

# The Role of the NCOP in Overseeing the District Development Model (Enhancing the Functioning & Financial Sustainability of Municipalities)

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Human Settlements, Water & Sanitation**

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**NCOP Visual Conference**



# Structure of Presentation

1. Preface on the Role of NCOP in Overseeing the DDM
2. Setting the Scene: Objects of Local Government
3. Lessons Learnt in the Last 25 Years
4. Summary of Problems facing Municipalities
5. Need for a Paradigm Shift: The District Model
6. The Role of NCOP: Oversight, Law-making & Participation
7. Conclusion, Proposals & Way Forward.





# **Preface on the role of NCOP in overseeing the District Developmental Model**

“Our actions as local government should be to make an invaluable contribution to the important task of creating a humane society where we work selflessly for the betterment of local communities where we fully understand that our responsibilities are to the people, and we are every step of the way, accountable, sensitive and responsive to the needs of the people”.

Former President Thabo Mbeki (2004)



# Objects of Local Government

## Section 152 of the Constitution

**Why?** →

Our people deserves municipalities that all their residents can be proud of. As the sphere of government closest to the citizens, our role in securing a peaceful, democratic and equitable civic society is paramount. This role is recognised & enshrined in the Constitution of the Republic.

**Objectives** ▶

- ◆ Service Delivery
- ◆ Good Governance
- ◆ Local Economic Development
- ◆ Community Participation
- ◆ Safe and Healthy Environment



# THE MUNICIPALITY IS LIKE A MOTOR VEHICLE

The  
people  
own  
the  
car



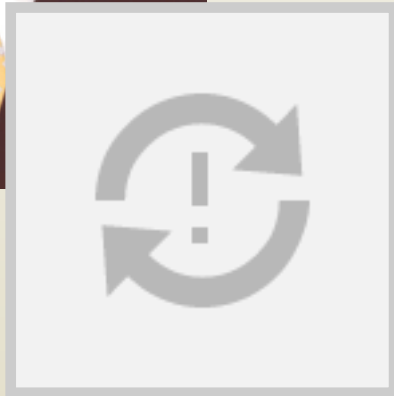
**The Mayor** drives the car for the owners -

**The Municipal Manager** looks after the engine  
of the car



# The Municipality needs Governors & Administrators

Political Leaders



Managers &  
Administrators





# Lessons learned in the last 25 year

1. Local government has been one of the most complex projects of state transformation since 1994;
2. Tasks of local government transformation have proven to be more complex & protracted than was initially anticipated;
3. All interventions and programs (e.g. project viability, project consolidate, LG turnaround strategy, operation clean audit 2014, siyenza manje, back to basics) have sharpened our understanding of problems & challenges in the local govt. sphere & has led us to the conclusion that we **need to mainstream hands-on support and coordination to local government going forward i.e. District Development Model.**




# Summary of Problems facing Municipalities in SA – where are we?

- Collapse of municipal finance – 76% need attention & 1/3 are vulnerable (audit opinions regress; cash balance & cash coverage; UIF&W increases;
- Inability to collect revenue & adoption of unfunded budgets;
- 34% have budget deficit – expenditure exceeds income; low debt collection;
- Inability to pay creditors – (liquidity & current ratio);
- Money owed to ESKOM & Water Boards and VBS mutual bank deposits;
- Section 139 interventions – poor service delivery & protests;
- Poor accountability & no consequence management;
- Toxic political-administrative relations: deployment vs appointment;
- Infrastructure development: delays; incomplete; MIG diversions & spending;
- Infrastructure neglect / run down: potholes, sewer spillages, water & electricity losses.





**Service delivery protests rock the North West province** April 01 2010 , 6:44:00



The lack of service delivery by local authorities in the North West province, continue to haunt them. Late last night, the flow of traffic between Mafikeng and Vryburg was disrupted again. Motorists travelling between the two towns were stranded when a group of protesters blocked the road and started stoning passing vehicles protesting against what they termed lack of service delivery by the Mafikeng local municipality.

# A year of protests – Townships erupted over lack of services

**Mfundekelwa Mkhulisi**  
28 December 2009

THE year 2009 will go down as a year of service delivery protests that kept the government and its ministers on edge.



## TGIF: Wacky tales to start the weekend

Big Ben's stimulating Twitter account, a woman calling 911 for help where exactly is Edward Cullen? Thank goodness it is Friday.

