity building, Rabothata (2014:56) further indicated that dealing with regulations governing the establishment

of a ward committee requires the classification of training programmes. These are determined by members, according to the portfolio they represent in the ward. The ward committee is treated as a vehicle to steer good communication for service delivery by exercising their legislative mandate as a core business. Therefore, such committees should be financed and allocated efficient resources to improve democratic participation from communities.

Tshitangoni and Francis (2015: 54) found that Ward Committee structures have members that are politically aligned and there is a lack of oversight on the roles of the structure. The authors furthermore emphasised that legislation, or pieces thereof that provide institutional mechanisms such as ward committees and have been enacted by Parliament, should be reviewed. The objective is to ensure that communities play a meaningful role in respect of the management of development policy and actualising the theory of local governance.

Mayekiso (2013: 186) found that studies conducted regarding ward committees in municipalities, such as Msunduzi, Buffalo and Nelson Mandela in the Eastern Cape Province, revealed more challenges. These include that the ward committee system is weak, poorly developed and unable to impact council processes. More specifically, it was found that the functioning of ward committees is overly reliant on limited budgets and they cannot perform properly. Ward committees require strong support from council itself, to help strengthen capacity and have unlimited provisions of resources. Tshabalala (2014: 55) alluded that the role and capacity of ward committee are crucial in strengthening basic service delivery provision through effective community participation in municipal affairs.

The basis of ward committees is their support of elected councillors, by creating a bridge between communities, and the political and administrative structures of municipalities. The level of ward committee appears positive in strengthening the capacity for a great deal of service delivery by all municipalities. The ward committee has been a key mechanism with which local government can maximise community participation. Smith and Visser (2009: 38) pointed out that municipalities need such committees to improve community participation in the near

future. The questions that has constantly been reiterated is whether the ward committee has enough strength to bring change to communities with challenges.

Modumo (2011: 39) found that, presently, municipalities do not possess a framework that could be utilised to regulate the functioning of ward committees. The lack of a framework compromises the functioning of ward committees but is not seen as a need to improve service delivery; their current status does not acknowledge them. The lack of a proper framework to guide the ward committee on its performance is at stake, while more activities delegated to them create a slower pace to solve challenges.

Smith and Visser (2009: 16) shed light lambasting the structure acting poorly to its expectations, such as politics being involved in more circles of service delivery; further revealing that lack of time includes for trainings programmes, which are not used to meet the particular needs of the municipality. It appears as if the municipality does not apply strategic change to achieve good results because there is poor guidance, unclear roles, with intermittent and insufficient resources to support such a working group. According to the Municipal Structures Act 117 of 1998 as amended, the ward committee has been given power to advise, receive inputs from communities and give feedback from time-to-time. Nevertheless, the use of ward committee in such roles has not been realised as supposed.

The role of ward committees needs to be understood within a contextualised framework as a good tool for participation, to maximise strategies that render services in a broader context. In summary, ward committees should participate, communicate and mobilise. It should be noted that national guidelines cannot prescribe how the processes should operate but the municipal council has power to drive them.

In an e-NCA news report (3 June 2019) related to Alexandra township, the perceived slow pace of service delivery by the municipality in selected areas was shown to have resulted in growing impatience and dissatisfaction. The mass action, in particular among poor communities, showed citizens' frustration through vandalising, blocking roads and throwing stones at passing cars. This highlighted the

existing structure within the wards, examining different portfolios and how they operate to enhance service.

Khawula (2016: 12) highlighted one of the challenges that hinder ward committee effectiveness, as that of administration and logistical support, which tend to be inaccessible for ward committee members to function. Furthermore, the author outlined that common usage of the ward committee by the municipality defies good communication to communities and destroys stability and trust.

Thornhill (2015: 185) reveals that, even though ward committees are not of the council as such, the council should acknowledge them for their role in presenting recommendations that contribute to decision-making regarding issues of the ward. Issues raised in the wards are discussed and listed to the councillor for submission in council meetings, yet Thornhill (2015) found this does not seem to yield results, as they lack an active instrument to steer the committee's existence.

The guidelines also require municipalities to establish administrative guidelines that enable a ward committee to perform its functions and exercise its powers effectively. Senge (2011: 23) suggested logistical resources, such as office equipment, stationery and transport, should be made available to enhance capacity building of the ward committee.

2.5.2 Policy Framework

All organisations or departments need to develop a policy to provide a framework for activities to be carried out, therefore, Prinsloo and Rooyen (2015: 58) stated that policy will have to determine:

- What needs to be done

Participation by communities in the affairs of the municipality, directly and indirectly. Allow a shared responsibility from other government sectors to utilise them effectively for service delivery.

- How it is going to be achieved

Encouraging community participation: Capacity-building is the active empowerment of role players so that they clearly and fully understand the objective of public

participation and may in turn take such actions or conduct themselves in ways that qualitatively contribute to achieve the delivery of the co-created vision of the Municipality.

Policy is defined as a basic principle or procedure with significant impact on organisational dynamics (Ricucci 2018). This is thus a proposed course of action with a set of guidelines that outline directions and principles that determine present and future decisions. Mwesigwa and Mubangizi (2015: 13) affirmed that policy is a significant aspect of local service delivery, as it directs the performance in specific local government. Naidoo and Ramphal (2018) stated that, in order to dictate success, more strategies should be introduced to motivate more productivity and address future needs. Nzimakwe (2015: 2) alluded to this and stated the work of ward committees could be undertaken within a network based on integral parts of the structure for service delivery.

Provisions in the Local Government Municipal Structures Act, 117 of 1998 (SA 1998) provide the legal basis for ward committees. Sections 72(3), and 74 provide some guidance on the role of the ward committee to enhance participation and be more involved with recommendations on any matter affecting the ward. In addition, the policy frame provides for council to delegate duties specifically on their mandate. The most relevant functions are:

- Spreading information about the ward concerning issues such as budget and integrated development.
- Receive queries and complaints from residents.
- Ensure harmonious interaction between the council and community.
- Interact with other forums on matters of concern.
- Provide feedback from the municipal councillor and disperse it to the community.

(Koers 2018: 33).

2.5.3 Municipal Policies and By-Laws Regulating Ward Committees

The SA Constitution, Act 108 of 1996, chapter 7 (151), provides for powers granted to local government, which must establish the territory of the Republic, wherein the

executive and legislative power is vested in municipal council to perform its duties. The new and current Constitution of SA allows municipalities to be people-centred, accountable and involved in all government orientated activities. Section (156) outlines the provision for matters to be administered locally that the municipality has the capacity to administer. In support of the above, in terms of section 160(4), no by-laws may be passed by a municipality unless there is a full council, while section 73 of the Municipal Structures Act (SA 1998) provides for establishment of ward committees.

In June 2005, the Guidelines for the Establishment and operation of Ward Committees were gazetted by the DPLG (Notice 965 of 2005). The guidelines supplement legislation by providing uniform guidelines to ward committee members, councillors and officials.

2.5.4 Budget Allocated for Ward Committee

Kruger (2017: 13) described the budget as the financial year plan of the municipality, which does not cover the importance of the structure vitalisation. Thornhill (2015: 18) explained it as a financial plan to reflect how much money will go towards municipal activities. The SA Constitution, Act 108 of 1996 (section 214) (1)(c), provides for an equitable share of the municipality's money allocated in revenue, with subsection (2)(c)(d) stating the need to ensure provinces and municipalities are able to provide basic services and perform all activities allocated to them under schedule 4b, as well as 5b. The provisions apply the most significant part of a budget vote for the operational budget, allowing structures such as ward committees to operate.

2.5.5 Stipends

Tshabalala and Lombard (2009: 66) explained a stipend as specifically, monthly financial support, while Alleman, Sanford, Papa and Molenaar (2018) further argued the stipend is an aid to enhance best value and ensure quality efficiency. Municipalities have not determined specific remuneration for ward committees, hence, other ward committee policy, as amended in 2018 by the Bergrivier Municipality, illustrates the provision of the SA Constitution (section 214), in line

with equitable shares on provincial and local government, should be given priority so as to provide basic services.

Maloka (2012) found the need to capacitate ward committees from the perspective of training, providing resources such as stationery, transport and catering, as well as making an allowance or stipend available for committee members. The conditions for paying stipends to ward committees in enhancing service delivery participation is broken down by Maloka as follows:

- Stipends are paid when ward committee members are in full attendance at meetings.
- Submission of bi-monthly reports, with a sector specific report.
- Ward committees should arrange transport for meetings with due consideration of budget constraints.

2.5.6 Project Allocations

Qwabe and Mdaka (2011: 64) stated that ward committees were established as a positive move for a participatory and people-centred democratic system. The allocation of projects to different sectors is for the benefit of society and the accompanying political campaigns, namely: Infrastructure, educational programmes, sport and youth programmes, as well as housing and social development.

The Cooperative Governance and Traditional Authority (COGTA) report (2018) outlined the role of the ward committee as critical for the development plan and in ensuring resources are allocated to the most pressing community needs; therefore, the structure's effectiveness will result in good outcomes. This resonates with findings by Kabane (2014, as cited in Zulu 2020: 31), who highlighted that ward committees were established in municipalities to not only be community development structures but to also assume a fundamental part in connecting and educating the municipality with regard to community necessities, goals, possibilities and issues.

New government systems that came with the changeover aimed to establish a structure closest to the people at a grassroots level and representatives that would stabilise service provision.

In terms of the SA Municipal Structures Act, 117 of 1998, Section 72-78 (SA 1998), the establishment of ward committees emphasises the powers and responsibilities of elected officials. However, as the programme director of the Democracy Development Programme in Durban so aptly stated: “Developmental local government requires *functional* ward committees. Without this, citizens will continue to doubt whether democracy works. For them, democracy must be lived, not legislated” (Kariuki 2018)

The objectives of a ward committee, according to the Department of Cooperative Governance and Traditional Affairs Handbook 2012 edition, are described as follows:

- Increase participation in the affairs of the municipality by influencing decision-making through lobbying.
- Ward committees act as messengers and a direct link between municipality and citizens.
- Ward committees must be involved in matters pertaining services due to them, doing campaigns, and disseminating information.
- Ward committees should initiate local projects that will also mobilise the community regarding service delivery.
- Ward committees deal with waste, water and sewage, payment of fees and charges, as members they know their local communities and their needs.

Nonetheless, the above role has not been efficiently taken care of, in reference to research by Smith (2008: 11), wherein it was recommended that ward committees must be acted upon, otherwise the structure will disappear, should the council not take it seriously. Various recent studies emphasize Smith’s findings, such as Govender and Reddy (2015) who proposed severe measures to address the problem, advocating for a “revised local government model which does not depend solely on developmental rhetoric, but which balances redress, civic virtue and the politics of participation. Nonetheless, Zulu (2020: 78) recommended granting ward committees the powers as set out in the Municipal Structures Act (SA 1998), so they may,

“effectively hold ward councillors accountable and provide necessary checks and balances to ensure a thriving participatory democracy.”

Public participation in policy formulation and the implementation, monitoring and formulation of programmes seem to be where the ward committee structure would be ideally suited. In this regard, the main aim of the White paper on Local Government (SA 1998) is to provide a framework for the transformation of local government by setting up strong policies that make provision for community participation. Rabothata (2014: 32) stated that the local government sphere has to facilitate this involvement, taking views from local citizens into account, to afford consumers of services an opportunity to participate in the way services are delivered.

Mbhele (2017: 84,91) outlined the importance and role of the ward committee in optimising participation, strengthening democracy and adequately discharging its mandate through meaningful input on policy development, finding “real opportunity for meaningful public participation”.

The Municipal Systems Act, 32 of 2000 (SA 2000), amongst other legislation, grants municipalities powers to provide resources that ensure all SA citizens have access to adequate basic services, namely health care, better education, clean water, social security and housing. The local sphere of government elections, held on 5 December 2000, was more transparent and unbiased than prior elections, due to the transition enabled by the Act, which also outlines support forums within wards, recognised to function efficiently, such as ward committees. Therefore, the local sphere of government has to acknowledge the vital role played by ward committees and these committees should be capacitated to boost service delivery provision (Rabothata 2014: 12).

In addition, partnerships should be actively promoted with all initiatives that may contribute positively to community development. However, ward committee tasks need more resources and capacity to function efficiently in ensuring policy development from the municipality is realised as a mechanism to accelerate service delivery Saunders (2008).

2.5.7 Participation in context

The preamble of the Municipal Systems Act (32 of 2000) acknowledges the need for developing harmonious relations between the community and municipal authorities. Modumo (2011: 22) stated that participation is an obligatory tool to develop a cohesive system for the community to voice their needs. Participation can be used for the community to directly take part in decision-making and also influence municipality planning. This is based on Section 16 of the Municipal Systems Act (SA 2000), which states that, “a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance”.

Piper and Deacon (2009) argued that there are three substantive aspects of innovation with regards to participatory governance that should be supplemented by ward structures, to enable sustainable service delivery consultation. The Municipal Structures Act, 117 of 1998 (SA 1998) provided for establishment of the ward committee, while Chapter 4 of the Municipal Systems Act, 32 of 2000 (SA 2000) provides for practical strategies by municipality for public participation. Thus, the local council is encouraged to bring a vibrant strategy for effective community participation. In addition, the Municipal Finance Management Act 56 of 2003 also emphasises the involvement of community participation in municipal financial matters.

The SA Constitution (Act 108 of 1996) gives the main objectives of the ward committee as participation of communities and community-based organisations in all costs; this is an added obligation involving development of programmes that may encourage involvement in decision-making of the municipality.

De Vries (2018: 11) explained participation to be active participation, where all stakeholders, citizens and communities are involved. According to section 40(1) of the SA Constitution, three spheres of government exist and Section (41) proposes principles of a cooperative government framework when performing duties. Local government thus has an obligation to facilitate and strengthen the processes of service delivery objectives. According to Kruger (2015: 13), the municipality is

delegated executive and legislative authority to carry out the administration efficiently.

This implies that local government is the only sphere of government entrusted to enhance participatory democracy in the community. Thornhill (2015: 26) determined a need for basic services to the community but recommended that joint forces should be implemented, therefore, structures such as a ward committee could be useful for participation and allowing citizens to have a voice. Furthermore, this highlights the importance of local government in bridging the gap for the community. The ward committee serves as a mechanism to enhance direct participation in a newly implemented SA government system.

Community participation supplements institutional capacity to govern municipalities to their full potential so they may effectively, efficiently and economically render services. The SA Constitution (Act 108 of 1996, section 40) states local government has a task to guide administration, thus ensuring quality and quantity of service delivery. The role of local government in governing a particular community can use public participation to stimulate progress in service delivery and maintain a reasonable standard of living.

Mgolozeli (2018: 23) in referring to community participation as a responsibility for community structures influencing decision-making, argued that community participation is a crucial step to encourage transparent and efficient planning for service delivery. This agrees with findings by Madzivhandila and Maloka (2014), who added that community participation in government decision-making is also influenced by mutual interaction and the integration of all spheres of government at large. In other words, when all spheres of government act in cohesion according to their individual mandate, ward committees can effectively participate and add value.

The ward committee links different departments in society according to their portfolios, prescribed in the Municipal Systems Act, 32 of 2000 (SA 2000), which could allow the ward committee system to assist in developing more solutions. Mgolozeli (2018: 51) highlighted Act 108 of 1996, where people become the central approach to participate in policy-making as role players of government. Community

participation is complex and broadly applied yet, can be an advantage to the municipality when ward committees are used to enrich communities.

Mbambo and Thakathi (2017) revealed that core participation requires involving local people in their economy, focusing on growth development, further stressing the role of the selected municipal ward committee as a formal structure with great potential. The structure consists of not more than ten members, allowing such a structure to maximise service delivery through democratic participation.

