



**KWAZULU-NATAL PROVINCE**  
COOPERATIVE GOVERNANCE AND  
TRADITIONAL AFFAIRS  
REPUBLIC OF SOUTH AFRICA



# **NATIONAL COUNCIL OF PROVINCES LOCAL GOVERNMENT WEEK**

**STRENGTHENING OVERSIGHT AND ACCOUNTABILITY IN THE LOCAL SPHERE OF GOVERNMENT: THE  
ROLE OF THE EXECUTIVE IN THE PROVINCIAL SPHERE OF GOVERNMENT**

**13-15 SEPTEMBER 2022**

**LIFE CONFERENCE CENTRE – CAPE TOWN**

**MR SIHLE ZIKALALA**

**MEC FOR COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS - KZN**

GROWING KWAZULU-NATAL TOGETHER

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# OVERVIEW OF THE LEGISLATIVE AND POLICY FRAMEWORK

# STRENGTHENING OVERSIGHT & ACCOUNTABILITY IN THE LOCAL SPHERE

## OVERVIEW OF THE PROVINCIAL MANDATE AND THE POWERS AND FUNCTIONS OF MUNICIPALITIES

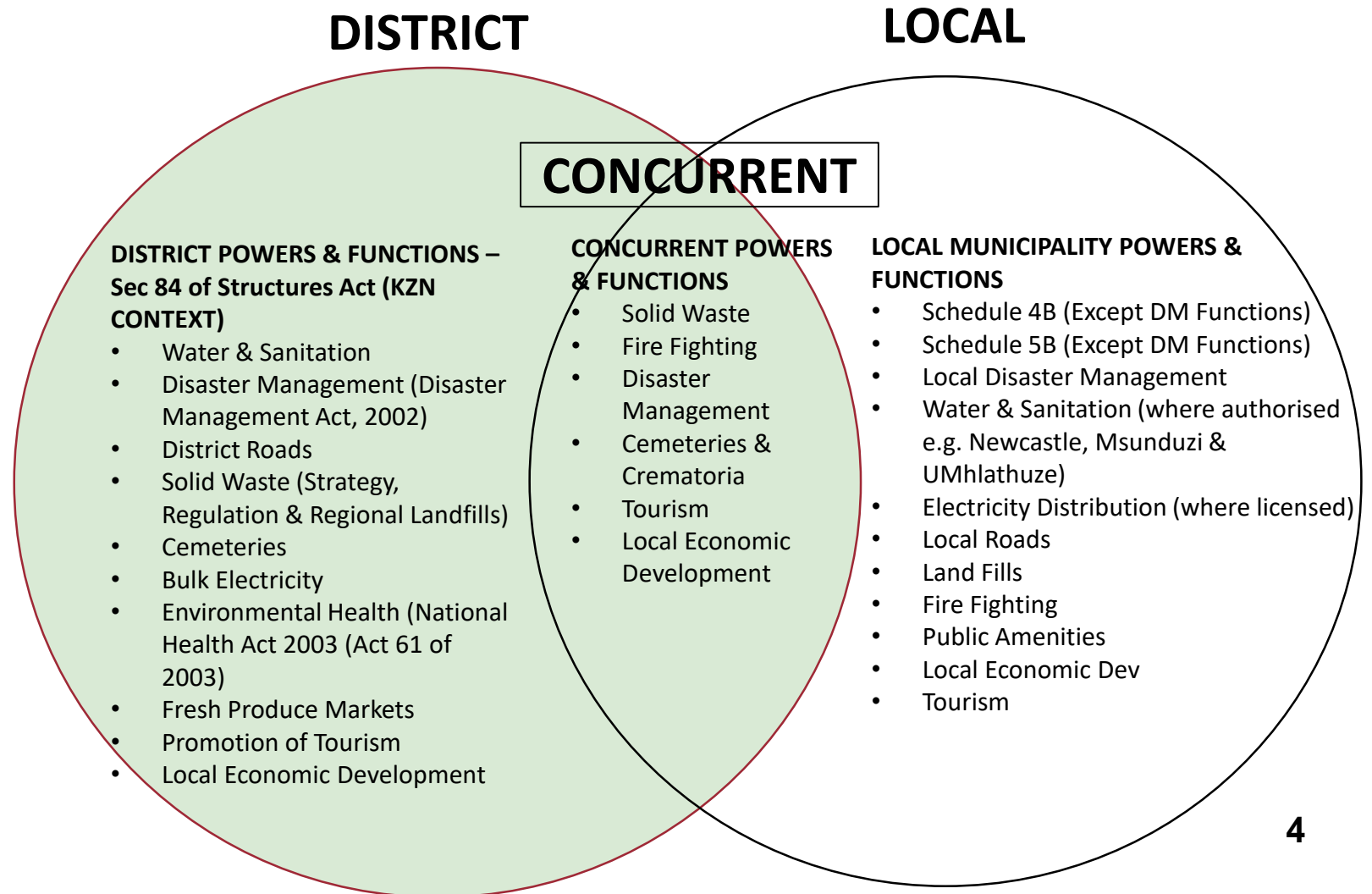
### PROVINCIAL MANDATE IRO MUNICIPALITIES

In terms of the Constitution the Provincial Government is ceased with the following six mandates:

- Establish Municipalities
- Monitor Municipalities
- Support Municipalities
- Build Capacity of Municipalities
- Regulate the Executive Authority of Municipalities
- Supervise (Intervene) in Municipalities – Section 139

### Powers and functions of municipalities

156. (1) A municipality has executive authority in respect of, and has the right to administer —  
 (a) the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5; and  
 (b) any other matter assigned to it by national or provincial legislation. (*SA Constitution, 1996*)



# STRENGTHENING OVERSIGHT & ACCOUNTABILITY IN THE LOCAL SPHERE

## OVERVIEW OF THE PROVINCIAL MANDATE AND THE POWERS AND FUNCTIONS OF MUNICIPALITIES ... cont

Some of the legislation underpinning the Constitutional Mandate of Provinces relative to municipalities

Responsible Sphere	Establish Municipalities	Monitor Municipalities	Support Municipalities
CONCURRENT NATIONAL AND PROVINCIAL	<ul style="list-style-type: none"> <li>• Constitution</li> <li>• Structures Act</li> <li>• Municipal Demarcation Act</li> <li>• Municipal Electoral Act</li> </ul>	<ul style="list-style-type: none"> <li>• Constitution</li> <li>• Municipal Structures Act</li> <li>• Municipal Systems Act</li> <li>• MFM Act</li> <li>• IGR Act</li> <li>• Division of Revenue Act</li> <li>• Disaster Management Act</li> <li>• National Environmental Management Act</li> <li>• SPLUMA</li> </ul>	<ul style="list-style-type: none"> <li>• Constitution</li> <li>• Municipal Structures Act</li> <li>• Municipal Systems Act</li> <li>• MFM Act</li> <li>• Municipal Property Rates Act</li> <li>• IGR Act</li> <li>• Division of Revenue Act</li> <li>• Disaster Management Act</li> <li>• SPLUMA</li> </ul>
PROVINCIAL	<ul style="list-style-type: none"> <li>• Types of Municipalities Act</li> </ul>		<ul style="list-style-type: none"> <li>• Pounds Act</li> <li>• Cemeteries and Crematoria Act</li> </ul>

# STRENGTHENING OVERSIGHT & ACCOUNTABILITY IN THE LOCAL SPHERE

## OVERVIEW OF THE PROVINCIAL MANDATE AND THE POWERS AND FUNCTIONS OF MUNICIPALITIES ... cont

Some of the legislation underpinning the Constitutional Mandate of Provinces relative to municipalities

Responsible Sphere	Build Capacity of Municipalities	Regulate the Executive Authority of Municipalities	Supervise (intervene) in Municipalities – Section 139
CONCURRENT NATIONAL & PROVINCIAL	<ul style="list-style-type: none"> <li>Constitution</li> <li>Municipal Systems Act</li> <li>Skills Development Act</li> <li>Skills Development Levies Act</li> </ul>	<ul style="list-style-type: none"> <li>Constitution</li> <li>Municipal Structures Act</li> </ul>	<ul style="list-style-type: none"> <li>Constitution</li> <li>Municipal Structures Act</li> <li>Municipal Finance Management Act</li> <li>Water Services Act</li> <li>NEMA</li> </ul>
PROVINCIAL			

# STRENGTHENING OVERSIGHT & ACCOUNTABILITY IN THE LOCAL SPHERE

## SOME OF THE TOOLS AVAILABLE TO THE PROVINCIAL EXECUTIVE TO CARRY OUT THE MANDATE

Constitution	Legislation & Policies	Assurance Institutions / Structures	Enabling Systems / Other Instruments
<ul style="list-style-type: none"> <li>Section 154 obliges the Provincial Government to support and strengthen the CAPACITY of local government to perform their functions and manage their own affairs</li> <li>Section 155(6) obliges the <b>Provincial Government to, by legislative and other measures, provide for the monitoring and support of local government</b></li> </ul>	<ul style="list-style-type: none"> <li>MFMA – Sec 32 and 166</li> <li>Structures Act - Code of Conduct</li> <li>Systems Act – Sec 67</li> <li>Disciplinary Regs 2010</li> <li>FM Regs</li> <li>Collective Agreements</li> <li>Senior Management Regs 2014</li> <li>Staff Regs 2021</li> <li>Minister’s Notice on Upper Limits (Regulates Security Arrangements)</li> <li>Section 106 investigations</li> <li>Section 105 directive</li> </ul>	<ul style="list-style-type: none"> <li>Auditor General</li> <li>Public Protector</li> <li>Ombudsperson/Integrity &amp; Investigation Unit (e.g. EThekweni Metropolitan)</li> <li>Audit Committees</li> <li>MPACs</li> <li>Disciplinary Boards</li> <li>Courts</li> <li>Risk Management Committee</li> <li>Civil Society Bodies</li> </ul>	<ul style="list-style-type: none"> <li>IDP</li> <li>PMS</li> <li>MSCOA</li> <li>GRAAP</li> <li>Budget</li> <li>SDBIP</li> <li>Assessment of the functionality of Municipalities by Cogta</li> <li>Assessments of budgets by the National / Provincial Treasury</li> </ul>