## Scores arrested in N West service delivery protest



Scores of people have been arrested during violent service delivery protests in Brits in the North West. Some of the protesters were badly injured when police fired rubber bullets to disperse the residents who had tried to storm municipal buildings.

Residents says they are angry over bad water quality in the area. Their protest action follows a requests by the municipality to residents to boil the polluted water. The Madibeng Municipality however insists that its drinking water is clean.

"After the police beat up the protesters, they went into a hall and spoke further to police spokesperson, Adele Mybura.

## Chaos cripples many SA municipalities

Oct 31, 2009 9:46 PM | By Brendan Boyle

Sicelo Shiceka, the minister for cooperative governance and traditional affairs, has lifted the lid on the chaos that has gripped many municipalities.

## Protesters torch classrooms in North West province

Jul 13, 2010 10:58 AM | By Sapa

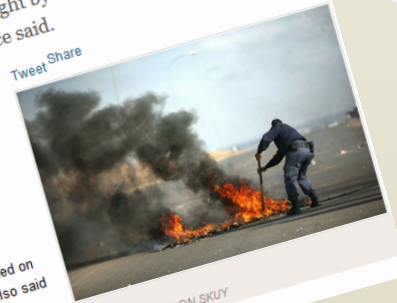
Two classrooms and a vehicle were set alight by Tlaskgameng residents during a service delivery protest, North West police said.

"There was one incident last night (Monday). Apparently two classrooms and a vehicle were burnt to the ground," said Captain Aafje Botma.

Nobody was injured and no arrests were made. The Tlaskgameng community has staged several service delivery protests in recent weeks.

The Congress of SA Trade Unions in June called on residents to stop "damaging properties" but also said the government should address corruption claims against the municipality.

Botma said it was quiet at Tlaskgameng on Tuesday.



Photograph by ALON SKUY



Breaking News. First.



### In darkies' Africa

Twitter squashed an online conversation between black South Africans because it disapproved of a word they were using, writes Alistair Fairweather.

South Africa | World | Africa | Entertainment | Science & Technology

## Official's house petrol bombed

2009-09-28 10:12

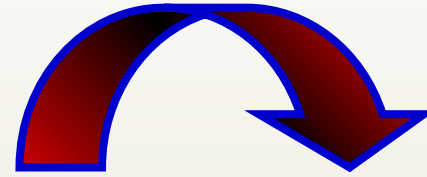
Standerton - A municipal official's house was petrol bombed by angry residents during a service delivery protest, Mpumalanga police said on Monday.

Print article | Email article

Footer



# GAP ANALYSIS



Using  
**DDM**  
as Intervention



- Democratic Governance
- Basic Service Delivery
- Infrastructure Development
- Financial Sustainability
- Social & Economic Growth
- Community Participation
- Safe & Healthy Environs