2.5.8 Relationships between Councillors and Ward Committees

The SA Constitution (Act 108 of 1996, chapter 7) provides for local government powers to establish systems to govern and serve its people with quality services. The Service Delivery Review (2015) outlined the need for councillors to lead by example with ward structures to curb errors that impact communities adversely. A COGTA report (2018) revealed other problems that surfaced that involve councillors coming from different backgrounds and holding diverse skills and political ideologies. Napier (2008: 44), in support of the councillor's importance and realisation of his/her mandate in promoting social cohesion, finds councillors lacking in community participation, and advocates for a councillor with positive, strong leadership attributes to reduce prospective service delivery protests.

October (2018: 58) outlined a few responsibilities of councillors, with regards to ward committee functioning at its best:

- Communication - although good publicity and clear agendas are set for district izimbizo (community meetings with government structures), the lack of minutes or even official notes result in minimal follow-ups by officials on issues raised, which points to a deficiency in the communication process. Assumption by councillors regarding community needs is no substitute for actual and direct communication;
- Co-operation – essential in ensuring meeting attendance, agendas are adhered to and the flow of information from municipal council to ward committee is ensured;

- Accountability – effective accountability will align planning with budgeting and implementation and allow identifying those who are accountable. It is the main principle of democracy that is representative.
- Accessibility – when councillors live in the area they represent they are able to better understand the community problems, requirements and priorities.
Councillors must be accessible to their constituency. Inaccessible representatives lead to a disconnect with its community;
- Impartiality - crucial to promote social cohesion. When political aspirations and convictions enter the picture, administration is compromised, along with participation and service delivery.
- Personal integrity – the extent to which citizens participate through ward committees can be affected by the councilor’s integrity, personality and morality, as well as their leadership style.

2.5.9 Functions of the Councillor

The councillor functions as chairperson of the ward committee and is responsible for:

- Convening the constituency meeting to elect ward committee members;
- Calling ward committee meeting;
- Ensuring scheduled meetings are prepared for, including ward committee;
- Guaranteeing that the ward committee does what the municipality expects;
- Handling quires and complaints in the ward;
- Resolving disputes and making referrals of unresolved disputes to the municipality; and
- Councillors should, in addition, be fully involved in all community activities that the ward committee is engaged with.

Ward Committee Resource Book (DPLG 2005)

2.5.10 Importance of Ward Committee Participation

The office of the speaker has a primary duty in working with ward councillors, according to the Municipal Structures Act, Section 72-77 (SA 1998), to establish ward committees. While the Department of Local Government (2009), working with

ward councillors, has a duty to ensure the establishment of ward committees, a ward committee consists of community members responsible for bringing issues concerning conditions in their ward to the attention of the relevant councillor, as well as participation in the decision-making process regarding development planning.

2.5.11 Obstacles and Challenges Facing Community Participation

2.5.11.1 Public involvement and participation

Williams (2018: 197) highlighted that public involvement is a significant tool with which to bridge service delivery systems and ensure citizens are participating in the affairs of planning and governance. Public participation has become a grassroots instrument for democratic practice, as it allows citizens to voice their concerns. It was maintained by Silima (2013: 52) that a structure such as a ward committee, should strongly legitimise the promotion of community participation.

Findings by Madzivhandila and Maloka (2014) in their study of the IDP and community involvement are affirmed by Mdlalose (2016), who assessed the state of public participation and service delivery at a selected local municipality in KZN. Ward committees are perceived as locally-based planning instruments which, according to Madzivhandila and Maloka (2014: 654), it could assist municipalities to respond to many challenges that hinder the proper delivery of services.

Ward committees should take advantage during this phase of integration, by setting up plans for the community to present to the council for consideration. The SA Municipal Systems Act, 32 of 2000, Chapter 4, Section 17 (1) (SA 2000) creates space for public participation in local government through specific channels. This includes public meetings, community panels and izimbizo.

2.5.11.2 Lack of efficient Local Government support and monitoring of ward committee operations

Chapter 7 of the SA Constitution provides, through Section 152 (1) (b), that the provision of services to communities in a sustainable manner is ensured. Section 153 (a) states that a municipality must manage and structure its administration and

budgeting and planning processes to ensure priority of the community's basic needs and promote the social and economic development of the community.

It is argued by Thornhill (2008: 492 cited in Modumo 2011: 13) that local government is the first contact between citizen and government, hence, the local municipality is the government closest to the people to address the needs of the community. According to Padovani and Young (2013: 7), local government intends to meet a variety of needs, in order to promote social and economic development in a particular community. Nonetheless, when service provision and communication structures are not monitored efficiently, it serves neither the municipality nor its citizenry, with ward committees, for example, becoming a redundancy when not fully utilised.

Silima (2013: 22) stated that local levels of engagement have low depth penetration, with municipal officials neither providing adequate support, nor attending meetings when planning takes place. This type of behaviour is rooted in issues such as ward committees not having office space, resulting in a lack of sufficient resources to sustain them in meeting their objectives.

In terms of the Municipal Systems Act (32 of 2000), Section 73(1) states that municipalities must prioritise and give adequate resources to sustain life of the community at large.

2.5.11.3 Unclear Roles and limitations of power to participate in municipal decision-making

While ward committee powers and responsibilities are emphasised, in terms of the SA Municipal Structures Act, 117 of 1998, Section 72-78 (SA 1998), these committees are limited by challenges still not visited for solutions, such as budget, training and development. Smith (2008: 47) revealed that some ward committee members do not know what they are doing; a key challenge with less focus on the structure. This gives rise to various questions because, with the power of ward committees not clearly exercised, it is not possible to address all challenges faced within their communities. They subsequently lose support, which eventually leads to redundancy when their role is not valued.

De Toledo and Giatti (2015: 7) suggested that the development of a participatory culture and capacity among officials through communities is phenomenal for bridging all the service delivery gaps.

A participatory method of governance and decision-making are deeply influenced by contradictions and tensions, according to Madzivhandila and Asha (2012: 55), while Mgolozeli (2018: 38) highlighted the complex relationship with government stakeholders that varies adversely to service delivery. The failure to satisfy some obligation is due to the lack of transparency, leaving specific information and ward structures underutilised, which impacts inefficiently on ways to produce service delivery. According to Piper and Deacon (2008: 122) tensions of public participation are due to public trust because such moves are fused with people interested in politics, which is uncommon for other community members.

Act 108 of 1996 provides for the need of community participation for service delivery, with Act 32 of 2000 (Chapter 4) highlighting community participation mechanisms, however, it does not identify contingency plans in the event of failure. Mbambo and Thakathi (2017) suggested there should be strong capacity from communities in community participation, building real institutions to coordinate and evaluate the functioning of such a route. Furthermore, Mbhele (2017: 43) added that municipality ward structures should be characterised by high professional standards and be capable of amplifying alternative versions of community participation.

As it is aligned with development and delivery programmes, community participation must be systematically aligned to more innovative development of service delivery, to fulfil government goals (Rasila and Mudau: 2012: 44). Participatory democracy is, nevertheless, obstructed in its success, as people who feel left out of a system that could provide access to basic service delivery, do not trust it

Hussain and Miraj (2018: 4) pointed out that language and lack of capacity in ward structures become a huge problem in sustaining a potential ability that yields better development. Furthermore, financial incentives and benefits may also become a major factor in motivating ward committees to function effectively.

2.6 RECOMMENDATIONS ON HOW WARD COMMITTEE ROLE AND CAPACITY CAN IMPROVE SERVICE DELIVERY

A ward committee is the focus of a significant link between government and civil society, with sizeable challenges. Smith (2008: 4) further stipulated that, since 2001, ward committees are a ‘vital instrument and a mechanism’ intended to add more value to participatory and democratic local government. However, their existence is not efficiently acknowledged to channel service delivery programmes to communities.

The SA government has clear policies that local municipalities and councillors should be positioned between civil society and local government to address local issues, as stated in the SA Constitution, wherein government is tasked with taking reasonable steps, within available resources, to ensure all South Africans have access to adequate housing, health care, education, and food, as well as water and social security. The development of local government should result in a local government committed to working with citizens and groups within the community, in order to find sustainable ways to meet their social, economic and material needs.

2.6.1 Effectiveness of the ward committee

In terms of the Municipal Structures Act, 117 of 1998 Section 73 (5) (d) (SA 1998), “municipality council may allocate funds and resources to enable ward committees to perform their functions, exercise powers. The ward committee undertakes development in their wards,” therefore, effectiveness of ward committees requires council support to be properly constituted in a representative way that gives meaning to their role.

The effectiveness of a ward committee lies with the communicating of roles, resource allocation and capacity development (Rabothata 2014: 23). The municipality has a great responsibility to strengthen ward committees, in order to bridge the gap between planning and implementation of basic service delivery programmes.

In addition, service delivery necessitates a framework with a set of principles, standards and policies. According to Tshitangoni (2010: 33), service delivery is a

vital part of local government to meet the needs of their communities and use resources efficiently, ensuring objectives are met. The SA Municipal Structures Act, 117 of 1998, Section 72-78 (SA 1998) states that, in the establishment of ward committees, there is the responsibility of ensuring an accountable government, improving elements of democracy, and the balanced provisioning of services in their respective areas.

Smith (2008: 14) found, in most instances, the effectiveness of a ward committee is considered by the limitations of the level of education, skills and expertise of its members. Ward committees are front-line structures for the municipality and need to be empowered and encouraged, as they play an active role in building cooperative relations between municipalities and communities. Ineffectiveness in advancing citizen participation at local government level and inefficiency are caused by, among others, lack of skills and less capacity with incentives, which all play a major role in defying their mandate.

The effective functioning of ward committees allows for a more democratic local government and, for the purposes of this study, arguably enhances and facilitates public participation. Since communities are so unique and consist of diverse people and organisations, wards represent a wide range of needs and interests. The challenge is to ensure that ward committees work in a way that reveals the diverse needs and interests within a particular ward (Van der Waldt 2010 42). Due to the diverse nature of wards, the following section explores the composition of ward committees. This is done with a view to establish whether the composition of ward committees is as diverse as the respective ward.

- **Ward Committee Composition**

Many assertions have been presented to generate positive outcomes for service delivery, including the 1998 White Paper on Local Government (SA 1998), which introduced the notion of empowered local spheres, dedicated to establishing local initiatives and programmes, to stimulate economic stability and better services for all. Clark (2015: 18) pointed out that local government has, since 1994, played a significant role in enhancing remarkable progress in service delivery, notably with

basic services such as water, housing and sanitation. In addition, the author states that much needs to be done to support, educate and enforce the implementation of local government's mandate for service delivery, as transformation remains a priority for the current administration (Clark 2015).

Chapter 7 of the Constitution of the Republic of SA (Act 108 of 1996, Section 152(1) (b)) is highlighted by Jakatyana (2010: 27), when stating that the provision of services should be adequate. Furthermore, Section 153(a) provides that a municipality must set control measures of administration and budgeting that will determine the priorities of their jurisdiction to promote social and economic upliftment. The structure of the ward committee has, though, not given much impetus to advance the provision of services, due to many reasons, such as lack of efficient resources to support the accomplishment of action plans.

Gemma, Papamichail, Achi and Bavard (2019) confirmed level of capacity as crucial for any structure to operate, nonetheless, evidence exists that more enforcement is required in areas of conflict for ward committees. An example is the mandate given to the stewardship of adequate and sustainable finances. Blackburn, Chambers and Gaventa (2018) argued that challenges with capacity include scaling up, inflexible cultures and a destabilised environment. When a local or metro council resolves to establish ward committees, it must establish a committee for each ward, without bias or discrimination.

The Municipal Structures Act, 117 of 1998 (SA 1998) provides in section 72-77, for a municipality to establish committees with the aim of producing good service delivery. In other words, metropolitan or local council have discretion to initiate ward committees, as they are not legally bound to constitute committees as per recommended regulation. However, it is advisable to establish committees in a manner that enhances participatory democracy in local communities. Moreover, ward committees should disseminate information within the ward, assist to rebuild partnership for better service delivery and also provide support with problems experienced by the people in the ward (Subban and Wissink 2015).

2.6.2 Developing a Public Participation model

Committees concerned with ward-related issues require a participatory model, model as a strategy, to enable participation on matters of service delivery with local government, which necessitates an assessment of tools used by the municipality to enhance service delivery (Nordin, Radzi and Abdullah 2018). As a result, the establishment of a ward committee is necessary to bridge government commitment to serve all needs from society on time. Interest groups, youth and all other ward stakeholders should be given fair representation to formalise the existence of the committee.

According to research by Piatak, Romzek and Le Roux (2018), it is emphasised that the way service delivery systems are linked with ward committees must be reviewed, with due consideration of the committees' input value, and their contribution in reporting back to the community on service delivery issues discussed at the council.

2.6.3 Policy Development Model

Piatak *et al.* (2018) state that the conflicts with frameworks are among the challenges to effective public service delivery networks, while the administrative part of the ward committee's existence comes with unsolvable problems that continue to destruct good intentions. Hammergren (2019: 74) reported that some issues are technical in political dimensions, with potential division of interests between those responsible for the planning stage of a programme and those who implement it. The author described three principal groups involved with policy making, namely political leaders, bureaucrats and reform experts, to ensure the committee has effective functional roles.

Prout and Yap (2018) showed that policy development is halted by capacity building programmes that do not fit in well with a serious transition. In policy development there is so much that can be achieved, such as transparency, accountability and stability, through community participation as a service delivery platform. However, policy compliance should be more innovative to allow flexibility for the service recipient of the municipality. Policy formulation remains an important phase in

management and operations, while also improving relations between civil servants and councillors, therefore, policy development is done to ascertain the well-being of all citizens (Mwesigwa and Mubangizi 2015: 14).

2.6.4 Improved framework for ward committee

Mbhele (2017: 65) asserted that ward committee members should not be politically aligned as it causes conflicts, with committee members of different political parties struggling to execute responsibilities objectively. The findings revealed that the functions of ward committees are not independent enough, with not even the framework being realised, since it is in conflict with ward councillor responsibilities. Govender (2016) stated that the framework is too weak and cannot work when resources and skills are not given a priority to capacitate the structure to function actively. Furthermore, ward committees are elected on the basis of availability or popularity, as they do not possess professional skills to deal with community issues. Revisiting the by-laws could be a better solution to avoid duplication of poor systems yielding terrible outcomes.

2.6.5 Good Governance

Mchunu and Theron (2014) find the need to set principles and practices in the contemporary world ensures active participation through a sense of being able to influence, direct, or control own development. Furthermore, the authors also revealed good governance as a concept of empowerment and social transformation, where democratic values should be realised. Manda and Backhouse (2019) point out that the institution of good governance mechanisms is often compromised by weak policy systems, loss of trust from the community and poor planning for service delivery.

Lekabe and Eybers (2019) highlighted concerns raised by news 24 writers at Municipal IQ, which specialises in local government data, over the use of strong mechanisms to mute issues of service delivery to poor communities. The authors suggested more effort should be made to engage in burning issues that deprive a sense of good governance, with specific reference to recent service delivery protest action in Alexandra Township, Johannesburg (e-NCA news June 3,2019). Manda

and Backhouse (2019) called for government to be proactive in bringing appropriate mechanisms to strengthen municipalities, with regard to as (a) Leadership governance; (b) integration and collaboration; and (c) information and communication infrastructure.

2.6.6 Ward Committee Representation and Public Accountability

As outlined by Ahsan, Chowdhury and Panday (2018), the SA Government has an obligation to address prescribed mechanisms of public accountability. According to Mosotho (2013), the South African Local Government Association (SALGA), which is the sole representative of all municipalities, states that ward committees play an important role in fostering relations between ward councillors and key stakeholders, at ward level. The study findings are that committees have not been effective in holding representatives to account, with some municipalities unresponsive, while residents are reluctant to exercise their right of participation.

A report from the Public Art programme identified gaps that cause a barrier to municipalities to achieve maximum goals in service rendering. A new model based on community priorities, includes transparency in decision-making, financial reporting and prioritising investment in local creative economy (eThekweni Municipality City Council 2019).