# KZN APPROACH



- We are honoured as the Province of KwaZulu-Natal to address the 2022 Local Government Week hosted under the theme :‘*Advancing Our Collective Effort to Enhance Oversight and Accountability in the Local Sphere of Government.*’
- We gather to reflect collectively on how the strengthening of oversight and accountability can deliver ideal municipalities that have the capacity to provide high-level standard of services to communities and stakeholder.
- This session and Local Government Week must help contribute in the building of a capable, accountable, financially viable and sustainable local sphere of government.
- As the Minister of Cogta, Dr Nkosazana Dlamini Zuma, articulated in her keynote address, we are all enjoined to build a human-centred, ethical, developmental local government which creates “*prosperous, resilient, sustainable, coherent, cohesive, integrated, non-sexist, vibrant and climate smart communities.*”
- In this regard, we are all entrusted with the responsibility to ensure that we work as one through the District Development Model (DDM) to ensure that there is a whole-of-government and society approach and policy coherence implementation at all levels of government.

# STRENGTHENING OVERSIGHT & ACCOUNTABILITY IN THE LOCAL SPHERE

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## STRENGTHENING OVERSIGHT AND ACCOUNTABILITY IN THE LOCAL SPHERE

### ASSESSMENT OF THE HEALTH OF MUNICIPALITIES IN KZN

- In June 2019 the MEC directed that performance assessments be conducted to generate evidence of the efficacy of municipalities' performance in KwaZulu Natal in relation to key focus areas of Governance, Financial Health and Access to Basic Service Delivery.
- In June 2021 the Minister of COGTA tabled a report on the State of Local Government to Cabinet based on five Key Performance Areas; viz; Political, Governance, Administrative, Financial Management and Service Delivery.
- KZN Cogta then conducted its 2021 Assessment of Municipalities informed by the report tabled by the Minister of Cogta.
- A Municipal Support Framework was developed to guide the Provincial Government, particularly Cogta and Provincial Treasury on how to support municipalities, as well as monitoring and reporting.
- Municipal Support Intervention Plans (MSIP) have been developed for each municipality. Differentiated support is provided to the 12 DYSFUNCTIONAL municipalities, the 15 categorized as MEDIUM RISK as well as 14 that are regarded as LOW RISK. The 11 municipalities regarded as STABLE are monitored to ensure quick interventions where necessary.
- KZN Cogta conducted an assessment of the audit reports, audit responses and annual financial statement of municipalities in accordance with section 131 of the MFMA and submitted a report to the Provincial Legislature.



# STRENGTHENING OVERSIGHT AND ACCOUNTABILITY IN THE LOCAL SPHERE

## POST-ASSESSMENT CATEGORIZATION OF KZN MUNICIPALITIES

DYSFUNCTIONAL (12) 50% and below (High Priority Support)	MEDIUM RISK (17) 51% - 64% (Close Monitoring and Support)	LOW RISK (14) 65% - 74% (Section 154 Support)	STABLE (11) 75% and above (Monitoring)
Ugu	Umdoni	Ethekwini	Umshwathi
Msunduzi	Ray Nkonyeni	Umzumbe	Impendle
Mpofana	Umgungundlovu	Umuziwabantu	Mkhambathini
Uthukela	Umngeni	Richmond	Okhahlamba
Inkosi Langalibalele	Alfred Duma	Umvoti	Nongoma
Umzinyathi	Endumeni	Msinga	ILembe
Nquthu	Dannhauser	Jozini	Mandeni
Amajuba	Zululand	King Cetshwayo	Maphumulo
Newcastle	Edumbe	Umhlathuze	Greater Kokstad
Emadlangeni	Uphongolo	Umlalazi	Umzimkhulu
Umkhanyakude	Abaqulusi	Nkandla	Dr NDZ
Mtubatuba	Ulundi	KwaDukuza	12
	Umhlabuyalingana	Ndwedwe	
	Hlabisa Big 5	Ubuhlebezwe	
	uMfolozi		
	Mthonjaneni		
	Harry Gwala		