Capable &  
Financially  
Sustainable  
Municipalities



# The Need for a Paradigm Shift

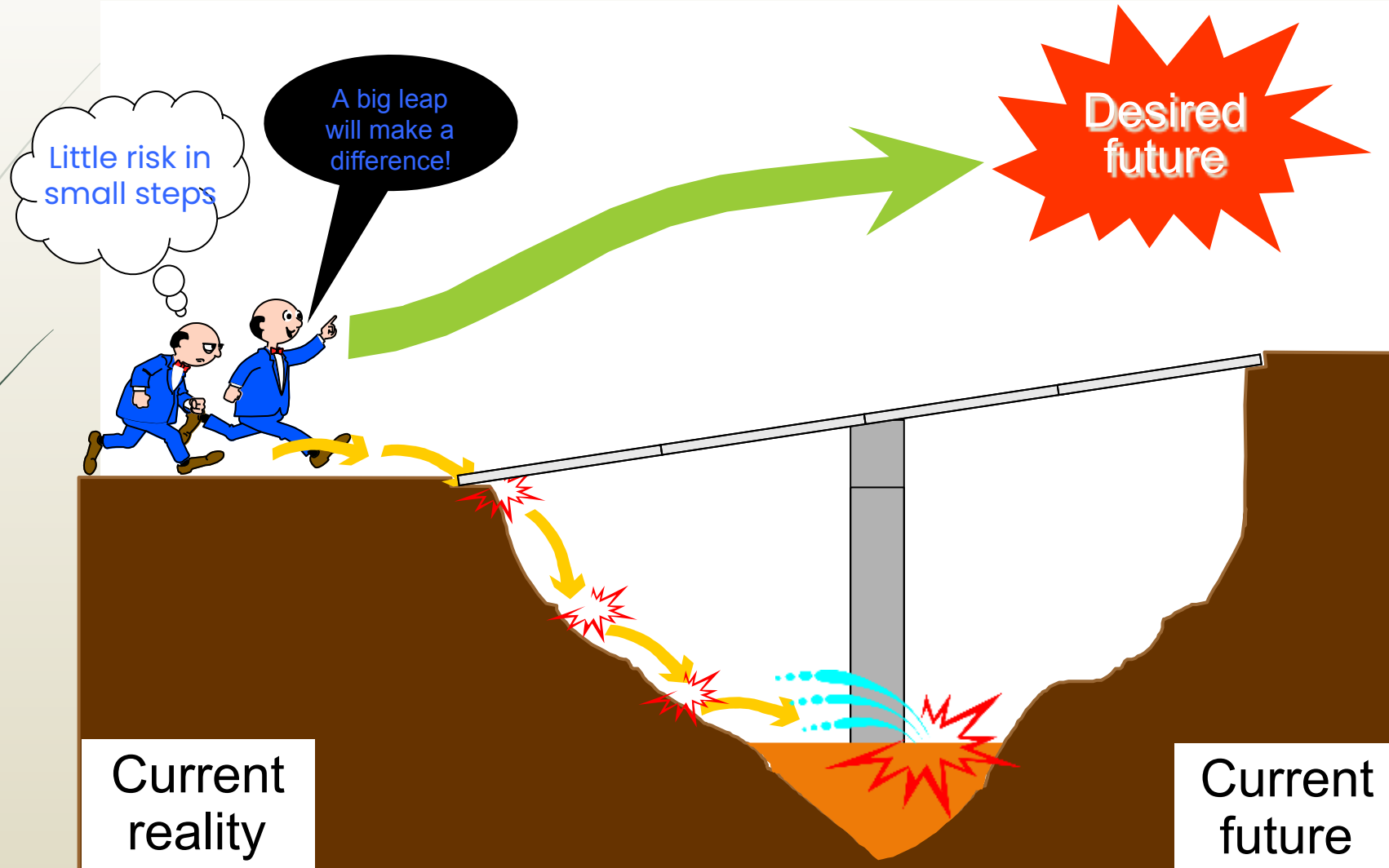
## District Development Model

- DDM (A Game Changer): a key intervention to address the problems afflicting local government and improve coordination;
- Nature: One stop shop (All landing in one place);
- Pilots: OR Tambo District (Rural); Ethekewini (Urban) & Waterberg (Urban-Rural Mix / Mining Town);
- How? Development of a Single Plan;
- Players: All Spheres of Government (including SOEs), Business Labour & Communities
- End results:
  - Fast track service delivery;
  - Integrated planning;
  - Accelerate, integrate, align service delivery;
  - Cooperative governance;
  - Adequate support and resources.