2.6.7 Ward Committee enhancing pace of Service Delivery

The municipal IDP is a regulator compliance, set to obtain valuable community involvement and encourage reasonable strategies to project good service delivery (Naidoo 2017: 42). The reasons for an Intergovernmental Development plan is based on achievement of selected goals and objectives of the municipality (Yigicanlar *and* Dizdaroglu 2015). Furthermore, the ward committee has advisory and recommendatory roles that can ensure widespread service delivery activities in the community.

2.6.8 Ward Committee Communication Strategy

In terms of the SA Municipal Systems Act 32 of 2000, Section 73 (1) (SA 2000) states that municipalities must prioritise and strengthen communication channels to stabilise service delivery provision for various communities in the municipality.

With ward committee members shown to lack capabilities and understanding of municipal processes, the SA Qualification Authority (SAQA) has a prescribed unit standard, wherein a learner can be certified as competent up to level 1 in communications, which could assist with committee functions being better understood.

2.6.9 Ward Committee Resource Allocation

Naidoo (2017: 31) noted that a lack of efficient resources leads to a dysfunctional approach to service delivery; this also signifies the need to revisit the public participation framework. The ward committee has made a remarkable impact in addressing limited challenges facing municipalities, however, this is not a sensible solution to make the structure work effectively. Little or no implementation of proper systems by the council, in allocating optimal resources for ward committees, has diminished confidence among citizens in both the council and ward committee, thus calling for a revisit of relevant municipal by-laws.

2.6.10 Ward Committee Capacity Building Strategy

In 2014/15, the Auditor-General report (2016) on local government audits identified a few key challenges contributing to poor service delivery in SA. Furthermore, the NDP (2014) distinguished the need to employ more highly skilled people committed to career development in local government; this can apply to national and provincial government. Ndevu and Muller (2018) argued that the lack of capacity and accountability in local government affects the way a local municipality functions or works towards their mandate. It is further noted that staff members or people on committees with minimum competencies, find it difficult to perform well.

The SAQA has authorised the Centre for Leadership to facilitate continuous training of ward committee members to enable them to understand their fundamental roles and responsibilities in the council. Such training may transpire in better levels of understanding and enough capacity for good productivity and sustainable development. According to ILembe District Municipality (COGTA Report 2018), the Local Government Sector Education and Training Authority (LGSETA) and SALGA 2014/2015 financial year figures revealed gaps in capacity building

programmes for local municipalities that were dysfunctional, yielding poor service delivery.

2.6.11 Ward Committee Administrative Support

Ofoegbu and Onouha (2018) indicated administrative support includes achieving the maximum level of output from available resources. In availing ward committees of administrative support efficiency will be ensured, while creating a more conducive environment to exercise their mandatory role. The report by Smith and Visser (2009) on six ward committee case studies, revealed insufficient administrative and other resources allocated to ward committees that prevent effective functioning. According to Hammergren (2019: 62), where change is not accidental but induced for the purpose of improving, it can be referred to as administrative reform.

Furthermore, the inability by municipalities to manage and control ward committee expenditure, has resulted in corruption, skill shortages and poor administration, as outlined in the COGTA (2018) report, with municipalities responsible for administrative support, in order to give effect to smooth operation of the ward committee. According to section 16 (1) (c) of the Municipal Systems Act, 32 of 2000 (SA 2000), it is also required that municipalities use their resources and allocate funds for community participation. Administrative support may include the following:

The permanent availability of an administrative staff post.

To provide necessary logistical resources to make ward committees fulfil their functions.

To develop and provide capacity building and training programmes for ward committees.

2.6.12 Intergovernmental Relations and Stakeholders

According to Chapter 3, under cooperative governance of the SA Constitution (Act 108 of 1996), section 41 (1) regulates relations between national, provincial and local spheres, to strengthen service provision to the community; this is achieved by consulting on values of interest. In this regard, the Intergovernmental relations

framework (IGR) offers a platform for coherent planning, monitoring and evaluation (M&E) of government systems. It was highlighted by the ILembe District municipality (COGTA 2018) that programmes have to be initiated, such as Community Development Work (CDW).

- The objectives of the CDW programme are to Improve service delivery and accessibility of services.
- Assist with governmental coordination and both different spheres and different line departments.
- Facilitate community development and strengthen interaction between government and communities.
- Support participatory democracy.

Moreover, CDW provides administrative support, which is vital for the service delivery system to the community. This instrument, when used to improve performance, will assist in eradicating the current challenges that impact the quality of service delivery.

2.6.13 Implementation of new legislations and by-laws

Khosravi, Mohamed and Nair (2015) stated that municipalities have introduced their own municipal policies, with by-laws to regulate power, functions and operation of ward committees. The Municipal Structures Act, 117 of 1998 (SA 1998) outlines the powers granted to the municipality; to establish committees thus comes with roles and responsibilities. Yang and Miller (2008) reported that, since 2001, ward committees have not worked progressively on systems challenges that affect municipality planning. This study examination of Umzumbe Municipality (ward 1) revealed unclear roles of ward committees or guidance on how to carry out their functions; even budget allocation is treated with suspicion (Yang and Miller 2008).

2.6.14 Improving Professionalism with Ward Committees

While Kroukamp and Cloete (2018) find public sector employees ought to act more professional when executing their daily duties, the assessment of municipality performance, with regards to service delivery in SA, shows financial irregularities, corruption and mismanagement, resulting in service delivery protests. According to

Landsberg (2018), the period between 2004 and 2008 witnessed an integrated approach to strengthen democracy, moving SA from a transforming to a capable state. Furthermore, post-apartheid administration has seen local service municipalities in the state to be inward looking. To improve the situation, some interventions are needed, such as particular capabilities promoting more professional conduct of ward committees, an environment of more responsiveness and clear accountability.

SA organisations enjoy significant autonomy in financial independency, however, ward committees can be better utilised in all matters pertaining to service delivery, as anticipated when roles and constitutional powers are treated literally (Pieterse 2019).

2.6.15 Municipal Performance Monitoring and Evaluation

Ndevu and Muller (2018: 11) pointed out that municipal performance in service provision should be provided on a value-based, integrated system. Mofolo (2014: 26) had indicated that performance management would be beneficial to municipal planning, with due consideration of the following objectives:

- Create a supportive environment that promotes the culture of good performance.
- Establish clear performance standards.
- Ensure implementation of development strategies.
- Improve communication and relationships by establishing mutual goals.
- Improve the quality of services rendered by the municipality.

According to Kearney (2018), stipulated municipal performance is important to citizens and the public alike; this approach will ensure the reconstruction of public trust. The municipality has an obligation to introduce innovative ways to improve productivity, largely in response to service delivery challenges.

Scott, Chaplowe and Cousins (2016) assessed the performance accountability that has grown with a demand for more effective and efficient practices, further

explaining the impact of intervention designed with frameworks to manage input and output activities.

The approaches of M&E are outlined by Bell and Angleton (2016) as follows:

- Improve upon future implementation capacities.
- Needs of assessment of organisational capacities.
- Monitoring of programme delivery and empowering local people to initiate control and take corrective action.
- Impact assessment and evaluation and monitoring programme delivery.

Research by Gebremedhin (2015) determined the main aim of M&E as:

- Enhanced participation, especially of beneficiaries.
- Increased authenticity of locally relevant M&E.
- Improved sustainability of the intervention by identifying strengths and weaknesses.
- Identify and solve problems by themselves and expand areas of activity where success is achieved.
- M&E can be performed to identify strengths and weaknesses to empower communities.

M&E of the ward committee may be used primarily as a means of control, while managing resources as well. In the local government sphere M&E may contribute positively to self-reliance in the overall implementation of improving ways of service delivery, by using ward committees.

2.7 CONCLUSION

Most literature consulted provided information and knowledge in support of the importance of having ward committees play a significant role in municipal functioning. As stated in the Municipal Structures Act, 117 of 1998, Chapter 4 (SA 1998), a municipality is given powers to establish committees that will contribute to achieving its objectives and maximise paths for service delivery. The importance of ward committees is, moreover, significant in influencing and recommending the most appropriate services for the community.

The purpose of this chapter was to provide a theoretical framework and present different disciplines and practices related to local government matters. Local government has been identified as the most relevant and convenient structure to promote and bridge service delivery gaps, as a result, the participation and usage of the ward committee is assessed, giving due consideration to finding better solutions on key service delivery issues.

The chapter that follows outlines the research methodology used by this study to determine the role and capacity of municipal ward committees in the KDM, with reference to enhancing service delivery.

CHAPTER 3

RESEARCH APPROACH AND DESIGN

3.1 INTRODUCTION

The aim of the previous chapter was to review available literature, with regards to the role of ward committees and their capacity in improving service delivery. This chapter offers an overview of the research methods utilised in collecting data, along with the sampling methods and study population used to determine the motivational factors.

In this section, the research design and methodology employed for this study are elaborated on and justified. The research design is based on a qualitative approach to collect data, in order to obtain in-depth information regarding the role and capacity of ward committees in enhancing service delivery at the KDM, in the province of KZN.

The measurement instrument employed was a semi-structured interview schedule with open-ended questions. The semi-structured interview cannot be characterised and fixed and can be best employed in providing consistency of intended data (Hammer and Wildavsky 2018). The target population is comprised only of members of ward committees, which consisted of ten representative members, both male and female, from each ward. However, for sampling purposes, two members from six wards were selected. The study thus gathered data from 12 members, by means of a qualitative data collection method.

Qualitative research has everything needed by a social science researcher to comprehend and delve into the study's richness of data (Brannick and Roche 2007). The study acknowledged the ethics of research for confidentiality concerns, wards were renamed according to the researcher's choice to make analysis easy.

3.2 RESEARCH DESIGN

Bryman (2012: 46) stated that a research design, on the one hand, provides for a data collection method and expresses casual connections between variables; the data

collection method for this study will be a semi-structured interview schedule with open-ended questions. Mouton (2014: 107), on the other hand, defined research design as a set of guidelines and instructions to be followed in addressing the research problem. In addition, Quinlan, Babin, Carr and Griffin (2019: 22) further explained research design as “a strategy of enquiry assisting the researcher to develop a properly focused project”.

“Research design is thus established where a researcher develops a complex, holistic picture through analysing words, while he/she reports a detailed view of respondents and conducts the study in a natural setting” (Flick 2018: 1). Views and experiences elicited from ward committees through a qualitative, semi-structured interview schedule by means of open-ended questions, gave a clear picture during data collection of existing loopholes preventing the ward committee structure to succeed to its full potential.

Advantages of using a qualitative method:

- It allows researchers to access the processes of people’s everyday lives.
- Very flexible, allowing the data collected to be changed at any time when the size of information grows, till saturated, letting the researcher visit the site where research takes place.
- A qualitative research approach focuses on depth rather than breadth and on quality of data with the aim to collect it in naturalistic settings, compelling consideration for the environment where the event is taking place.

Barbour (2014: 15)

Disadvantages of employing a qualitative method:

- The quality of research is heavily dependent on the skills of the researcher and can easily be influenced by personal idiosyncrasies.
- Rigidity is more difficult to assess, demonstrate and maintain.
- The quantity of data makes interpretation and analyses time-consuming.
- Issues concerning confidentiality and anonymity can pose problems during presentation of findings.
- Findings can be time-consuming and difficult to present. Gaile (2014: 33)

A qualitative method was employed to gather information, as this method is best known for less generalising of data and more understanding of social interactions. Qualitative research is described as employing suitable techniques that seek to translate natural occurring phenomena in the social world (Creswell 2015: 30).

The study made use of a qualitative research technique, through administering an interview schedule with open-ended questions to KDM ward committee members. The researcher targeted only ward committee members (two per selected ward) to take part in this research study. Participants were expected to give their views based on questions provided in the interview schedule, which was very productive.

The study sought to investigate “Enhancing service delivery, The Role and Capacity of Municipal Ward Committees, in KwaDukuza”. The following objectives of the study were identified as appropriate and served well for the methodology chosen.

- To identify factors influencing the capacity of the ward committee.
- To identify tools available to the ward committee to enhance service delivery capacity.
- To determine ward committee capacity levels in participating in Municipal decision-making.
- To suggest and make recommendations on how elected ward committees can improve service delivery.

3.3 TARGET POPULATION

According to the Municipal Systems Act, 32 of 2000, it is revealed in Chapter 4 section 17 (2) (SA 2000) that a municipality must establish the mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality. Figures 3.1 through 3.6 depict the Map of the six selected KDM wards where participants of the study were located. The target population for this study comprised ward committee members that reside in KDM who need improved capacity and for their role to be acknowledged. The six wards were targeted for their large geographical areas covered and different factors that hinder ward committees to function efficiently according to its mandate.

The population consisted of ward committee members of the KDM, targeting two proportionally represented elected members in the study from each of the six selected wards (9, 10,13,16,18 and 23) included for participation, with a councillor, as chairperson, and ward member interviewed. The number of 12 participants in the study was satisfactory for interview purposes, in examining how the ward committee structure can be improved through capacity.

Myers (2013: 15). defined a target population as the specific collection of basic elements the study focuses on. Adams and Lawrence (2015: 118) further referred to a population as a group of people, animals or archives a researcher is interested in examining. The study focused on areas in Groutville Townships and the surrounding areas of the KDM central business district (CBD). The population for this study comprised both female and male respondents, selected from ward committee members in their respective wards, irrespective of age or disabilities. The KDM consists of 29 wards that are urban, semi-urban, and rural. The targeted six wards attracted the researcher through their vastness, challenges encountered and stagnant pace in provisioning of service delivery.

As explained by Babbie *et al.* (2012 38), the target population for research is that aggregation of elements from which the sample is selected. Therefore, from ten ward committee members per ward, only two members were used for interviews, to suit the study type. Each ward committee had played a significant part in the study as respondents representing Wards 9, 10, and 13 are from semi-urban township areas, while those from Wards 16, 18, and 23 are located in rural areas. It is here where huge service provision gaps exist and where ward committees need to be capacitated and empowered to exercise their powers. In this study, 14 interview schedules with questions were distributed and ward committee members approached were expected to complete information immediately, rather than return it to the researcher on completion. The target number of 12 participants was achieved.

Due to the number of factors involved in ward committee failure, such as unclear leadership roles and scarcity of resources to perform duties in their capacity as

structure to assist service delivery, the researcher only asked specific questions, in an open-ended format, to answer to the role and capacity of the ward committee.