# STRENGTHENING OVERSIGHT AND ACCOUNTABILITY IN THE LOCAL SPHERE

## PACKAGE OF SUPPORT FOR DISTRESSED MUNICIPALITIES INCLUDING SEC 139 INTERVENTIONS

INTERVENTIONS AIMED AT STRENGTHENING GOVERNANCE CAPACITY	INTERVENTIONS AIMED AT STRENGTHENING INSTITUTIONAL CAPACITY	INTERVENTIONS AIMED AT IMPROVING FINANCIAL VIABILITY	INTERVENTIONS AIMED AT ACCELERATING SERVICE DELIVERY & ECON DEVELOP
<ul style="list-style-type: none"> <li>• Deployment of <b>Governance Experts at Ugu, ILM, Umzinyathi and UKDM</b></li> <li>• Support by Governance and Municipal Finance Units of KZN COGTA in <b>training of newly established MPAC structures</b>.</li> <li>• Orientation Workshops for Councillors</li> <li>• Training of MPACs</li> <li>• Councillor Skills Audit conducted and targeted training identified.</li> <li>• Support during establishment of Ward Committees and revival of Municipal Rapid Response Teams (MRRTs), and all Ward Committees and MRRTs established.</li> <li>• Ministerial Representatives appointed at <b>8 municipalities that are under Section 139 Constitutional intervention at Mpofana, Msunduzi, Uthukela, ILM, Umzinyathi, Abaqulusi, UKDM and Mtubatuba.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Support during senior manager recruitment processes.</b></li> <li>• Deployment of <b>Governance Experts</b> at distressed municipalities.</li> <li>• Sourced support from Department of Arts &amp; Culture for records management to address weaknesses in evidence keeping for audit purposes, thus aiming to improve municipal audit outcomes at <b>ILM and Umzinyathi.</b></li> <li>• Shared Services to capacitate Internal Audit Units in <b>Uthukela and UKDM districts.</b></li> <li>• Revival of Back to Basics campaigns targeting weak functional areas identified during the assessment: revenue enhancement (Masakhane Campaigns); pothole repairs, street light repairs, clean-up campaigns, etc.).</li> <li>• Capacity building of Councillors and municipal officials</li> <li>• Skills transfer by deployed <b>Finance Experts</b> to BTO staff</li> </ul>	<ul style="list-style-type: none"> <li>• COGTA - Deployment of <b>Finance Experts</b> at <b>11 municipalities, namely: Ugu, Mpofana, Msunduzi, Uthukela, ILM, Alfred Duma, Umzinyathi, Nquthu, Amajuba, Abaqulusi and UKDM.</b></li> <li>• Provincial Treasury – deployment of Finance Experts at <b>Emadlangeni and Umkhanyakude.</b></li> <li>• Finance Experts support municipalities with implementation of the Audit Action Plan; POE preparation; compilation of interim and annual Financial Statements; addressing UIFW and skilling SCM employees on prevention of UIFW expenditure; revenue enhancement strategies and Skills transfer to the BTOs.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>COGTA – Deployment of Technical Experts</b> at <b>7 municipalities, namely: Ugu, Msunduzi, Uthukela, Umzinyathi, Emadlangeni, Umkhanyakude and Mtubatuba.</b></li> <li>• COGTA - funding for strategic infrastructure projects related to provision of basic services and LED.</li> <li>• COGTA - grant funding for repairs and maintenance of aged infrastructure through the <b>Accelerated Infrastructure Renewal Programme: Ugu, Msunduzi, Umzinyathi and Amajuba.</b></li> <li>• To address fundamental negative impact that results from the lack of infrastructure maintenance, COGTA supports willing municipalities with preparation of Business Plans to access:               <ul style="list-style-type: none"> <li>• <b>5% of MIG for PMU;</b></li> <li>• <b>10% of MIG for O&amp;M; and</b></li> <li>• <b>5% of MIG for Asset Management</b></li> </ul> </li> <li>• MISA, DWS, EDTEA and ESKOM have availed support in the form of project funding and technical professional support.</li> </ul>

## STRENGTHENING OVERSIGHT AND ACCOUNTABILITY IN THE LOCAL SPHERE

### PACKAGE OF SUPPORT FOR DISTRESSED MUNICIPALITIES INCLUDING INTERVENTIONS – DEPLOYMENT OF EXPERTS

Type of Intervention	Number	Municipalities	Expected Outcomes
Municipalities under Intervention in terms of Sec 139 of the Constitution	8	Mpofana, Msunduzi, Uthukela District, ILM, Umzinyathi District, Abaqulusi, UMkhanyakude District and Mtubatuba	Improve overall administrative, financial and service delivery stability and performance
Additional Support to Intervention Municipalities	8	Mpofana, Msunduzi, Uthukela District, ILM, Umzinyathi District, Abaqulusi, UMkhanyakude District and Mtubatuba	Overall effectiveness of the interventions in terms of Sec 139
Governance Expert Support	5	Ugu District, Inkosi Langalibalele, Umzinyathi District, Nquthu and Umkhanyakude District	Improve Functionality of Oversight Structures
Finance Expert Support	11	Ugu District, Mpofana, Msunduzi, Uthukela District, ILM, Alfred Duma, Umzinyathi District, Nquthu, Amajuba District, Abaqulusi and UMkhanyakude District	Clear Unauthorised, Irregular and Fruitless and Wasteful Expenditure Improve Audit Outcomes
Technical (Engineering) Expert Support	7	Ugu District, Msunduzi, Uthukela District, Umzinyathi District, eMadlangeni, UMkhanyakude District and Mtubatuba	Improve Service Delivery Outcomes

# STRENGTHENING OVERSIGHT AND ACCOUNTABILITY IN THE LOCAL SPHERE

## SUPPORTING MUNICIPAL COUNCILS IN EXECUTING THEIR OVERSIGHT ROLE

### SKILLS AUDIT AND CAPACITY BUILDING

- Immediately after the 2021 Local Government Elections, **KZN Cogta conducted an audit of the skills available among the new councillors. The audit reached over 82% of the 1908 Councillors** across the Province and the information is used to direct Capacity Building Programmes aimed at empowering councillors to undertake their responsibilities.

### SECTOR BASED COUNCILLOR ORIENTATION

- Immediately after the 2021 LG Elections KZN Cogta working with Salga, Department of Human Settlements, Municipal Infrastructure Support Agency (MISA), Provincial Treasury and Department Water and Sanitation as well as the Office of the Premier. All but one district have been reached. All Amakhosi who sit in council were also part of this orientation.

### RULES COMMITTEE WORKSHOPS

- **4 Rules Committees Workshops** were conducted and a total of 108 Councillors were trained in the workshops.