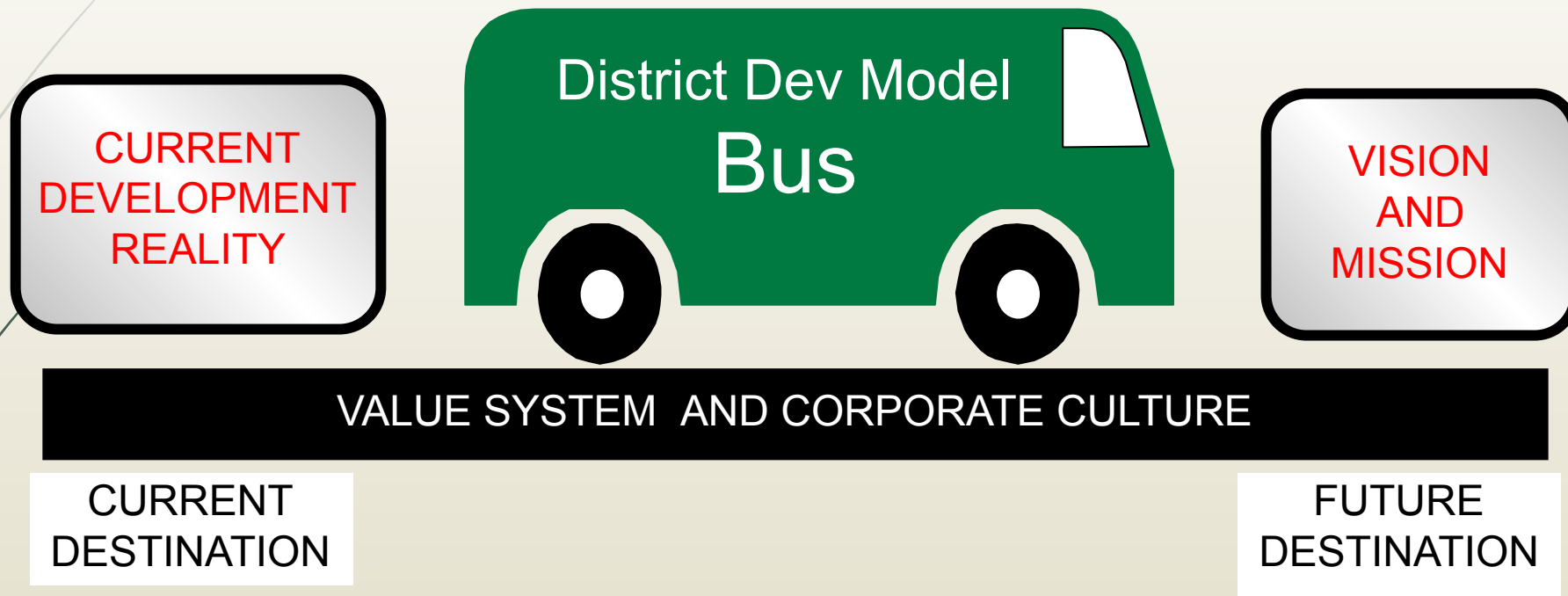


# District Development Model

- One Stop Shop (Landing Strip)
- Alignment with other Sectors & Resources
- Develop a Single Plan for Metro/District
- Implementation, Monitoring & Evaluation

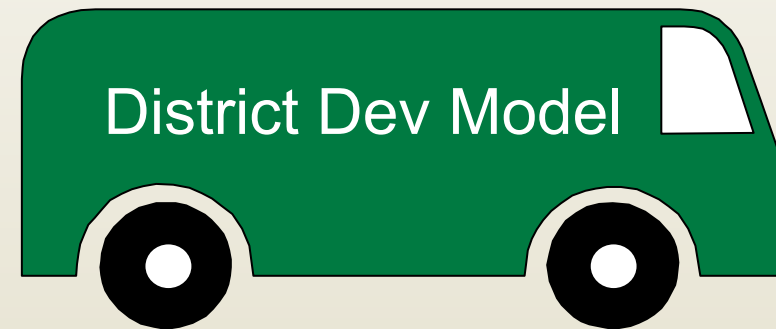


# District Development Model



# PREPARATION FOR JOURNEY

- Process Plan
- DDM Framework

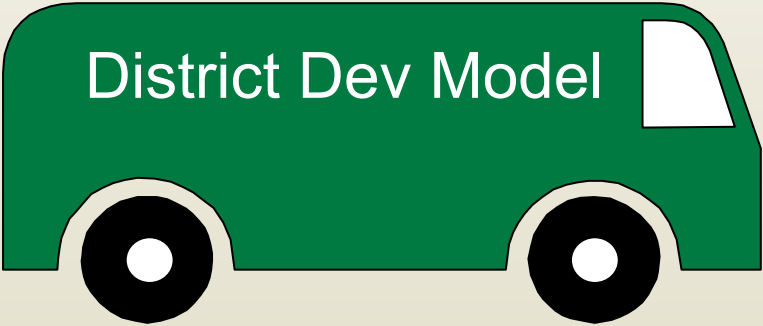






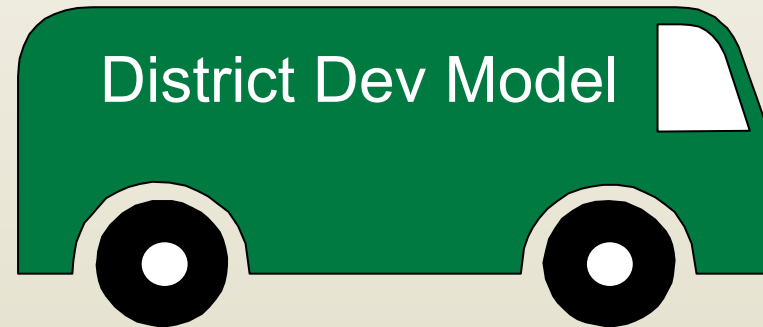
**TOUR LEADER**  
Ministers (Deputy) – MEC -  
District/Metro Mayor