3.3.1 Demarcation of selected KwaDukuza Municipality wards

The study focused on areas in Groutville Townships, such as Ezitendeni, Malende, Shayamoya and the surrounding areas of the KDM CBD, with a depiction of the selected six wards, as set out by the Municipal Demarcation Board (2016) below:

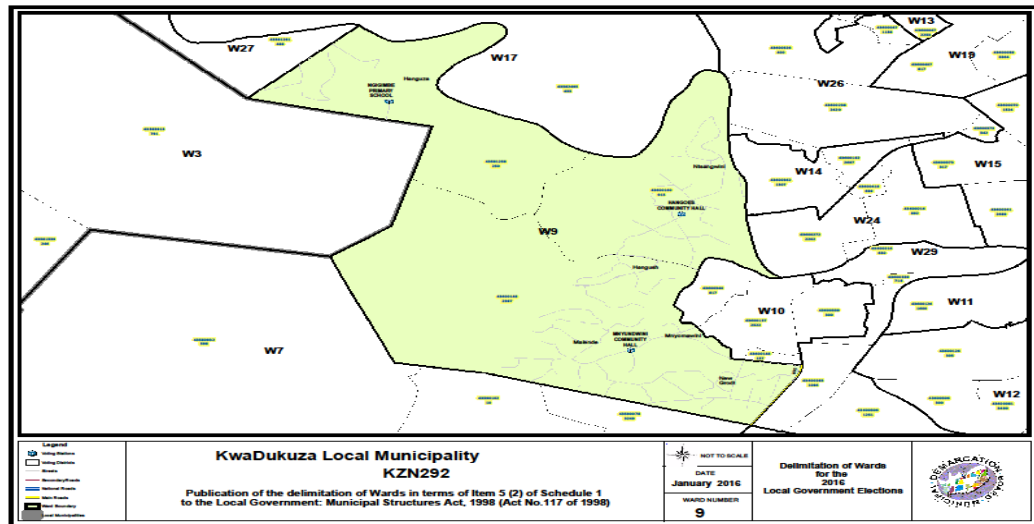


Figure 3.1: Ward A

Source: Municipal Demarcation Board (2016)

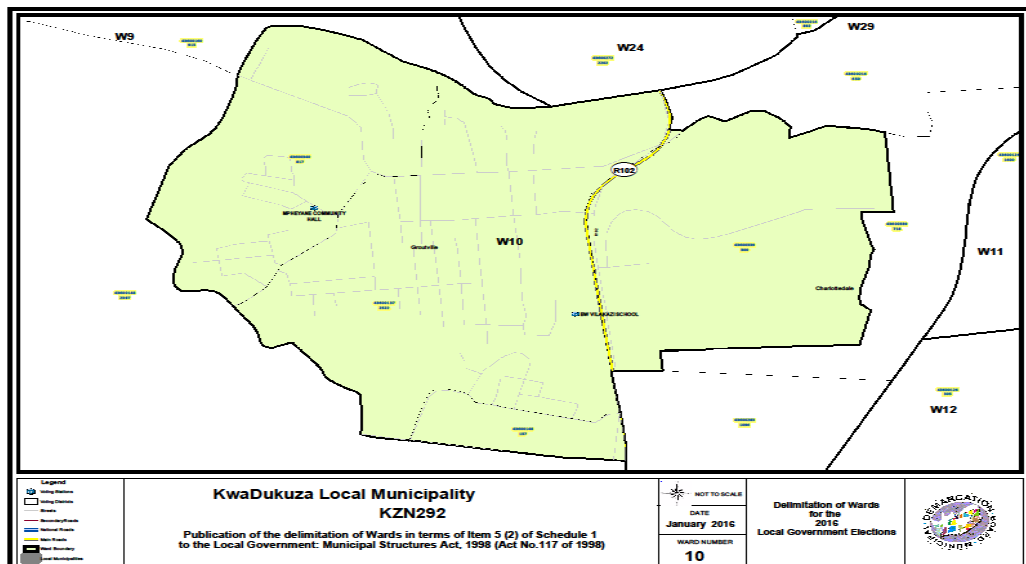


Figure 3.2: Ward B

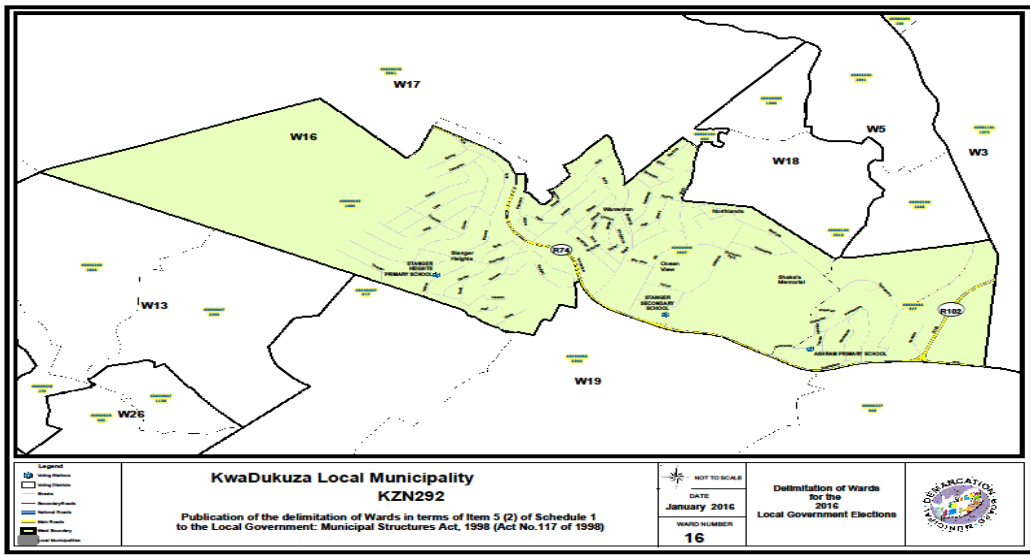


Figure 3.3: Ward C

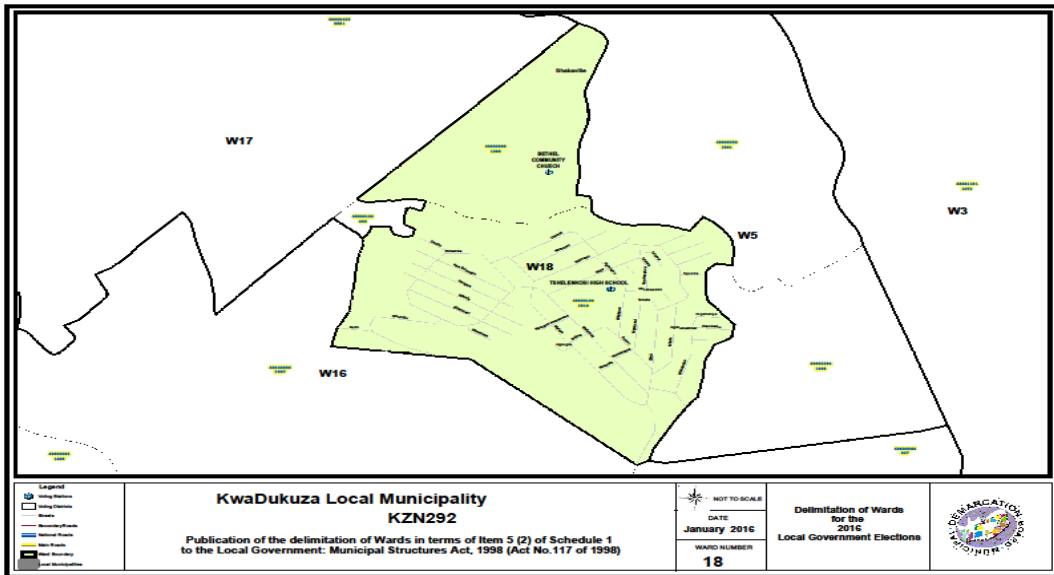


Figure 3.4: Ward D

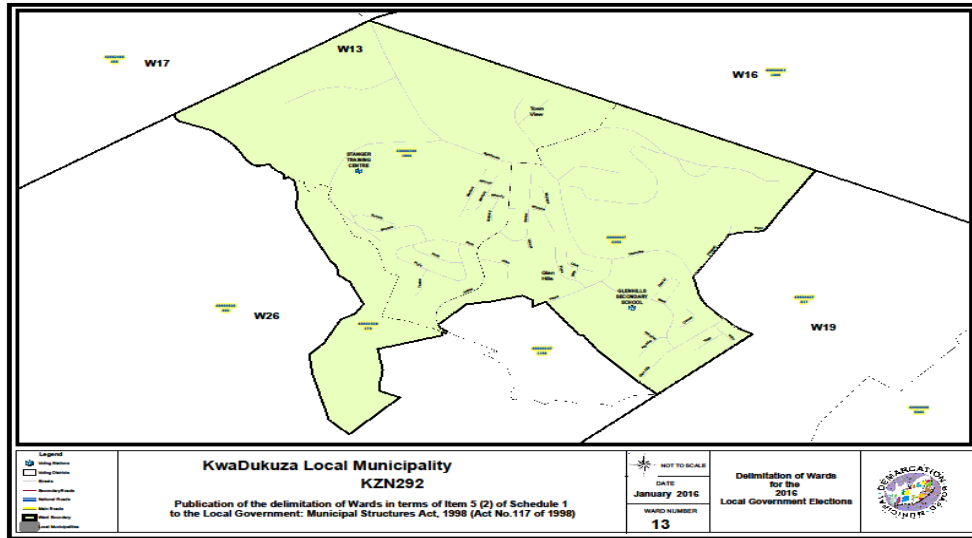


Figure 3.5: Ward E

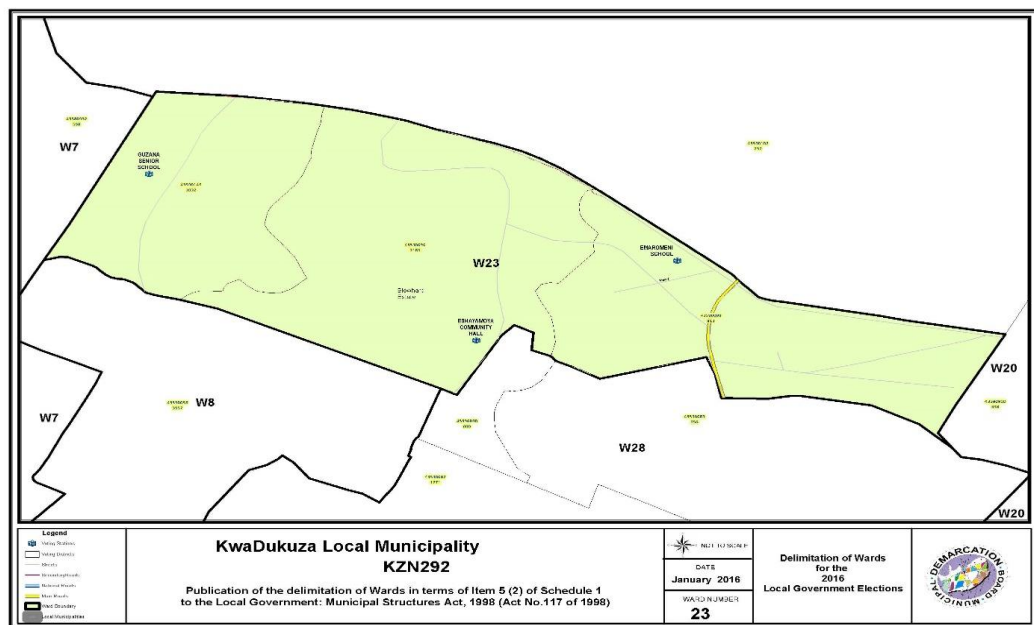


Figure 3.6: Ward F

3.4 SAMPLING METHOD

The study opted to sample for only the intended population to save resources and a sample that could be selected without any bias (Csiba and Richtarik 2018). The technique utilised for the study was simple random sampling and involves the sample being drawn from part of the population situated nearby, in order for participants to be easily accessible by the researcher, while there is less cost of administration (Hayes 2019). The traditional aim of simple random sampling is unbiased, and every sample has an equal chance because they share the same characteristics.

Barbour (2014: 89) explained the non-probability sample as a sample gathered in a process that does not give all individuals an equal chance to participate. Therefore, a probability sampling was used for the study to ensure ward committees of KDM all possessed an equal chance to be selected for the study. Denzin (2018: 26) stated that probability sampling is associated with interview research strategies. The benefits of using such a method is that it is more cost-effective and less complicated for the researcher.

3.5 SAMPLE SIZE

While the target population comprised ward committee members of the KDM, six wards were selected for study purposes, from the existing 29 wards in the KDM, as interviewing all 290 members would not be practical. A ward committee consists of ten representative members, both male and female, in each ward. The study thus gathered data from 12 members of the six selected ward committees, by means of a qualitative data collection method. The sample size therefore comprised 12 members, which were most suitable for desirable results within the intended objectives, while also limiting costs.

Interviews were conducted with ward committee members since they are the sample population of the study and they all have the same characteristics to meet study objectives. Those who were not part of the target population were automatically excluded from this study; this was not because their input on matters of local

government is unimportant but merely because they are not classified as ward committee members of wards 9, 10, 13, 16, 18 and 23 of the KDM, in the province of KZN.

3.6 DATA COLLECTION METHOD

According to Walliman (2014: 133), data collection refers to the precise, systematic gathering of information in sub-problems research.

However, Flick (2014: 30) notes the different methods remain autonomous, operating side by side, and their meeting point is the issue under study. The researcher used a semi-structured interview schedule with open-ended questions as measurement instrument to administer one-on-one interviews, for between 30 to 60 minutes, collecting information from participants. Interviews were conducted in a central area where there was no interruption, to maintain quality and confidentiality.

Zohrabi (2013: 255 cited in Zwane 2014) explained the advantages and disadvantages of interview schedules as follows:

Advantages:

- Efficient in collecting data on large scale basis.
- Can be forwarded simultaneously to a great number of people.
- A time-efficient way to collect data from many people.
- Cost effective.

Disadvantages:

- At times the answers are inaccurate and questionable.
- There is usually a low return rate for an interview schedule with questions when sent by post.
- Some questions may cause misunderstandings.

The data collection method obtained information by means of a semi-structured interview schedule with questions in an open-ended format as measuring instrument, with all completed documents kept in a safe area to observe ethical considerations. Barbour (2014: 32) pointed out that interview questions can be used to assess reliability of views from participants. Members of ward committees representing

each selected ward participated to provide answers, expressing their own views about being the representatives in their area, along with their own experiences regarding the role and capacity of the ward committee structure in the municipality.

Muronda (2017:78) stated that a good fix can be obtained on an object's true location. Ward committees are centred within all development projects and programmes in the ward as their responsibility, working cooperatively with other stakeholders to strengthen democratic participation. Walliman (2014: 166) advised that asking questions is a common method of data collection from people. The main method of measuring/collecting qualitative data is through questions posed as per the interview schedule (Horn 2012: 6), with two general types of formats for an interview schedule, namely open- and closed-ended response formats (Adams and Lawrence 2015: 85).

An open-ended format was used to collect data from respondents to allow them to provide their own views on the study topic, in addition to offering an opportunity to respond in their own words, expressing themselves as to how they feel about the functioning of ward structures representing the community.

3.7 DATA ANALYSIS

Primary data was obtained through the interview questions, with a research assistant employed to assist with data analyses (Appendix B). Le Roy (2013: 162) stated that primary data provides greater details compared to secondary data, therefore, primary data gave support to the researcher to obtain first-hand information from participants and control of activities in the research. Secondary sources may not play a vital role.

Analysis was performed to develop themes more related to the study, setting up templates categorising responses and matching them to find sense from participants. According to Schoeman (2014: 86), qualitative study analysis uses phenomenology (the study of phenomena), since it deals with the description of people's experiences and perceptions, or the first person's point of view. The author further pointed out that phenomenology can be applied to a small number of participants to collect full, verbal data through interviews. In addition, Phillippi and Lauderdale (2018) affirmed

field notes as highly recommended in qualitative research, as a means of documenting needed contextual information.

Transcribing is a crucial stage in data collection, prior to analyses. The researcher had taken down all responses, acquiring in-depth knowledge after asking questions from participants in relation to ward structures. Morgan and Hoffman (2018) alluded to the fact that, despite calls for ways to analyse interaction on a focus group, the most significant part was to see how questions were tackled. With a coding system used proactively for data analysis in this study, ideas and concepts were generated from interviews, transcripts and field notes. Field notes were converted into details from respondents and regarded as essential for contextualisation of the entire research. The researcher used the coding process after interviews were conducted, taking information from observations and notes from the field.

3.8 PILOT STUDY

As explained by Brannick and Roche (2011: 185), a pilot study is a small content of the central study, conducted with the intention to finalise the main study. Moreover, a pilot study was done through ward committees, to minimise confusion and any costs involved. A more cost-effective way requires performing a pilot study prior to implementing the final research design. Babbie (2012: 244) highlighted that no matter how carefully you design a collection instrument, such as a questionnaire, there is always the possibility of error.

In this study, the researcher used an interview schedule with open-ended questions to generate information with regards to ward committees. In order to verify whether the participants understood the questions in the interview schedule, both contents and instructions, a pilot study was undertaken using four participants not involved in the study. Piloting played a significant part in the study, as this gave an opportunity for respondents to obtain clarity of questions being asked and insights into where the interview schedule questions needed improving.