### SPECIAL FOCUS ON MUNICIPAL PUBLIC ACCOUNTS COMMITTEES (MPAC)

- Special Focus was placed on analyzing the skills among Councillors deployed in MPACs.
  - Between February and July 2022, all 54 MPAC Committees had received support through Training Workshops
  - A specific TOOL to assess the functionality of MPACs was developed and applied to all 54 municipalities
  - Where weaknesses have been identified the MPACs are provided with support by handholding (Officials of the KZN Cogta attend meetings of MPACs and provide on the job training and support)



# STRENGTHENING OVERSIGHT AND ACCOUNTABILITY IN THE LOCAL SPHERE

## SUPPORTING MUNICIPAL COUNCILS IN EXECUTING THEIR OVERSIGHT ROLE ... cont

### REGULAR ENGAGEMENTS WITH MUNICIPAL LEADERSHIP

- The **MEC meets exclusively with Speakers twice a year**. This platform is used to monitor and support Speakers in complying with their mandates relative to the oversight responsibilities of Councillors
- The MEC also meets with Mayors and Municipal Managers once every quarter to discuss matters of common interest and to share best practices.
- The MEC engages municipal leadership on specific focus areas such as poor performance on audit outcomes, unfunded budgets and other identified areas as may be appropriate.

### OTHER SUPPORT MEASURES

- After the 2021 LG Elections KZN Cogta **allocated 2000 Legislation Resource Packs** to more than 90% of the 1908 Councillors and other functionaries across the Province.
- In 2019 Cogta produced an updated version of the Local Government Toolkit which has five volumes. This is made available electronically to municipalities that requests the same.



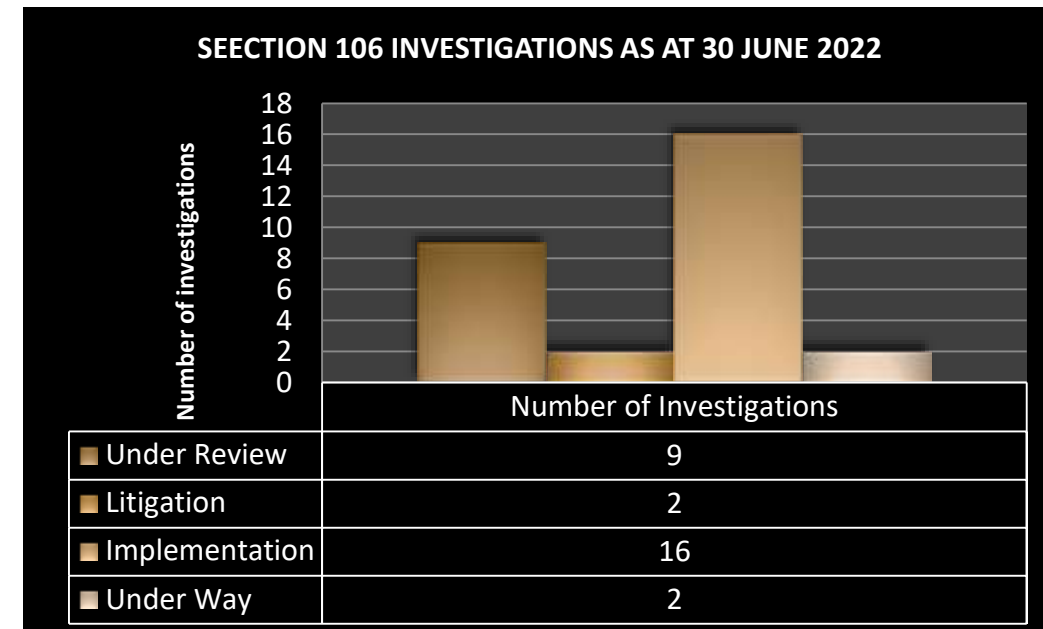
# STRENGTHENING OVERSIGHT AND ACCOUNTABILITY IN THE LOCAL SPHERE

## ACCOUNTABILITY AND CONSEQUENCE MANAGEMENT

- **Senior employees facing consequences for their actions tend to be mobile and move between municipalities:**
  - In KZN the Provincial Executive Council directed in February 2022 that Cogta must monitor and report on this movement. Monitoring includes taking action where necessary
- **Speakers of municipalities tend to be reluctant to lead the imposition of sanctions on councillors who are guilty of misconduct:**
  - KZN Cogta developed a generic **Uniform Standing Procedure** that Municipal Councils have been encouraged to adopt in line with the requirements of item 5(3) of the Code of Conduct for Councillors
- **The KZN Executive Council directed that the movement between municipalities by persons running away from allegations of misconduct including financial misconduct, be monitored.**
- **DCoG keeps a data base of employees who were sanctioned for misconduct but in KZN the MEC has taken this step further by requiring that the Department should check whether the potential employee has not been implicated in forensic investigations conducted by the provincial government.**
- **MPACs and Councils of municipalities failing to or timeously dealing with investigations related to UIFW and consequence management:**
  - KZN Cogta developed a UIFW Investigation Framework to assist MPACs to process matters and provided training thereon
  - On-the-job training provided to MPACs
  - Highest contributors to UIFW in the province are engaged to address slow progress in addressing UIFW