**DRIVER**  
HOD / Municipal Manager



# PASSENGERS

- Local Municipalities
- Government Departments: National & Provincial
- State Owned Entities / Parastatal Bodies
- Ward Committees
- Stakeholders and Community
- Experts & Professionals





# ITINERARY

- Key Performance Areas (KPA's)
- Strategies and Development Objectives
- Key Performance Indicators (KPI's)
- Performance Targets
- Projects/Programmes/Plans
- Operational Business Plans

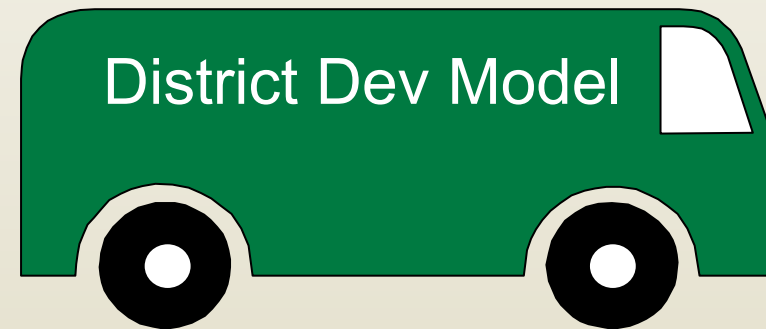


District Dev Model



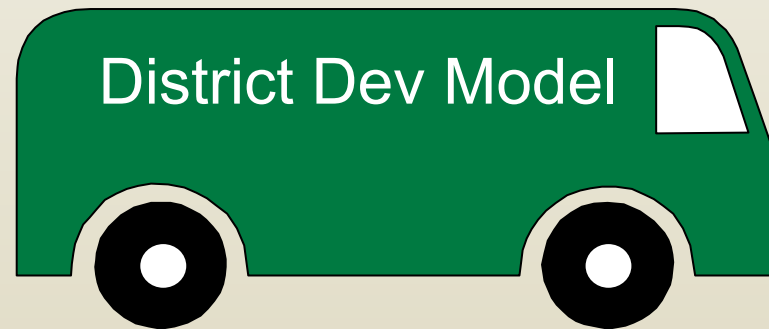
# FUEL

- Finance
- Equipment / Materials
- Performance Management
- Communication



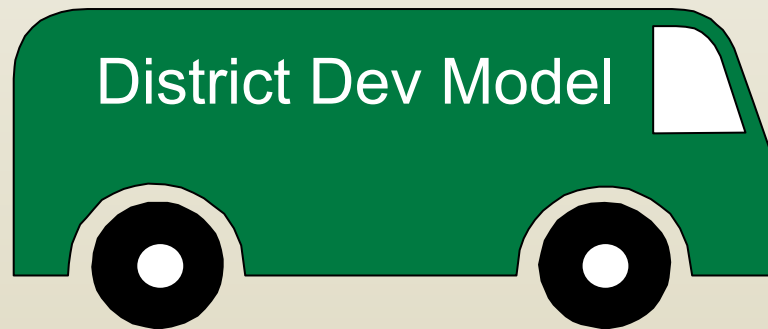
# ENGINE

- Municipal Councils
- Committees
- Decision-making Processes
- Organisational Structures
- Systems
- Policies / Procedures
- By-laws
- Delegated Powers & Functions



# Maintenance

**Monitoring, Evaluating and Reporting**



# Realising the Dream of the “*Ideal Municipality*”

## The Role of NCOP: oversight, law making & public participation

- 1 Recruit, retain & develop the best possible talent & skills (**Strategic HR**)
- 2 Create environment of responsiveness, high performance & clear accountability to achieve mandate (**Performance Management**)
- 3 Establish people centred culture of service delivery and customer care - Batho Pele (**Culture**)
- 4 Ensure planning, governance structures, people, systems, processes, infrastructure & oversight mechanisms are aligned to mandate, as defined by IDP & applicable legislation (**Planning & Governance**)
- 5 Ensure economic & financial viability & prosperity of the municipality (**Financial Management & Sustainability**)
- 6 Build good public profile & nurture sustainable relationships with stakeholders (**Communications, Public Participation & Stakeholder Relations**)

***The District Development Model must recognise all the  
above elements***



# The Role of NCOP



Capable & Financially  
Sustainable  
Municipalities

What MPs need to do in Districts?