3.9 DELIMITATIONS OF THE STUDY

The researcher evaluated the role and capacity of the KDM ward committees in enhancing basic service delivery. Senunyeme (2013: 1) outlined that key factors may

set limitations to the study, such as accessing credible data, simple size biasness during the research. The study used interviews of 12 ward committee members, two per selected ward and the researcher tackled key challenges encountered during the research, such as respondent availability due to work commitments. Therefore, time frames were affected through delays to access further information.

In addition, members of the ward committee exhibited reluctance to participate in interviews, fearing to be victimised, while a further limiting factor involved restrictions to access official municipal documents.

With the study focus on only six of the 29 wards, namely wards 9, 10, 13, 16, 18 and 23 and the six selected wards enormously different from each other, in terms of service provision and activeness of their ward representatives, results cannot be generalised to all wards within the KDM or to municipal ward committees in general.

It is common knowledge that social scales and geographic ethnicity have quite an influence on determining service provision, which was obvious in the six selected wards that have massive areas in their jurisdiction, where services appear to be dragging. Nevertheless, ward committees appear to have neither solid structure, the resources, nor efficient capacity to understand what they need to do in exercising their role as per the constitutional mandate

3.10 TRUSTWORTHINESS

Qwabe (2017) stated that trustworthiness is one way researchers can persuade themselves and readers that their findings are worthy of attention. Flick (2014: 481) further asserted that, when a research finding can be accurately repeated, with the same questions asked of all participants, this technique ensures accuracy. The trustworthiness of the study is vital and was increased by using multiple sources of data, therefore, other information was collected on minutes of ward committee meetings and reports, to obtain credible information. The key concern for good research is its trustworthiness and suitability to meet the study objectives. All collected information was kept in a safe place.

3.11 ETHICAL CONSIDERATION

The study allowed for ethical consideration of respondent participants, who were not asked their personal details, to protect their identities. Avdeev, Nassirripour, and Wong (2019) asserted that ethical consideration may act as a guide in approaching even the most intricate and sensitive business issues. Research ethics are an integral part of scientific research and are about designing research in a morally acceptable manner.

The measures for variety of standards were applied in making respondents aware of both the negatives and positives of participation. Permission to gain access to the respondents was granted by the office of the Speaker of the KDM (Appendix 3), allowing the researcher access to information related to ward committees of the KDM.

3.11.1 Informed consent

Nijhawan, Janodia and Musmade (2013: 81), in discussing the ethical codes and regulations for human subject research, asserted the main goal for informed consent is to provide sufficient information to a potential participant. Consent to participation in the study was obtained from respondents prior to actual interviews (Appendix 2). The researcher handed written consent forms to all participants, to be completed and signed prior to commencement of the interview sessions. In addition, the message was clearly communicated in different languages to the respondents, who understand both isiZulu and English.

Flynn and Goldsmith (2013 cited by Flick 2014: 54) affirmed that informed consent implies participants understand the risks and benefits of study participation. The aims and purpose of this study were verbally explained and respondents understood their participation as being voluntary and that they were free to leave at any stage during the process of contributing to the study.

3.11.2 Confidentiality

In this study, neither participant names nor personal details were attached to the information obtained, with codes used to protect all those participating in the project.

3.11.3 Anonymity

No participant shared their personal details, with anonymity ensured by coding all wards involved in the study, to protect everyone interviewed. Although interviews scheduled were held at a central point, it was in a most conveniently safe area. The information collected was only for use by the researcher and the supervisor, after which it was stored in a safe place, to be shredded in 15 years.

3.11.4 Management of information

According to Loseke (2012), not only do dimensions become expanded, strategies become more innovative with improved information service management. The researcher kept all the scripted data in a safely, locked up area, with the data destroyed after completion and hard copies to be shredded after 15 years. Ethical consideration is a crucial aspect and overly sensitive in terms of gathering valuable data, which meant the researcher had to ensure participants were protected through their contribution to the study.

3.12 CONCLUSION

This chapter explained the research design and method used to conduct this research, describing the manner of data collection and analyses using a case study approach. The targeted population and sampling strategy were clearly defined, with all units of analysis given in detail, as the research strategy used complements the trustworthiness of the study to produce intended results.

The next chapter will outline the findings and analyses from data collected.

CHAPTER 4

FINDINGS

4.1 INTRODUCTION

This chapter plays an integral part in the research as it explains how data collected can answer research questions, with the previous chapter having set out the data collection method. The focus in this chapter is on presenting data obtained, both from interview schedule questions administered and by providing an overview of the municipality, in terms of how it is structured. This is followed by interview responses, sorted into three themes: participation, mandate and capacity.

Rabothata (2014: 41) alluded to analysis as the best experiments and logical arguments that depend on presentation of data to communicate the significance of the study. An analysis gives an input to intended individuals or an intended audience.

The chapter presents data obtained from semi-structured interview schedules with open-ended questions that were administered to ward committee members. The exercise was performed to ensure trustworthiness and ethical consideration were adhered to in the research, in addition to the shared overview on the municipality of the KDM. The responses from all six wards are grouped into tables and analysis to facilitate themes of capacity and role of the ward committee.

4.2 OVERVIEW OF THE KWADUKUZA MUNICIPALITY (KDM)

The KDM is a category B local municipality and an organ of state, as provided for in Chapter 7 of the Constitution of the Republic of SA, Act 108 of 1996, as amended, and comprises 29 wards, determined by the Municipal Demarcation Act 27 of 1998, prior to local government elections in 2016. The researcher visited six of the 29 wards to conduct research on ward committee capacity and its role in the municipality. A random sampling method was used to ensure everyone who is a ward committee member had the full potential of being selected to participate in the study.

4.3 WARD DESCRIPTION

The population of the KDM has grown by 37.8 percent since 2011, from 231 187 to 276 719 in 2016 (Statistics SA 2016). Municipalities that have shown significant growth in both social and economic development thus far, have also been noted for community participation having played a pivotal role in this success.

According to Thornhill (2017: 126), a ward is a boundary within which people can cast their vote. The study focused on six wards of the KDM, with a short description of each as follows:

Ward A

Ward A is wide area of the KDM, with a population of approximately 8 500 residents and consists of two semi-urban areas located 10 kilometres not far from KwaDukuza Town. Service delivery is a challenge within the community, with other key factors involved that require a ward committee to act on. Ward committee members who participated from this ward are 28 and 55 years of age.

Ward B

Ward B is a township that is economically active, with most of the population having obtained the minimum basic needs from the municipality through ward committees and they are civilised and deeply knowledgeable. The population is estimated at 7 971. Ward committee members who participated in the study are aged 29 and 34 years of age.

Ward C

Ward C is an urban area, situated closest to the municipality and geographically not exceptionally large. The ward has successfully achieved its targets, is a well-resourced area, with the population estimated at roughly 8 000. The community is very actively involved in matters of service delivery and cooperatively involved with the ward committee. Ward committee members who participated in the study are aged 22 and 50 years of age.

Ward D

Ward D is rural in character, consisting of a population estimated (Census 2016) to be approximately 2 800, while most community members are unemployed, have a

low education level and the majority live in poverty. In the presence of a ward committee of ten members, the area is not economically viable and comprises a village, with few indicators for service delivery development. Ward committee members who participated are aged 40 and 50 years.

Ward E

Ward E is a location that is very economically viable, situated a few meters away from town, with ward committee functioning actively supported by the community. The majority of the community members are employed, civilised and there are many opportunities in the area for the youth. The population is estimated at 6 500 as per Census (2016). Ward committee members who participated are aged 20 and 34 years old.

Ward F

Ward F is a mixture of semi-urban area and location as per the Demarcation board 2016. Population is estimated to be approximately 8 000, with most people employed, though there is an issue of the service delivery activity pace being very low. Ward committee existence is infringed. Ward committee members who participated are 28 and 48 years of age.

4.4 DATA PRESENTATION

4.4.1 Data Presentation per Ward

Table 4.1: Ward A

RESPONDENT A1	RESPONDENT A2
Are you still happy being a ward committee member? Yes/ No why?	
No, there is no consistency and stability to the structure is not given deserved attention.	No, workload is burden to ward committee members with scarce resources allocated.
Is the structure, role and capacity well-recognised by council in terms of powers granted according to Municipal regulations? Yes or No Why?	
No, monthly report is sent without proper planning to address raised	No, the council calls meetings without actions to be taken going forward.

problem.	
How do you deal with community complaints and pressure from political influences?	
Ward committee take complaints every time but IDP is used main indicator to check which challenges can be addressed	The community is not clear with role of the ward committee some complains are for other departments to follow up on.
In your own view, should government continue using ward committees to strengthen community participation? Yes /No Explain	
Yes, there is a need so that each portfolio will get a serious attention, even problems arise at other department can be dealt with swiftly.	Yes, there is a need so that each portfolio will get a serious attention, even problems arise at other department can be dealt with swiftly.
Do you believe your ward committee goals are achievable? Yes, or No Why?	
Yes, they are achievable but more capacity and skills are still required for ward committee to function.	Yes, government can continue with ward committee but a strong foundation should be established for cohesiveness and good stability to address service delivery.
What are the obstacles you foresee in reaching these committee goals?	
Community needs change time to time which are not in line with IDP the ward committee will need to be intense when dealing with service delivery issues.	No, most ward committee members are short skilled, they are not good to perform and meet all the demands.
Does the ward councillor follow up on matters of service delivery in the area and report back to the committee? Yes or No why?	
Yes, monthly progress meetings with updates which serve a steering of opportunities.	Ward committee as a steering vehicle national challenges can best be utilised even for other state departments to address service delivery issues therefore they must be given good training with incentives.

How does the KwaDukuza Municipality authority contribute to the structure to function effectively?	
Nothing much, they call meeting when pressure mounts from the community.	Yes, most often by arranging committee meetings for feedback.
Does the ward committee have adequate facilities and other resources to perform duties effectively and efficiently? Yes or No why	
No, ward committee members carry too much burden more than municipality officials who given lot of Luxury benefits while the structure is dysfunctional.	No, much effort by the authorities they appear in case there is a strike action, they seem to be forgotten
Training is imperative for development, is there any training you need to improve service delivery provision skills?	
Yes, Proper training should be given to ward committee members to address day to day challenges like Computer skills, report writing skills.	Budget allocated to the ward committees does not serve a purpose of the structure even stationary cannot be sufficient and no office space only for councillors.
To what extent is the ward committee utilised for community development projects and programmes such as Local Economic Development (LED)/IDP?	
Most powers are not given to ward committee since there is no capacity other portfolios are disregarded too vacuum to function not involved in community programmes.	Not often but Manager from Local Economic development is proactive always try to involve ward committee on programmes initiated by municipality.
How do you encourage participation and involvement of citizens on issues pertaining to service delivery?	
Door-to-door campaign and encourage community through media platforms to engage on service delivery issues.	Public meetings are called to engage on burning issues of service delivery though community sometimes is reluctant to attend since reports are sent without action

Generally, where do you think the municipality should improve in assisting the ward committees to function efficiently?	
Allocate better budget that will cater difficulties of the structure to be rolling for better harvest and Municipality should explain to the community the purpose of ward structure.	Officials should come at the ground level once or twice a month, a thorough monitoring how ward committee do its duties
Are there any comments you wish to make related to the study?	
The study will unlock clear lines of communication forward committee to the council be flexible so community will acknowledge their existence on issues pertaining service delivery.	Research of this nature must be done to evaluate the purpose of ward committee is realized and more could be achieved for community. Policy framework need to be revised to give a structure a tangible balance to be proactive

4.4.2 Ward B

TABLE 4.2: WARD B

RESPONDENT B1	RESPONDENT B2
Are you still happy being a ward committee member? Yes or No Why?	
Yes, very passionate about community development.	Yes, bringing about change and value to the community every day,
Is the structure, role and capacity well-recognised by council in terms of powers granted according to Municipal regulations?	
Yes, the structure is essential for various departments to engage with the community.	No, there is less exposure to the council processes, the ward committee existence is never realised by all municipal officials.
How do you deal with community complaints and pressure from political influences?	

We follow Batho Pele principle strategy to help and reach out to the community.	Ward committee does not take sides complaints are attended swiftly ensure challenges faced by the community are sent to the municipality offices, though there are limited resources for operation.
In your own view, should government continue using ward committees to strengthen community participation?	
Yes, can be best utilised as an important tool to meet municipality objectives.	Yes, councillors have tight schedule cannot help community 24hrs therefore ward committee should be added as a pillar to strengthen service delivery.
Do you believe your ward committee goals are achievable?	
Yes, they are achievable though the ward committee does not get enough support.	Goals can't be achieved most task of the ward committee needs thorough revisits on trainings to achieve their targets.
What are the obstacles you foresee in reaching these committee goals?	
The ward committee lack stability, inadequacy resources and enough budget allocated to them this may damage trust by community	Policy document provided for ward committee must be reviewed make a structure to unlock community backlogs and a mechanism to improve service delivery.
Does the ward councillor follow up on matters of service delivery in the area and report back to the committee?	
Yes, councillor make follow up but not often sometimes reports are not followed	Yes, councillor does the follow up bring back the reports for ward committee.
How does the KwaDukuza Municipality authority contribute to the structure to function effectively?	
The council does not give enough attention trainings provided does not fit to day to day challenges, authorities never recommended other skill training	The officials of the municipality do not give effort to assist ward committee to perform on its best even when challenges are presented to them which makes a

to benefit the ward committee.	structure a failure. Scarce resources have a bad impact community does not take structure seriously
Does the ward committee have adequate facilities and other resources to perform duties effectively and efficiently?	
No, budget allocated is not efficient, municipality need to raise more revenue to support the structure	No, ward committee work from home, can't even write reports ward committees are restricted to crucial resources there is no flexibility.
Training is imperative for development, is there any training you need to improve service delivery provision skills?	
There are various trainings need to be done by the department of COGTA this may have a good impact more for service delivery projection.	Training can be a viable tool to motivate but the municipality does not treat ward committee members on the ground the same as officials (permanent employees). Relevant training is not suggested.
To what extent is the ward committee utilised for community development projects and programmes such as LED/IDP?	
It is not utilised to it best because there is shortage of skills to interact on capital project there no enough capacity.	Ward committee is utilised in some programmes where their role is to oversee
Generally, where do you think the municipality should improve in assisting the ward committees to function efficiently?	
The local government must intervene ensuring policy document supplement realistic goals of the municipality provide good incentives of R1200 are too little.	Should respond quickly to community issues allow officials to be more involved in public participation and also trainings should be evaluated if they serve a good purpose.
How do you encourage participation and involvement of citizens on issues pertaining to service delivery?	

Ward committee has got an open-door policy we help through using loudhailers and pamphlets	Door to Door and programmes are arranged to encourage them to voice out how they feel about level of services they received.
Are there any comments you wish to make related to the study?	
Research study once completed should be given to different municipalities in KwaZulu-Natal to bring about change on the structure performance. Ward committee can be a catalyst of identifying gaps of service delivery in the community local government should revise its policies.	The study should seek to deal with main challenges and be published for parliamentary attention how local structures can be utilised to meet all the needs our South African citizens.

4.4.3 Ward C

TABLE 4.3: WARD C

RESPONDENT C1	RESPONDENT C2
Are you still happy being a ward committee member?	
Yes, I am still happy it has expanded knowledge on aspect on reaching out community development with the municipality objectives.	Yes, though there is too much burden to carry on low capacity, no proper training and it's a disturbing process very inconveniencing
Is the structure, role and capacity well-recognised by council in terms of powers granted according to Municipal regulations?	
It well recognised through monthly meetings which is used as a report back tool from the municipality council.	Yes, it is well recognised through meetings and ward committee is not knowledgeable of its powers sometimes the structure is used as political ground.
How do you deal with community complaints and pressure from political influences?	