- **Section 106 Investigations**

- Some municipalities are failing to implement findings and recommendations from Forensic Investigations conducted by Cogta in terms of Sec 106 of the Systems Act.
- The law has been changed to require municipalities to implement these findings and to report to the MEC the outcomes of disciplinary inquiries within 14 days



## **STRENGTHENING OVERSIGHT AND ACCOUNTABILITY IN THE LOCAL SPHERE**

### **SEPARATION OF ROLES AND PROFESSIONALIZATION OF LOCAL GOVERNMENT**

Municipal Councils have a responsibility to hold the administration and in particular the municipal management accountable for Financial Management and Service Delivery. Over time, the **line between politics and administration has been eroded**. National legislation is beginning to address this matter and to lay the foundation for the professionalization of local government:

- **BARRING EMPLOYEES FROM HOLDING POLITICAL OFFICES - MUNICIPAL SYSTEMS AMENDMENT ACT 3, OF 2022**
  - A staff member may not hold political office in a political party, whether in a permanent, temporary or acting capacity. A person who has been appointed as a staff member before subsection takes effect, must comply with subsection (1) within one year of the commencement of subsection (1).

#### **UNIFORM STANDARDS - MUNICIPAL STAFF REGULATIONS - 2021**

- Sets out uniform norms and standards in respect of organisational structures, institutional capacity, competency framework, performance management, training and development, supervision and management, etc. This is an important step **towards the professionalization of local government**

## STRENGTHENING OVERSIGHT AND ACCOUNTABILITY IN THE LOCAL SPHERE

### OTHER INTERVENTIONS IMPLEMENTED TO IMPROVE OVERSIGHT & GOVERNANCE IN KZN MUNICIPALITIES

- As at 30 June 2022, **8 Municipalities still had budgets (2022/2023) that were assessed by Provincial Treasury to be unfunded**. The MEC met with the Mayors and Managers of these municipalities and directed them to prepare revised budget estimates and eventually approve funded budgets. Where this is not possible within this financial year, the MEC has directed that the funding plans of these municipalities must be assessed for adequacy.
- Over the past four years Cogta implemented a system whereby Local Government Champions have been appointed to support each district. At present there are **eight** LG Champions supporting the 10 Districts & the Metro
- Cogta produces quarterly reports on the functionality of Ward Committees as structures that support participatory democracy and governance in municipalities
- Cogta has championed the establishment of DDM Structures across all 11 districts. All DDM Hubs have since adopted their **ONE PLANS**, with the exception of UMkhanyakude DDM which remains unstable. The municipality is provided with customised or specific support.
- Cogta also produces quarterly financial reports that are shared with municipalities and could assist the municipalities in dealing with deficiencies in their operations before the end of the financial year or before the AG arrives.



## **IS THE SUPPORT TO MUNICIPALITIES, COMBINED WITH OTHER FACTORS, TRANSLATING TO BETTER OUTCOMES?**

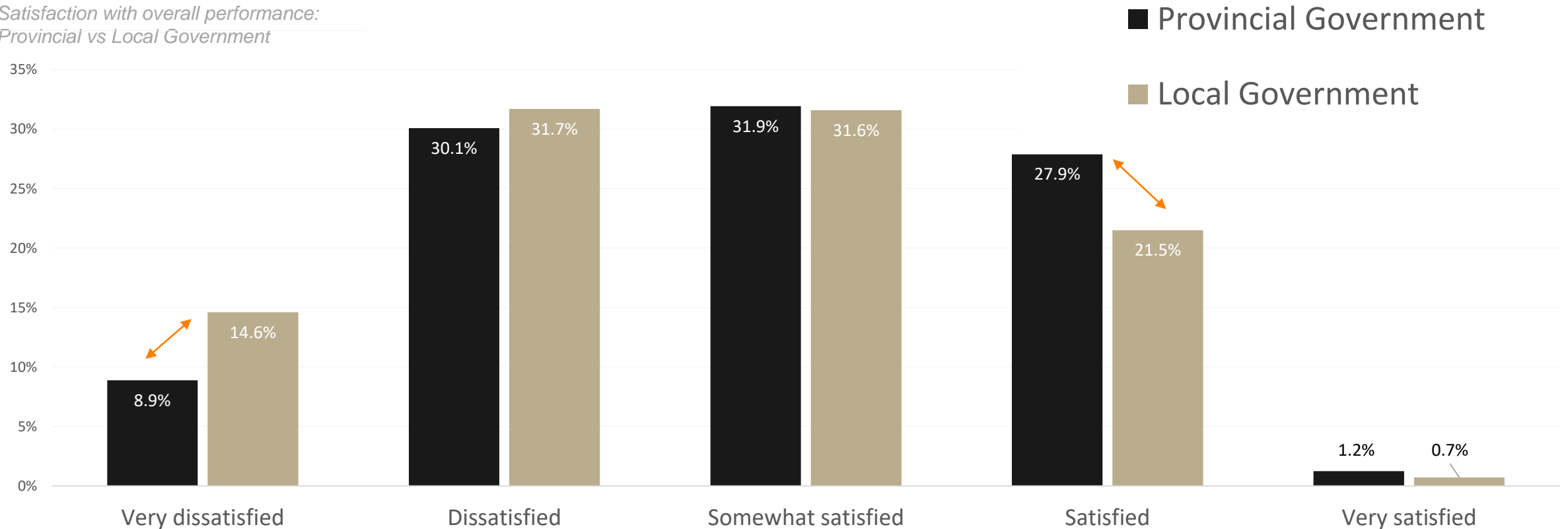
To answer this question and other questions, the KwaZulu/Natal Provincial Government contracted Stats SA to conduct a comprehensive Customer Satisfaction Survey of which the outcomes were released in 2017.