- ◆ **Conduct Oversight Visits;**
- ◆ **Monitor & Oversee Executive Actions;**
- ◆ **Ensure Appropriate Budgets Spending;**
- ◆ **Strict Observance of Laws & DDM Protocols;**
- ◆ **Ensure Public Participation in DDM**



# DISTRICT DEVELOPMENT MODEL



→ Accelerate Service  
Delivery, Alignment &  
Integrated Planning

Achieve the goals of:

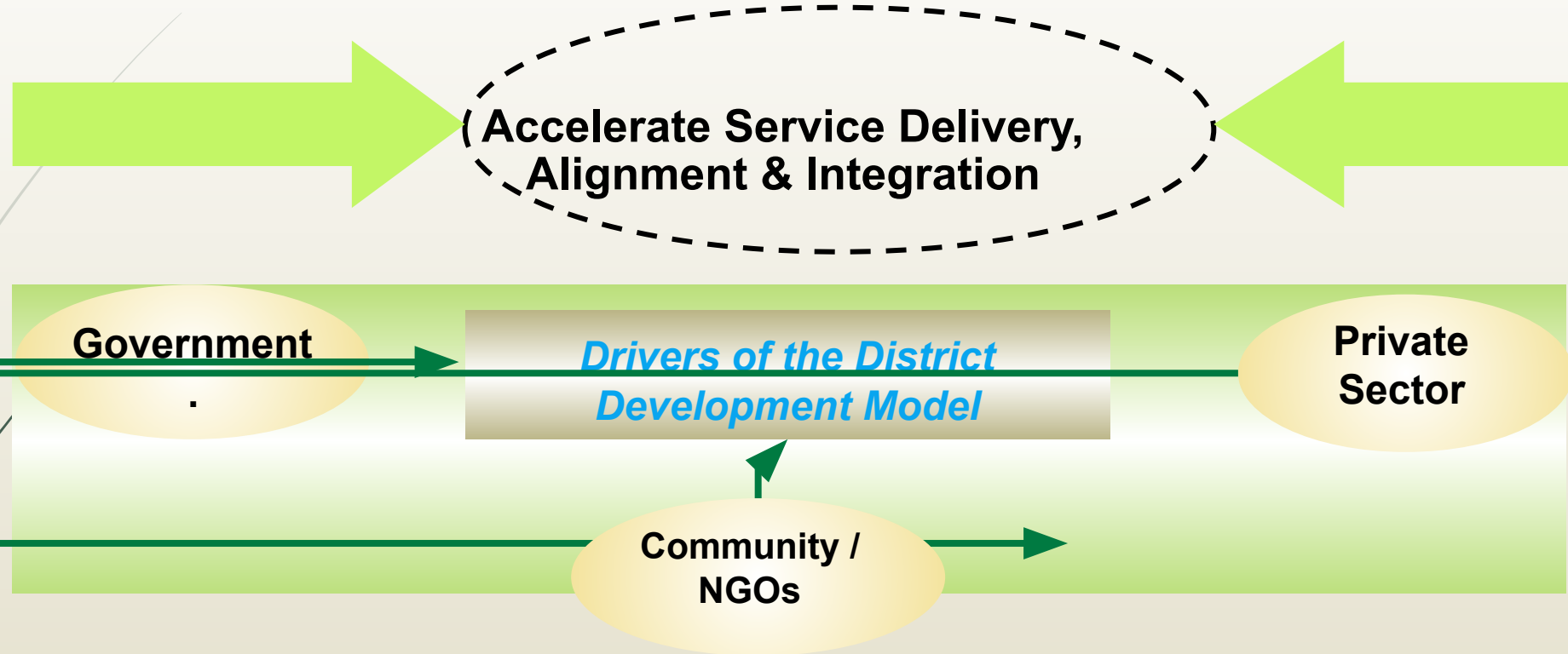
- ◆ **Municipal Excellence**
- ◆ **Democratic Governance**
- ◆ **Basic Service Delivery**
- ◆ **Infrastructure Development**
- ◆ **Financial Sustainability**
- ◆ **Economic Growth**



## Conclusion & Way Forward

# District Development Model

Linkages of different players (one stop shop / landing strip)



□ NCOP: Oversight, Law-making & Public Participation







**THANK YOU!**