<p>The COGTA department gave clear guidelines assist the ward committee to report back to the community monthly address complains arises during those meetings.</p>	<p>Demand may rise very high over supply so ward committee play a role to call meetings address issues at hand send to the municipality as reports.</p>
<p>In your own view, should government continue using ward committees to strengthen community participation?</p>	
<p>Yes, the government can use ward committee there are the back bone to steer service delivery to the community though incentives and resources should be improved.</p>	<p>Yes, the government can still use them to identify areas of concerns, unlock issues affecting the society.</p>
<p>Do you believe your ward committee goals are achievable?</p>	
<p>Yes, it's sometimes impossible because there are many contributing factors that impact adversely to achieving goals like office space and monitoring system is weak.</p>	<p>Short terms goals can be achievable but long terms are very difficult to achieve the structure is powerless to execute most tasks.</p>
<p>What are the obstacles you foresee in reaching these committee goals?</p>	
<p>Limitations of resources such as facility and incentives are not provided compare to the targets of the municipality. Policy document does not set realistic role some tasks escalates.</p>	<p>Training models for ward committee does not change going this may cause difficulties to understand their capacity and the role. Ward committee elected on popularity not by skills they possess will be a predicament in future.</p>
<p>Does the ward councillor follow up on matters of service delivery in the area and report back to the committee?</p>	
<p>Yes, the councillor makes follow up though community are never regular meeting attenders.</p>	<p>Yes, the councillor makes follow up and ensure reports are given at ward rooms once or twice a month.</p>
<p>How does the KwaDukuza Municipality authority contribute to the structure to</p>	

function effectively?	
Ward committee functionality programmes all managed by the office of the speaker but some reports and suggestions very doubtful are taken to the council.	There is no contribution they doing a little to support the structure in terms of improved incentives, skills programme to sustain for longer period.
Does the ward committee have adequate facilities and other resources to perform duties effectively and efficiently?	
No, they do not have efficient resources allocated to them this make structure dysfunctional and lost trust from community.	Municipality does not have enough budget establishing a structure which can't execute it tasks municipality should review and reorganise existence
Training is imperative for development, is there any training you need to improve service delivery provision skills?	
Yes, Continuous training and capacity development is needed which deals with time to time challenges but sometimes trainings are not off acceptable standards	Yes, Basic training including in-house trainings which may give us jobs after serving for five years. COGTA must be considerate with ward committee training development to help the structure enhance service delivery even further.
To what extent is the ward committee utilised for community development projects and programmes such as LED/IDP?	
The ward committee is vital for municipality to meet target goals though its role on other programmes of the municipality such as LED is not clearly presented.	Yes, 100% involved with planning in ward but we are not hands on which make the ward committee loses interest when conflict of interest surfaced among ward members.
How do you encourage participation and involvement of citizens on issues pertaining to service delivery?	
Public meetings, izimbizo and sukuma	There is door to door programs and

sakhe programmes sometimes its door to door programme that is initiated by the councillor.	printing out of pamphlets to call meetings though the councillor uses his money to encourage participation in the area because municipality is doing a little to assist on this predicament.
Generally, where do you think the municipality should improve in assisting the ward committees to function efficiently?	
The municipality should unite the ward committee structure programmes be in line with other municipal programmes therefore tasks shouldn't be in conflict with policy documents. Improve resources such as incentives applicable benefits due to them to function productively	Establish more programmes to support the ward committee to grow mysteriously on service delivery. Set indicators on tasks given, real goals and ensure full accountability to resources of the municipality. The officials should get ball rolling by visiting often the ward committees empower them.
Are there any comments you wish to make related to the study?	
Study of this nature can be another good platform for community to express the views and be a catalyst to address day to day uprising service delivery challenges. The structure can be taken seriously when resources given to advance it be more economic viable.	Study will teach, eye-open the local government where improvement is needed and how ward committee can be best utilised to bolster service delivery activities.

4.4.4 Ward D

Table 4.4: Ward D

RESPONDENT D1	RESPONDENT D2
Are you still happy being a ward committee member? Yes/No and why?	
No, ward committee is not taken serious in the area	No, not happy the way ward committee is positioned for decision-making

	purposes, more capacity programmes in line with the structure must be clearly defined.
Are the structure, role and capacity well-recognised by council in terms of powers granted according to Municipal regulations?	
No, there is no enough recognition sometimes officials disappear for meetings	No, powers granted come with challenges of resources, the ward committee seemingly do not have a strong understanding of organisational culture in line with strategic goals.
How do you deal with community complaints and pressure from political influences?	
They are identified through meetings and do reports back on burning issues though other problems cannot be solved easily.	Door to Door initiatives mobilising and call meetings as per planning from the committee
In your own view, should government continue using ward committees to strengthen community participation? Yes, or No, why?	
Yes, department of COGTA need to dick deep how ward committee system can be reinforced to work productively	Yes, ward committee plays an advisory body to the council and is a legitimate statutory platform for community participation even other sphere benefits from their reports.
Do you believe your ward committee goals are achievable?	
They are achievable but not satisfactory resources are not enough the structure is neglected and confused.	They are achievable but community expectations escalate from their mandate.
What are the obstacles you foresee in reaching these committee goals?	
Poor training facilities leads to laziness and officials may burden to ward committee while they are given stipends for huge tasks	Repetition of the training programmes will halt the structure to perform and education level of the members must consider.

Does the ward councillor follow up on matters of service delivery in the area and report back to the committee?	
The councillors do follow up though some reported problems take time to be solved.	The councillor does follow up with regards to reported issues, its officials who lack support from the municipality.
How does the KwaDukuza Municipality authority contribute to the structure to function effectively?	
The ward committee is occasional involved on issues of service delivery its only when they are needed	No mostly its budget unavailability issues and they not attending ward committee meetings to stay informed.
Does the ward committee have adequate facilities and other resources to perform duties effectively and efficiently? Yes, or No, why?	
Municipality haven't presented the clear roles to the structure and how ward committee works with other community stakeholders thus cause conflicts where resources are utilised where they are not supposed to.	No, ward committee normal work from home, no enough stationery nor computers for writing reports the R1200 stipend is for travelling and airtime only.
Training is imperative for development, is there any training you need to improve service delivery provision skills? Yes, or No, Why?	
Yes, The COGTA department must look at longer period not to provide certificates alone but give skills that will improve their lives even after serving.	Yes, there is a need like certificate in Public Management or short course in computer. Some of the trainings it's a duplicating method some members do not attend
To what extent is the ward committee utilised for community development projects and programmes such as LED/IDP?	
Sometimes we are involved on planning but thereafter information become puzzled nothing is transparent other processes we are left out.	Sometimes we are involved on planning but thereafter information become puzzled nothing is transparent other processes we are left out.

How do you encourage participation and involvement of citizens on issues pertaining to service delivery?	
War rooms but people do not often attend not taking the meetings serious, most people in the society are frustrated when they see no development.	War rooms and community meetings but people do not often attend not taking the meetings productive.
Generally, where do you think the municipality should improve in assisting the ward committees to function efficiently?	
Consultation on issues affecting society by employing personnel that will focus on rising challenges, be honest and fair allow the structure to expand be given improve benefits since they carry a lot for the municipality to sustain.	Municipal authority must clearly define the operations of different structure existing within the community CPF, CDW and ward committees its boundaries.
Are there any comments you wish to make related to the study?	
Most issues in the community can be prevailed through research where views and suggestions are expressed so nature of the study can enhance service delivery channels in the area of KwaDukuza Municipality.	The department of Cooperative governance must look closely at study views and outcomes at longer period bring about change for ward committee structure policies.

4.4.5 Ward E

Table 4.5: Ward E

RESPONDENT E1	RESPONDENT E2
Are you still happy being a ward committee member? Yes/ No why?	
Yes, as a ward committee maximise accountability and assist community in all levels.	No, benefits, there are a load of work for small stipend from the municipality.
Is the structure, role and capacity well-recognised by council in terms of powers granted according to Municipal regulations? Yes, or No Why?	

No, there is no enough time to address challenges from the community.	No, more attention is given to Community Mobiliser (CM) and Community development work (CDW), reports are sent monthly but there are no changes yet.
How do you deal with community complaints and pressure from political influences?	
They are less mechanisms to meet community demands complains can't be solved quickly, government should improve resources.	Ward committee take complaints through door to door or they submit to the municipality, political pressure only comes when problem persists.
In your own view, should government continue using ward committees to strengthen community participation? Yes, or No Why?	
Yes, it is a good platform to enrich community development goals.	Yes, there is a need so that each portfolio will get a serious attention, even problems arises for other spheres can sent quickly.
Do you believe your ward committee goals are achievable? Yes, or No Why?	
They are achievable, more attention must be given to the ward committee.	Yes, they are achievable but more capacity and skills are still required for ward committee to function.
What are the obstacles you foresee in reaching these committee goals?	
Policy review and thorough analyses on the capacity must be visited.	Ward committee selection system is very weak needs to change communities are not involved sometimes in the process. Selection criteria must emphasise on level of education.
Does the ward councillor follow up on matters of service delivery in the area and report back to the committee? Yes, or No why?	
The councillor does follow up though some reported problems takes time to be	Does the ward councillor follow up on matters of service delivery in the area

solved.	and report back to the committee? Yes, monthly progress meetings with updates which serve as steering of opportunities.
How does the KwaDukuza Municipality authority contribute to the structure to function effectively?	
The authorities only study reports they do not show enough support.	Nothing much noticeable contribution they do not avail themselves of community meetings.
Does the ward committee have adequate facilities and other resources to perform duties effectively and efficiently? Yes, or No Why?	
Municipality has not provided with offices and other resources to add value to the structure.	No, ward committee members carry too much burden more than municipality officials who given lot of Luxury benefits while the structure is dysfunctional.
Training is imperative for development, is there any training you need to improve service delivery provision skills? Yes, or No Why?	
Yes, skills on report writing and understand basics in end user computing. The trainings are unfriendly because some people can't even write	Yes, proper training should be given to ward committee members to address day to day challenges like Computer skills, report writing skills and presentation skills.
To what extent is the ward committee utilised for community development projects and programmes such as LED/IDP?	
Yes, ward committee given power to identify areas for development in the area and send reports.	Most powers are not given to ward committee since there is no capacity other portfolios are disregarded too vacuum to function not involved in community programmes.
How do you encourage participation and involvement of citizens on issues	

pertaining to service delivery?	
Programmes for community engagement were mobilised in all platforms.	Door to Door campaign and encourage community through media platforms to engage on service delivery issues.
Generally, where do you think the municipality should improve in assisting the ward committees to function efficiently?	
Assist on capacity development and well-deserved incentives.	Employ a permanent personnel officer who will deal with capacity, reports and well-being of the structure ensure challenges faced by ward committees are presented in the council.
Are there any comments you wish to make related to the study?	
Studies pertaining service delivery battles should give a municipality a wide range of ideas how challenges can be solved, must be done quarterly for evaluation.	The municipality and political officials must use studies of this nature to enhance ward structures fuelling service delivery provisions.

4.4.6 Ward F

Table 4.6: Ward F

RESPONDENT F1	RESPONDENT F2
Are you still happy being a ward committee member? Yes, or No and Why?	
Yes, partially happy because its keeps us busy	No, operational system adopted by the municipality does not guarantee ward committee powers is utilised as per mandate.
Is the structure, role and capacity well-recognised by council in terms of powers granted according to Municipal regulations? Yes, or No and why?	
No, they do not pitch up when crisis arises.	No, most officials do not attend meetings or report back regularly.

How do you deal with community complaints and pressure from political influences?	
Public hearings are held in 2 months to identify challenges and report back.	Ward committee hold meetings in 1 or 2 months to meet the community, pressure mounts from political parties who assume there is biasness within the structure.
In your own view, should government continue using ward committees to strengthen community participation? Yes /No and why?	
Yes, when resourced can function very well, the municipal authorities need to find exact positioning of the structure where it can fit in.	Yes, ward committee play a vital role even for national and provincial issues
Do you believe your ward committee goals are achievable? Yes, or No and Why?	
Cannot be achieved since they are under resourced and powers not being shared clearly.	Yes, they are achievable budget allocation for ward committee must be improved.
What are the obstacles you foresee in reaching these committee goals?	
Notable gaps on Education and communication, elements of conflict of interest may discourage the community to trust them.	Community needs change time to time which are not in line with IDP the ward committee will need to be intense ensure priority is given to burning issues and resource allocation must improve.
Does the ward councillor follow up on matters of service delivery in the area and report back to the committee? Yes, or No why?	
Yes, he does most often is fully focus and determined to assist the community	Yes, monthly progress meetings with updates which serve a steering of opportunities.
How does the KwaDukuza Municipality authority contribute to the structure to function effectively?	

The authorities avail themselves in certain matters but they boycott meetings.	Nothing much they call meeting when pressure mounts from the community.
Does the ward committee have adequate facilities and other resources to perform duties effectively and efficiently? Yes, or No why?	
Municipality does not have enough budgets to provide the facilities ward committee always work at the office of the councillor or at home with no computer.	No, ward committee members carry too much burden more than municipality officials who given lot of Luxury benefits while the structure is dysfunctional.
Training is imperative for development, is there any training you need to improve service delivery provision skills? Yes, or No why?	
Yes, Public speaking, report writing and computer skills	Yes, Proper training should be given to ward committee members to address day to day challenges like Computer skills, report writing skills.
To what extent is the ward committee utilised for community development projects and programmes such as LED/IDP?	
Yes, ward committee plays vital role in community development programs.	Most powers are not given to ward committee since there is no capacity other portfolios are disregarded too vacuum to function not involved in community programmes.
How do you encourage participation and involvement of citizens on issues pertaining to service delivery?	
Community programmes are arranged and public hearing play a role	Door to Door campaign and encourage community through media platforms to engage on service delivery issues.
Generally, where do you think the municipality should improve in assisting the ward committees to function efficiently?	
Improves the incentives and education	Allocate better budget that will cater

benefits for ward committee members. Ward committee is dependent sometimes they cannot get meetings progressing if the officials does not pitch.	difficulties of the structure to be rolling for better harvest and Municipality should explain to the community the purpose of ward structure. Employ a permanent personnel officer who will deal with capacity, reports and well-being of the structure ensure challenges faced by ward committees are presented in the council.
Are there any comments you wish to make related to the study?	
Research must be done more often to help the municipality to enhance development ensure a structure like ward committee is functioning productively.	Such project may transpire more changes even on how trainings are being conducted municipality need to familiarise with further inspiring information to improve ward committee system

4.5 ANALYSIS PER OBJECTIVE

4.5.1 Theme one

Table 4.7: Theme one

(Theme: Factors contributing to ward committee dysfunctionality)

Sub-Objective 1	Statements/Responses	Ward/s	RESPONDENT	TABLE
To identify those factors that influence ward committee capacity.	Are you still happy being a ward committee member? Y/N and Why? NO, workload burden to ward committee member with limited resources.	A	2	1
	How does the KwaDukuza Municipality authority	B	1	2

	<p>contribute to the structure to function effectively?</p> <p>The council does not give enough attention. Trainings provided does not fit to day to day challenges, authorities never recommended other skill training to benefit the ward committee.</p>			
	<p>Training is imperative for development, is there any training you need to improve service delivery provision skills?</p> <p>The department of COGTA must look at longer period not to provide certificates alone but give skills that will improve their lives even after serving as Ward Committee.</p>	D	2	6

4.5.1.1 Sub-objective one (Interpretation): To identify those factors that influence ward committee capacity

Are you still happy being a ward committee member? Yes/ No, why?

The above assertion covers all six wards, gives credibility to the significant importance of capacity and development training for ward committees. The response by ward committees on burdening of workload by officials, highlights the exploiting of roles, possibly due to unclear directives from municipal authorities.