# STRENGTHENING OVERSIGHT & ACCOUNTABILITY IN THE LOCAL SPHERE

## FINDINGS OF THE PROVINCIAL GOVERNMENT CUSTOMER SATISFACTION SURVEY (CSS) ON THE PERFORMANCE OF KZN MUNICIPALITIES IN 2017

**A LARGER PROPORTION OF THE KZN POPULATION WERE OUTRIGHT SATISFIED WITH THE OVERALL PERFORMANCE OF THE PROVINCIAL GOVERNMENT COMPARED TO THEIR LOCAL GOVERNMENT**

*Satisfaction with overall performance:  
Provincial vs Local Government*



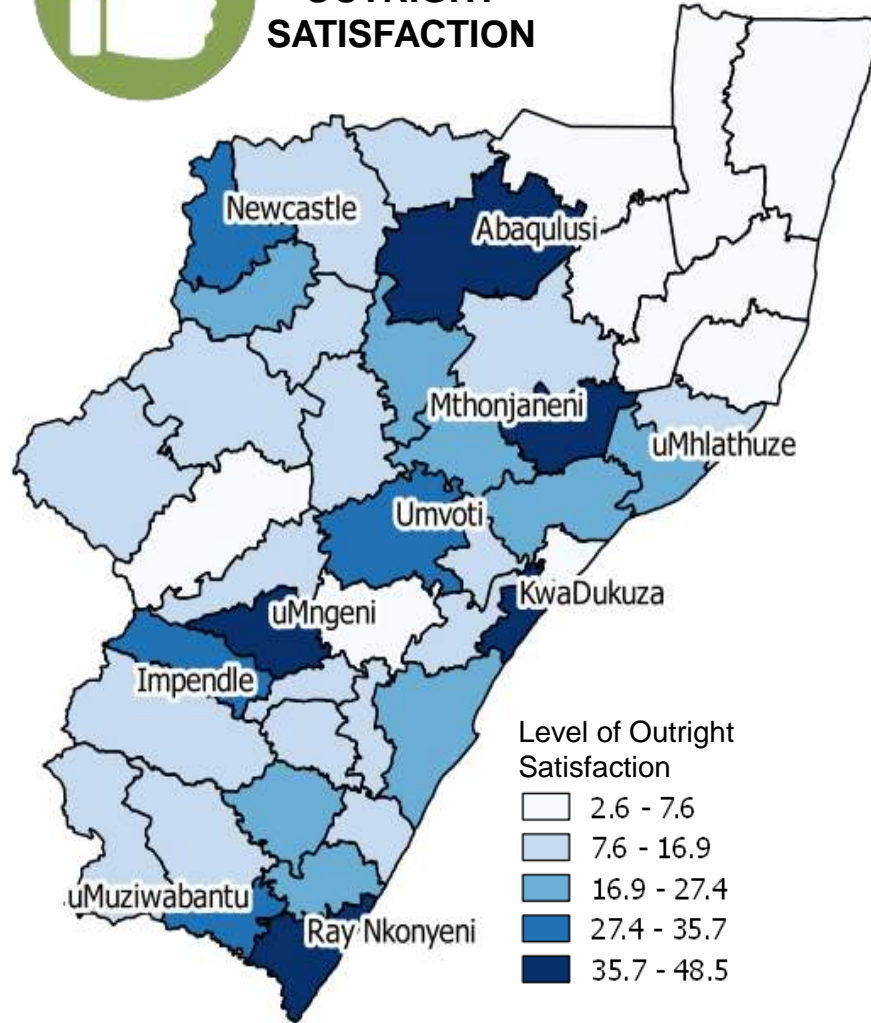


# STRENGTHENING OVERSIGHT & ACCOUNTABILITY IN THE LOCAL SPHERE

## FINDINGS OF THE PROVINCIAL GOVERNMENT CUSTOMER SATISFACTION SURVEY (CSS) ON THE PERFORMANCE OF KZN MUNICIPALITIES IN 2017 ... cont



### LEVEL OF OUTRIGHT SATISFACTION

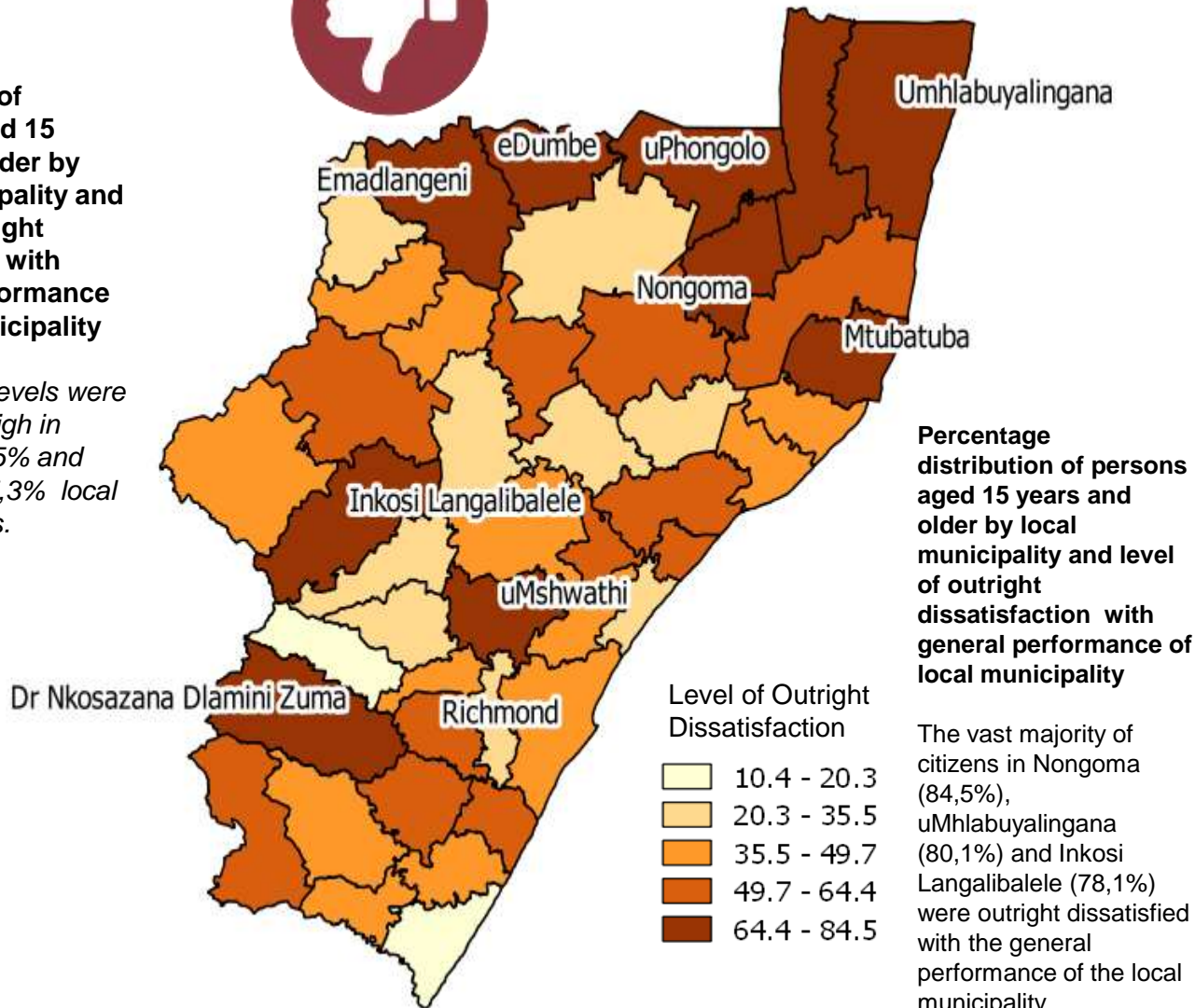


Percentage distribution of persons aged 15 years and older by local municipality and level of outright satisfaction with general performance of local municipality

*Satisfaction levels were particularly high in uMngeni 48,5% and Abaqulusi 47,3% local municipalities.*



### LEVEL OF OUTRIGHT DISSATISFACTION



Percentage distribution of persons aged 15 years and older by local municipality and level of outright dissatisfaction with general performance of local municipality

The vast majority of citizens in Nongoma (84,5%), uMhlabuyalingana (80,1%) and Inkosi Langalibalele (78,1%) were outright dissatisfied with the general performance of the local municipality

## STRENGTHENING OVERSIGHT AND ACCOUNTABILITY IN THE LOCAL SPHERE

### CONCLUSIONS

- Municipalities have been encouraged to **avoid using MPAC chairpersonship as a ‘bargaining instruments’, especially in coalition municipalities.**
- Speakers have been encouraged to give institutional and strategic support to MPACs on an ongoing basis and must monitor their effectiveness. For instance, **MPAC reporting to the Municipal Council must be institutionalised and monitored for effectiveness.** In return, MPACs must take their mandates seriously and focus on dealing UIFW matters in their respective municipalities
- Developing the **skills of Councillors** should be seen an integral part of improving oversight in municipalities and must be given priority. The collaboration between CoGTA, SALGA, NSG, Institutions of Higher learning, relevant SETA’s and Municipalities should be sustained going forward.
- Institutions/Structures that support governance in municipalities should be strengthened and supported at all times, including the AG, the Public Protector, Audit Committees, etc.
- Consideration should be given by the Provincial Government to integrate systems and a central office to handle complaints from municipalities or the public about the performance of municipalities (Particularly as some of these complaints relate to functions performed by the Provincial and National Departments)
- Provincial support to municipalities must translate to better outcomes. These could be measured in many ways such as: Audit Outcomes, Improvements in Service Delivery, Improvements in the overall quality of life (jobs, access to services, poverty eradication and reducing inequality)

# THANK YOU



**“Good government only happens when the people working in it do their jobs, and do them well.”**

Matthew Lesko