The ward committees exist to improve community ability to participate in decision-making processes and enhance resource availability. However, there is still a misconception among ward committee members with regards to their role and what

they are mandated to do. Ward committee members can liaise with the community but it is noted that it is difficult to fulfil roles without resources, such as travelling costs, while some committee members are breadwinners and need to work for a living.

Some ward committees agreed they are still happy to be part of the ward committee, while others indicated their unhappiness because of confusion surrounding a variety of aspects related to a ward committee, obscuring its importance from the community. In addition, the ward committee provides council with suggestions that can be rejected by the council, which alone causes many conflicts in the community, as to the need for ward committees to exist.

“The council does not give enough attention. Trainings provided do not fit to day to day challenges, authorities never recommended other skill training to benefit the ward committee.”

In light of the statement above by Respondent 1 from ward B, the ward committee is shown to have limited capacity with no systematic way to improve this, furthermore, the budget at the Speaker’s office allocated is insufficient, when compared to officials permanently employed by the municipality. Training given does not fit with day-to-day programmes to be initiated by the ward committee, thus creating confusion, resulting in the committee members not being fully utilised effectively.

It also emerged during the interviews with Respondent 2 of ward D that most ward committees cannot be capacitated, since there is less education knowledge, while others cannot read and write at all and committee members are being given tasks with which they cannot help either; it is a loss to the community.

4.5.2 Theme two

Table 4.8: Theme two

(Theme 2: tools to support ward committee capacity to be efficient)

Sub-Objective 2:	Statements	Ward/s	RESPONDENT	TABLE
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<p>To identify tools available to the ward committee to enhance service delivery capacity.</p>	<p>13. Generally, where do you think the municipality should improve in assisting the ward committees to function efficiently?</p> <p>Establish more programmes to support the ward committee to grow service delivery. Set indicators on tasks given, real goals and ensure full accountability to resources of the municipality. The officials should get ball rolling by visiting the ward committees often to empower them.</p>	C	2	3
	<p>13. Generally, where do you think the municipality should improve in assisting the ward committees to function efficiently?</p> <p>The local government must intervene ensuring policy documents supplement realistic goals of the municipality to provide good incentives - R1200 is too little.</p>	B	1	2
	<p>9. Does the ward committee have adequate facilities and other resources to perform duties effectively and efficiently?</p>	D	2	4

	Municipality does not have enough budgets to provide the facilities for ward committee always work at the office of the councillor or at home with no computers, stipend is made to cover transport and airtime only.			
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Training is imperative for development, is there any training you need to improve service delivery provision skills?

Even though the ward committee has been workshopped on their relevance, conflicts are said to arise where other structures tend to bypass the committee, thus negating ward committees’ importance and relevance to the municipality. The ward committee was established in terms of the Municipal Structures Act, 117 of 1998, section 79 (SA 1998), however, COGTA needs to find a central approach to enhance, teach and train ward committees to a best level. To this effect, the ward committee can respond to community uncertainties through their given directive, as per powers delegated to them.

Respondent 1 (Ward B) expressed the burden committee members are carrying without resources as misfortune, since the municipality cannot even provide adequate incentives for them. Nonetheless, municipalities are given a large portion of funding by LGSETA, though it is channelled for permanent employees.

It surfaced during the interview that some training is repeated for current ward committees, which does not add any purpose, therefore, the development of training must be conducted at least four times a year. Training should be monitored and evaluated to decide relevance.

4.5.2.1 Sub-objective two (interpretation): To identify tools available to the ward committee to enhance service delivery capacity

Does the ward committee have adequate facilities and other resources to perform duties effectively and efficiently?

The selected analyses above highlight how ward committees have been affected by a lack of efficient resources; this is a long battle that has affected municipality development adversely. According to Chapter 4 of the Local Government Municipal System Act, 32 of 2000, the municipality must promote community participation through community structures. Respondent 1B (Ward B) revealed the municipality must emphasise developing a policy framework to enforce the utilisation of ward committees efficiently. Most ward committees agreed that council does offer support, however, communication turnaround timeframes result in lagged results.

The DPLG (2005: 14) local government book outlines the powers of the ward committee, however, no reference to incentives are given. This, despite their tireless work in attending to community complaints, attending meetings and compiling weekly reports, with little if any feedback or form of attention. The selected ward committee members expressed their view of other structures that perform the same duties being given more benefits, such as office space, computers and stationery. Ideally, they feel unimportant to the council as they are not considered as part of the budget.

Generally, where do you think the municipality should improve in assisting the ward committees to function efficiently?

Apparently, the ward committee members of KDM receive a stipend of R1 200 a month, no cell phone allowances or tablets, the same as for CDW. The money is paid for travelling costs and airtime, due to high costs in living adjustment, however, the stipend is seemingly too low to help them fulfil their duties. This type of incentive does not contribute to them taking their work seriously, subsequently, they are always underperforming.

During the interviews, it surfaced that even though ward committees are given training as mobilising agents, in planning and with regards to implementation of local programmes, insufficient resources do not allow them to meet intended goals.

Ward A, B and D respondents highlighted challenges arising from officials who absent themselves from meetings, leaving issues to be addressed in the hands of the ward councillors, as well as reports being turned down, due to a lack of necessary

resources to action matters. However, the ward committee only has advisory power; to offer advice on matters or activities of service delivery, a limited discretion they only assist with.

Most of the ward committee members agreed that tasks assigned to them are seemingly insignificant, and they are not being trusted with more in-depth, mandated opportunities pertaining to service delivery decision-making.

Respondent 2 (Ward E) revealed that people are under the impression the ward committee members are selected through political affiliation, not democratically, which damages committee credibility, making it weak and dysfunctional, resulting in the community distancing itself and not submitting other issues.

According to members interviewed, the council does not give adequate support as councillors, for example, do not attend ward committee meetings, monitor the members on the ground or even manage the administration of staff, being less inclined to attend meetings merely to take complaints.

Respondent 2 (Ward C) included recommendations to,

Establish more programmes to support the ward committee to grow mysteriously on service delivery. Set indicators on tasks given, real goals and ensure full accountability to resources of the municipality. The officials should get ball rolling by visiting often the ward committees empower them.

In highlight of the above statement, properly planned mechanisms must be in place for the ward committee to function efficiently. During the interview, information surfaced that ward committees in the KDM lack credibility to influence decision-making and because they are not taken seriously, lack commitment.

In particular, meetings by large wards are rarely held because there is an inadequate number of representatives in the area, thus leaving the community unaccounted for. Furthermore, the stipend of R1 200 is not enough to cover travel costs as the cost of living has changed. Moreover, SA President, Cyril Ramaphosa, signed the National Minimum Wage bill 31B-2017 into law, with a minimum wage of at least R3500 per household. During the interview, some ward committees from ward A, B and D

expressed that where some people are unemployed, with no income in the household, this stipend is utilised for household issues and thus does not cover the intended use of airtime and travelling to meetings.

Respondent 2 (Ward F) expressed that non-attendance resulting in a monitoring strategy for ward committees may cause underperformance. Steyn and Van Staden (2018) explained competency as a value, with skills and performance dimensions where goals and objectives are realised; the ward committee seemingly does not have a strong culture in line with strategic organisational goals. Competency may create innovation, creativity and quality of work of the municipality, which may positively help stabilise the ward committee structure.

Ward committees are pillars of stability to the community, more than other municipality structures, therefore their capacity and incentives should be improved, with good outcomes in general.

4.5.3 Theme three

Table 4.9: Theme three

(Theme: capacity and decision-making in the council)

Sub-Objective	Statements	Ward/s	RESPONDENT	TABLE
3: To determine ward committee capacity levels in participating in Municipal decision-making.	To what extent is the ward committee utilised for community development projects and programmes such as LED/IDP? Most powers are not given to ward committee since there is no capacity other portfolios are disregarded too vacuum to function not involved in community	B	2	2

	programmes.			
	<p>How does the KwaDukuza Municipal authority contribute to the structure to function effectively?</p> <p>The council does not give enough attention. Trainings provided does not fit to day to day challenges, authorities never recommended other skill training to benefit the ward committee.</p>	D	1	4
	<p>3. Is the structure, role and capacity well-recognised by council in terms of powers granted according to Municipal regulations? Yes, or No, Why?</p> <p>No. More attention is given to Community Mobiliser (CM) and Community development work (CDW), reports are sent monthly but there are no changes yet.</p>	E	2	5

4.5.3.1 Objective three (Interpretation): To determine ward committee capacity levels in participating in Municipal decision-making

To what extent is the ward committee utilised for community development projects and programmes such as LED/IDP?

In terms of the Municipal Structures Act, 117 of 1998, Section 73 (5) (d) (SA 1998), the “municipality council may allocate funds and resources to enable ward committees to perform their functions, exercise powers”. Respondent 2 (Ward B), in response to statement 1, highlighted how committee powers are being infringed, with most of their rights taken away. Respondents from Ward E added that most powers are not given to them because of their low capacity levels; as there are some documents they cannot understand; it is difficult for them to be delegated most crucial information.

The ward committee undertakes development initiatives in their wards, therefore, effectiveness of ward committees requires council support to be properly constituted in a representative way that gives meaning to their role. Ward B and D respondents offered a glimpse of the pivotal role played by ward committees, while respondents from Ward A perceived a difference, with less communicating of roles, resource allocation and capacity development. The municipality has a great responsibility to strengthen the ward committees, in order to bridge the gap between planning and implementation of basic service delivery programmes.

Respondent 1 (Ward D) revealed the ward committee does not know where they fit in within community structures. This gives rise to various questions because, with the power of ward committees not clearly exercised, it is not possible to address all challenges faced within their communities. The ward committee must, subsequently, lose support, which eventually results in the structure becoming redundant. Respondent 2 (Ward E), with regards to statement 2 argued on the importance of municipal systems for decision-making, which creates contradictions and tensions between CDW and ward committees. Some municipal programmes will not be easily achieved, since the community do not know which of these structures they are supposed to listen to.

A participatory method of governance and decision-making are deeply influenced by inside politics, which may not be a commonality for other community members, who are thus prevented from participating.

How does the KDM authority contribute to the structure to function effectively?

Respondent 1 of (Ward D), with regards to Statement 2, is of the view that “the ward committee is not given serious attention and training does not fit well with day to day challenges”. Continuous training intends to bring systematic changes to an individual, ward committees must work with citizens for community initiatives, supported strongly by the municipality executive.

The ward committee, in response Table C, had agreed that the council does follow up on reported emergency issues. However, ward committee existence will efficiently acknowledge when they are resourced and stable capacity to channel service delivery programmes to the communities tremendously.

4.5.4 Theme four

Table 4.10: Analysis per Objective

(Theme: recommendations)

Sub-Objective 4 To make recommendations	Statements	Ward/s
on how elected ward committees can improve service delivery.	<p>13. Generally, where do you think the municipality should improve in assisting the ward committees to function efficiently?</p> <p>Allocate better budget that will cater difficulties of the structure to be rolling for better harvest and Municipality should explain to the community the purpose of ward structure. Employ a permanent personnel officer who will deal with capacity, reports and wellbeing of the structure ensure challenges faced by ward committees are presented in the council.</p>	B

	<p>13. Generally, where do you think the municipality should improve in assisting the ward committees to function efficiently?</p> <p>Officials should come at the ground level once or twice a month, a thorough monitoring how ward committee do its duties</p>	D
	<p>Generally, where do you think the municipality should improve in assisting the ward committees to function efficiently?</p> <p>Municipal authority must clearly define the operations of different structure existing within the community CPF, CDW and ward committees its boundaries.</p>	C

4.5.4.1 Sub-objective 4 (interpretation): To make recommendations on how elected ward committees can improve service delivery.

Generally, where do you think the municipality should improve in assisting the ward committees to function efficiently?

Ward committees are a front-line structure for the municipality that should be established by empowering and encouraging them to play an active role in building cooperative relations between citizens and the municipality. Further to this, regular capacity building programmes should be offered to ward committees, to carry out tasks and roles meaningfully and effectively. Seitlholo (2016) suggested there must be harnessed capacity, as this will further contribute radically to the KDM and encourage coordination in participation. Ineffective advancement of citizen participation at local government level and inefficiency is caused, by among other things, the lack of skills and less capacity with incentives; these play a major role to defy their mandate.

Respondent 2 of (Ward B), regarding municipality ward structure improvements, alluded that they should:

Allocate better budget that will cater difficulties of the structure to be rolling for better harvest and Municipality should explain to the community the purpose of ward structure. Employ a permanent personnel officer who will deal with capacity, reports and well-being of the structure ensure challenges faced by ward committees are presented in the council

The ward committee rated their goals as achievable when resources are provided; this indicates budget constraints that yield dysfunctional operations. The respondent also added that ward committee members must be trained not only on reports and computers but training should be based on character building and a public participation programme to enhance service delivery.

The above statement shows the municipal budget allocated must be adjusted in order to sustain ward committees, in order to yield the best service delivery. Moreover, the level of capacity is crucial for any structure to operate and while effective functioning of ward committees allows for a more democratic local government, for the purposes of this study, it arguably enhances and facilitates public participation. Since communities are unique and consist of diverse people and organisations, wards represent a wide range of needs and interests.

The common thread noted by respondents is that ward committees are “carrying a burden” without skills and resources, while some do not even understand their duties as such. Responses, such as “Officials should come at the ground level once or twice a month, a thorough monitoring how ward committee works” stresses the provision made by Chapter 7 section 153(a) that a municipality must set control measures of administration and budgeting that will determine the priorities of their jurisdiction.

The municipality should, therefore, develop a unifying approach, with consistency of standards relevant to the ward committee framework. When vision and mission are clear, it may drive the municipality in a positive direction. In addition, duplication of training should be well assessed to determine whether intended goals are achievable or not. Factors affecting the ward committee must be given serious attention to ensure stability and long-lasting capacity that will add value to the municipality.

Role and capacity of ward committee members can more directly influence service delivery when the gap of education, skills and incentives is realised as a tool to maximise productivity. Ward committees in the community are entrusted with making policies through community participation processes in all forms but they need to be more capacitated.

4.6 CONCLUSION

This chapter brought forward the main issues identified in ward committee structures and the gaps to be filled continuously in order to close such loopholes. The challenges raised have the adverse potential for the municipality being seen as wasteful in establishing a structure that is redundant. The issue of development training was also highlighted, as another aspect that the municipality needs to address, in order for the structure to continue to be functional. There is additional evidence, however, that the community participation service department ought to analyse the strengths and weaknesses of the ward committee structure. Numerous possibilities exist where ward committees can achieve much, however, support from the council must be assured.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5. INTRODUCTION

This study has offered some crucial experiences of selected ward committee members on the initiative to liaise between the council and community to maximise a positive participation atmosphere. The main aim of this chapter is to highlight the key findings of the study as to how ward committees established in the KDM are being utilised as a vehicle for public participation to enhance service delivery. This final chapter will present recommendations to be suggested in anticipation of implementation, based on results from the study. After consolidating the findings, the arguments obtained should result in measures to make this system effective and efficient, consistent with municipal by-laws. Moreover, while ward committee members are seemingly often used as a political appendage to advance personal positions, the ward committee structure and capacity is not realised for service delivery projection.

5.1 SUMMARY OF THE KEY FINDINGS

5.1.1 Study Objectives

To address the research problem, in identifying factors influencing the capacity of the ward committee, the following objectives were designed:

1. To identify factors influencing the capacity of the ward committee.
2. To identify tools available to the ward committee to enhance service delivery capacity.
3. To determine ward committee capacity levels in participating in Municipal decision-making.
4. To suggest and make recommendations on how elected ward committees can improve service delivery.

The objectives were set to answer the research questions, namely:

1. What are the factors affecting Ward Committee participation in decision-making of the KwaDukuza municipality in the province of KZN ?

2. Does the ward committee have any tools in place to perform its duties? If yes, please explain.
3. To what extent does the Municipality provide adequate capacity to assist ward committee to performance?
4. What recommendations could be made with regards to the role and capacity of the Ward Committee to strengthen service delivery channels in their communities?

5.1.2 Key Findings

The key findings revealed many challenges as to the effectiveness of the KDM ward committees, due to the structure being neglected or not being aligned with municipal goals. In other findings, most ward committee members indicated dissatisfaction with their workload ‘burden’ from community, while they perceive officials as not taking notice of those challenges.

Findings reflect a negative stance on training delivery, with duplication reported by respondents, along with most training formats being too general and repetitive, instead of adapted for ward committee members. Lack of training contributes to the boycotting of sessions. The main challenge faced by ward committee members, however, is that they believe training does not serve its purpose.

Another aspect noted, is the allegation that some members within the structure use their powers arbitrarily, as a platform for political gain. In addition, there are certain cases where ward committees are not used efficiently, as they cannot account for non-performance of delegated tasks. This is attested to by the lack of support from municipal officials to enhance ward committees’ structural stability.

Ward committees are not well-acknowledged; they appear as spectators, with crucial information delays resulting in the ward committee becoming dysfunctional and redundant in serving the community. The study revealed that ward committee members lack an understanding of the structure’s mandate and legitimacy, which could be contributed to municipal officials’ understanding of where and when the ward committee structure fits in the municipal system. In addition, it was revealed that municipality representatives, such as managers, sometimes boycott meetings to

avoid dealing with the ward committees. Ward committee members indicated they send reports to the council where community concerns are raised but no feedback has been forthcoming with regards to those issues.

Additional matters raised indicate ward committees are perceived as powerless, working on scarce resources every day, with even training not of high standards to capacitate them fully as per expectation. To some it seems as if there are no tools in place to support their existence.

The ward committee system has sparked negative views among the public, as members often skip meetings. However, ward committee members are the ones responsible for communication between the council and residents of the respective wards, unlike permanently employed officials, who receive no such backlash when they do not attend community meetings to hear out issues.

Policy dictates ward committee involvement on community participation through meetings, yet, some meetings are not attended due to transport incentives not covering monthly schedules and demands allocated to ward committee members. The KDM ward committee members each receive a stipend of R1 200 per month, nonetheless, when fuel and communication prices increase, no adjustments are made and the general feeling among members, is that the stipend should be adjusted to be more realistic, thus allowing task fulfilment.

The municipality has a performance appraisal system in place to ensure a good service standard and consistency for positive results, however, this does not apply to the ward committee structure, as it is perceived as unmanageable and not easy to monitor; this leads to its being seen in a negative light.

In the study, it was revealed that ward committees have different portfolios allocated per member, with the task to complete reports, nonetheless, educational levels of members are inadequate to the tasks, as some members cannot analyse municipal documents because they were elected on the basis of political affiliation in the community, not competency.

Moreover, the ward committee function is too dependent on external leadership and guidance and where this is lacking, failure in service delivery is the result. In this regard, it has to be noted that, since being established in 2016 in the KDM, ward committee members were neither given office space nor computers to finish tasks, resulting in some using personal funds to access internet cafés and copy shops for work purposes. Lack of proper facilities has created divisions within the ward committees, while other members working from home feel their contribution is only needed when it suits officials, thus, they feel marginalised.

One of the roles of ward committees is to participate in council decision-making and submit issues encountered by the community. This role is to an extent, unperformed, as councillors sometimes attend ward committee meetings to present, not to debate pending matters, adding to the perception of ward committee members that the committee does not have any real importance. In addition, some ward committee members are still unsure about their responsibilities and the municipality needs to set acceptable standards to monitor the structure.

5.2 COMPARISON OF LITERATURE REVIEW AND EMPIRICAL FINDINGS

Mbhele (2017: 36) found many studies referring to the lack of capacity and proper skills of ward committees to perform their respective duties. Furthermore, the author recommended that the structure can be utilised to amplify substantive service delivery, when proper training is provided. Modumo (2011: 44) confirmed that local government breaks down barriers between citizens and government, to ensure ward committees are the eyes and ears, both ways; ward committees are, therefore, a convenient unit in all government systems in relation to public concerns.

Inefficiency is another factor that contributes to ward committee members' lack of capacity, in addition to incentives being too low to cover operationally mandated meetings. According to Nyalunga (2006), it was revealed there is no clear understanding where ward committees fit in because they act on everything, even where they are not supposed to, and are led by people's perceptions, with political influence.

Sok *et al.* (2018) alluded to the turnover intentions of mediating roles concerning training and development. To minimise confusion and conflicts in the municipality, it is essential to plan where ward committees fit, as this is crucial in achieving ongoing service delivery goals. Kabane (2014) added that insufficient allocation of administrative and other support facilities may impact ward committees negatively, instead of enabling them to function effectively, for example, ward committee members are given R1 200 as stipend for transport, to make calls and to attend meetings.

Worth *et al.* (2018) revealed that the low education levels in the ward committee structure is usually accompanied by huge costs. In relying on ward committees to ensure good community participation, ward committee members are sometimes not clear about all processes required of them by the council. Furthermore, it cannot be guaranteed they will adhere to or understand the municipal systems. The essence of their unhappiness, about being a ward committee member, stems from their having a different understanding of municipal processes. There is a perception in the community that the ward committee has a direct interest in service delivery activities, with the result that sometimes members do not attend planned meetings, thus participating in “boycotting”.

Kruger (2017: 47) articulated the purpose of training in SA municipalities as the attainment of valuable skills and knowledge, further explaining the need for development training, which is a continuation of training of officials for the purpose of acquiring sufficient experience and skills. Training not only serves as a motivational factor to ensure good outcomes and allowing employers objectives to be reached, it also eliminates mistakes as once trained, everyone should be clear on what to do. In addition, through training, money can be saved and everyone can be productive.

Ward committee members reportedly do not often attend meetings and are not monitored, which portrays a negative image of their credibility when performing duties. Furthermore, political interference derails the good cause of operating ward

committees in the systems of the municipality and facilitating easier shaping of service delivery channels.

The study findings and other theories highlight the challenges and struggles faced by ward committees with the municipality, which obviate the need for more capacity and proper training of ward committee members, as for any other municipal official. Ward committees are characterised as pioneers at the forefront of service delivery but few studies have been undertaken detailing their circumstances, in order to uplift them, so they may be taken seriously in the community.

Thornhill (2017: 11) stated that the budget is the financial plan for a year, in which funds are allocated to specific objectives, which serves as intent to bridge service delivery between communities, therefore, the ward committee plays an integral part in the municipality. In order for the structure to be sustained and be grounded, more accountability should be shifted to the ward committee.

5.3 STUDY LIMITATIONS

The limitations of the study hinder the general findings in being accurate enough. The researcher found it difficult to select participants since the study concerns politically aligned information. There was also a struggle with full cooperation from councillors because of their tight schedules. Data could thus only be collected during certain hours, since some ward committee members work during the day.

5.4 RECOMMENDATIONS

The number of ward committee members can be reduced to six to combine portfolios and minimise budget constraints of the municipality in supporting the structure.

In future, reliable forecasting should be conducted as a mechanism to enhance sustainability; this should change the future environment of ward committee systems in municipalities.

The main focus of a ward committee is wider community involvement, by means of an active democratic system, to attain views from the public. Hence, the

municipality needs to rely more on ward councillors and CDW, which are both aligned with all council goals.

The public sector currently has legislation regulating training and development (Skills development Act, 97 of 1998), nevertheless, the municipality has an obligation to tighten training implementation as they assist in service delivery.

The council is encouraged to use its own resources to develop a study investigating how best ward committees can be utilised to ensure efficient involvement of ward committees.

The COGTA is encouraged to revise frameworks, such as the constitution and sections of the Municipal Systems Act, 32 of 2000 (SA 2000), as a policy-regulated election of ward committees allows for proper channels to be put in place. This will allow the community to understand the grounds and aims when selecting ward committee members, avoiding the practice of favouritism with an element of political interference.

The findings of the study highlighted the 'burden' carried by ward committee members for a stipend, however, the municipality can elevate remuneration and create Key Performance Indicators (KPI) in a realistic manner to monitor expenditure and incentives.

There is a serious need for skills and knowledge to be instilled in the ward committee, with professionalism and capabilities that allow actively dealing with public matters. Level of education has a role to play in the effectiveness of the structure, with even more training not resulting in accepted standards of knowledge, however, the municipality can seek interventions to stabilise any shortcomings.

The municipality needs to strongly assess the impact of the ward committee system by checking reports whether information was obtained and its usefulness in assisting productivity. The ward committee falls under the Speaker; however, the municipality should assign at least two of its employees to monitor the structure very closely.

5.5 RECOMMENDATIONS FOR FURTHER RESEARCH STUDIES

The status of the ward committee versus community-based structures should be investigated, along with the understanding of their mandate and key responsibilities, to advance service delivery channels.

Research should be done on the need for an elevated stipend as remuneration for ward committee members, while the drafting of strong guidelines on selection criteria to avoid bias, favouritism and political interference in the ward committee should also be undertaken.

Further research on how ward committees can disassociate from politics and be taken seriously, such as CDW, should also include a feasibility study on powers granted to ward committees for decision-making in community matters.

Any future studies need to consider that fundamental changes of ward committees reduce the structure's effectiveness, even when this may boost budget allocation.

5.6 CONCLUSION

The general aim of the chapter was to outline and highlight recommendations of this study, based on the findings from previous chapters. The study established a new twist to the structure's significance and effectiveness at local level, affording a glimpse at the influence of politics on ward committees, and whether intended goals could be achieved. Ward committees require their capacity to be strengthened and should be characterised by highly professional standards, capable of amplifying current plans of the municipality. In being aligned with development and delivery programmes, ward committee competence should be enhanced so members can be taken seriously and their inputs considered and acted on. This is clear evidence that, whereas most members are elected by members affiliated to political parties, it has not served the ward committee's purpose. Nonetheless, other challenges that surfaced were with regard to poor capacity and training facilities that adversely impact and compromise the value of the ward committee. The lack of sensible M&E are indicators that the structure must be revisited by reviewing the framework that regulates the ward committee system.

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APPENDICES

Appendix 1: Questionnaire

The purpose of this research study is to obtain views on the capacity and role of ward committees in enhancing basic service delivery, to the communities under the KwaDukuza Municipality.

Should you agree to participate in this study, your involvement will last for approximately three to seven days and you are required to engage in an interview questionnaire and answer the following questions as honest as possible.

Please complete the following by providing the required information and where necessary, provide your opinion by means of a cross (X). Your identity and individual answers will be kept totally confidential. Your participation is highly appreciated.

SECTION A: BIBLIOGRAPHICAL INFORMATION

What is your gender

Male	
Female	

Choose your age category

Age	Select One
18 – 34	
35 – 50	
51 – 67	
68 – above	

Please choose your source of income

Source of income	Select One
Employment	
Own a business	
Self employed	
Government grant	
Other	

SECTION B: WARD COMMITTEE IN THE AREA

Qualification

Non-Matric	Matric only	Degree	Honours/B-tech	Masters	Other

5 Mark the Ward Committee you are from

WARD 9	WARD 10	WARD 13	WARD 16	Ward 18	Ward 23

The following is a schedule of the interview between Sibongayena Mnqayi (interviewer) 2124 1498, who is a student at Durban University of Technology and _____ (Interviewee/ respondent) Ward Committee member at KwaDukuza Municipality

This interview was conducted in preparation of the following study: Assessment of the role and capacity of ward Committee in enhancing basic service delivery within

the communities at KwaDukuza Municipality KwaZulu-Natal. To be undertaken by Sibongayena Mnyayi.

SECTION D: EFFECTIVE WARD COMMITTEE IN THE AREA

Are you still happy being a ward committee member?	Yes/No	Why?
2.Is the structure, role and capacity well-recognised by council in terms of powers granted according to Municipal regulations?	Yes/No	
How do you deal with community complaints and pressure from political influences?	Yes/No	Why?
In your own view, should government continue using ward committees to strengthen community participation?	Yes/No	Why?
Do you believe your ward committee goals are achievable?	Yes/No	
What are the obstacles you foresee in reaching these committee goals?		
Does the ward councillor follow up on matters of service delivery in the area and report back to the committee	Yes/No	
How does the KwaDukuza Municipality authority contribute to the structure to function effectively?		
Does the ward committee have adequate facilities and other resources to perform duties effectively and efficiently?	Yes/No	Explain
Training is imperative for development, is there any training you need to improve service delivery provision skills?	Yes/No	
To what extent is the ward committee utilized for community		

development projects and programmes such as LED/IDP?	
How do you encourage participation and involvement of citizens on issues pertaining to service delivery?	
Generally, where do you think the municipality should improve in assisting the ward committees to function efficiently?	
Are there any comments you wish to make related to the study?	

Appendix 2: Letter of Consent



Faculty of Management Sciences

Department of Public Management & Economics

Date: 22 October 2018

LETTER OF INFORMATION AND CONSENT (INTERVIEW)

Title of study: Enhancing service delivery: The role and capacity of the Ward Committee in KwaDukuza, KwaZulu-Natal.

Dear Participant

I am currently undertaking a research project that aims to find a role and capacity of ward committees in enhancing provision of basic service delivery in communities under KwaDukuza Municipality. It would be appreciated if you could avail yourself for a short interview will take 30 minutes of your precious time. Participation is voluntary and you are free to withdraw from the study at any time. The information you give will only be used for research purposes, and your identity and individual answers will be kept totally confidential. Should you wish to discuss this further, please feel free to contact me, Mr. Sibongayena Mnqayi (Student) 0723561102 or Dr Lawrence Lekhanya PhD (Supervisor) 0797571631.

Your assistance will be much appreciated.

Yours faithfully.

S. Mnqayi (0723561102)


sbongamnqayi@gmail.com

Please complete the following as confirmation of your willingness to participate in this research project.

I, _____ have discussed the study with the researcher, I understand that I may withdraw from it at any time without giving a reason, and voluntarily agree to participate in an interview.

Signature_____Date_____

Appendix 3: Gatekeepers Letter



KwaDukuza Municipality
THE SPEAKER – CLLR T. KHULUSE
Province of KwaZulu-Natal

www.kwadukuza.gov.za

Enquiries Imobuzo Navrac	083 697 5442	Telephone Ucingo Telefoon	032-4375000	Postal Address Isikhwama Seposi Pos Adres	P.O BOX 72 KWADUKUZA 4450
Reference Inkombu Verwysing	thulanik@kwadukuza.gov.za	Fax iFeksi Faks	086 506 2343	Date Usuku Datum	22 /10/ 2015

Dear Messrs

RE : CONFIRMATION OF RESEARCH

This letter serves to confirm that student Sbongayena Mngayi , student number 21241498 has sought and obtained permission to conduct research within our area of Municipal jurisdiction relating to Ward Committees.

Thanking You

CLLR T. KHULUSE
THE SPEAKER
KWADUKUZA MUNICIPALITY

KWADUKUZA MUNICIPALITY
THE SPEAKER
COUNCILLOR T KHULUSE
TEL. 032 437 5022 FAX. 086 506 2343
P.O BOX 72, KWADUKUZA 4450
EMAIL maino@kwadukuza.gov.za

Appendix 4: Turnitin Report

Enhancing service delivery: The Role and Capacity of Municipal Ward Committees, in KwaDukuza

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Appendix : 5 Editor's Report

Helen Richter
Advanced Editing, Proofreading
& Copy writing

feeljeding@gmail.com
072 9838169

4 May 2021

To whom it may concern:

CERTIFICATE OF EDITING & AUTHENTICATION

I have proofread and language edited corrections for the following Master's thesis titled:

**"Enhancing service delivery: The Role and Capacity of Municipal Ward Committees, in
KwaDukuza"**

by

Sibongayena Khethokuhle Xolani Mqayi

The work is the author's own work, to the best of my knowledge, and is free of spelling, grammar,
and structural and stylistic errors.

With thanks.

H. S. Richter (Ms)
