



Local Government

Eastern Cape, South Africa



MAKANA MUNICIPALITY STRATEGIC PLAN EVALUATION 2017/18



Lungile Penxa

PSAM

Public Service
Accountability
Monitor



RHODES UNIVERSITY
Where leaders learn

ADVANCING YOUR RIGHT TO SOCIAL ACCOUNTABILITY

LOCAL GOVERNMENT: MAKANA MUNICIPALITY

Strategic Plan Evaluation:

Integrated Development Plan 2017 - 2022

Service Delivery & Budget Implementation Plan 2017/18

December 2017

Lungile Penxa

Monitoring and Advocacy Programme

Public Service Accountability Monitor

For more information, contact the PSAM, psam-admin@ru.ac.za

Tel: (046) 603 8358/8829

@Right_to_SAM

INTRODUCTION OF THE MANDATE OF THE PUBLIC SERVICE ACCOUNTABILITY MONITOR (PSAM)

The South African Constitution commits government departments to the progressive realisation of various socio-economic rights within available resources. These rights include the right to have access to water and sanitation, education, healthcare, housing and social welfare.¹ The PSAM defines social accountability as the obligation by public officials and private service providers to justify their performance in progressively addressing the above rights via the provision of effective public services. In order to effectively realise these rights through the delivery of public services, municipalities, state departments and private service providers responsible for the management of public resources must implement effective accountability and service delivery systems. These include planning and resource allocation systems; expenditure management systems; performance monitoring systems; integrity systems; and oversight systems. The effectiveness of these systems can be established by monitoring their information outputs. To evaluate these systems, the PSAM has developed a set of evidence-based tools for monitoring the information produced annually by each system.

The Monitoring and Advocacy Programme of the PSAM evaluates budgeting, planning, expenditure and performance in the following service delivery departments of the Eastern Cape government: Education, Health, Makana Municipality, Human Settlements and Environmental Affairs. **The PSAM strongly welcomes written or verbal feedback on the following findings and recommendations so that we can know what is feasible, what is not, and why it is not.**

¹ Constitution of the Republic of South Africa. Act 108 of 1996, Chapter 2, Sections 26, 27 and 29.

EXECUTIVE SUMMARY

This report evaluates Makana Municipality Service Delivery & Budget Implementation Plan (SDBIP) for 2017/18 against the Integrated Development Plan (IDP) for 2017- 2022 to ascertain whether these documents meet the requirements for an effective, and accountable strategic planning that realistically gives priority to the needs of Makana residents. Arguably, the SDBIP for 2017/18 aligns to the IDP for 2017 – 2022 through responding to the needs of the Makana community identified in the IDP. It is difficult to assess the SMART-ness of the set targets, because they are not time-bound and this questions the achievability of them. The targets set in the operational plan are specific, measurable, achievable, realistic and not time-bound. The period given to all these targets is the entire 2017/18. It is not clear when will these targets be achieved within 2017/18. The non-financial targets could have been achieved in months if their implementation was started immediately after the beginning of the new financial year for 2017/18. Some deliverables in the operational plan have functional areas for accountability purposes and others do not have them. There are budget allocations for each target, but there is no motivation for that particular allocation, making it difficult to prove why a particular target is worth that budget allocated to it.

The SDBIP furthers plans to address the municipality's challenges² identified in the IDP. Even though the municipality restructured its development priorities, they need to highly prioritize good governance, institutional development and public participation over all basic service delivery related developments, because a well-developed institution with an improved governance can results into an effective and efficient services.

The municipality's commitment to waste management in its boundaries is necessary, because pollution negatively affects human health, animals, vegetation, as well as soil, air, and water quality. The municipality needs to have an existing, updated and enforceable bylaw to ensure adherence to this commitment.

The municipality aims to have signed performance agreements by senior and middle managers, and to develop individual Performance Management System (PMS) policy. The municipality needs to prioritize the development of the individual PMS policy, so that individual employees can understand their annual performance evaluation process. The individual PMS policy must clearly state measures for applying corrective action on staff who require expert support to improve and those who require professional disciplinary action for negligence or wilful underperformance and supressing the efforts of improving the municipal governance.

² In governance, finances, basic service delivery, human resource, performance, and lack of compliance with required legislations

The municipality commits to revise its organogram by 30 June 2018. The urgent revision of the organogram is necessary, because it will affect the annual staff performance and most importantly delay the provision of urgent municipal services to its clients. Moreover, in the interests of improving service delivery, governance and accountability to its residents, the municipality must adhere to its commitment to update the indigence register monthly. This will help to trace inconsistencies on a monthly basis, verify and rectify the errors, so that they do not affect the quarterly registers submitted to Treasury for the Equitable Share transfers.

The municipality planned to collect 100 percent revenue on a quarterly basis in this financial year. To ensure accurate billing and improved supervision of meter readers, the revenue manager must continue take corrective action for inadequate reading of meters for no valid reason to enhance the 100 percent collection revenue rate.

The municipality's commitment to comply with section 102 of the MFMA in this financial year is a necessary step towards improving its governance. As a recommendation, Makana Municipality must develop and implement consequence management processes to officials who fail to comply with section 102 of the MFMA.

Since the municipality admits that its governance needs to be enhance, their governance must be in the interest of their clients. They must further follow relevant legislations, be effective, efficient, transparent and accountable for the betterment of the people.

It is recommended that the land audit process to be done this year must not take the entire 2017/18 financial year, so that land for human settlements can be secured sooner and land can also be sold to interested parties for municipal revenue generation purposes. The land audit needs to be conducted by an individual with advanced skills in Geographic Information System (GIS). A fast-tracked land audit will also benefit the municipality in effectively utilising the land for housing development, business development, to addressing commonage demarcation, grazing land, town planning and agricultural purposes.

The municipality plans to report quarterly on RDP housing development projects. These reports must be easily accessible to the public through existing forms of communication to the public. The revived Masiphathisane platform must also be used to improve public access to municipal information, in the interests of cooperation between the municipality and its residents for the benefit of improved governance and municipal service provision.

INTRODUCTION: EVALUATION OF MAKANA MUNICIPALITY STRATEGIC & OPERATIONAL PLANS

At the local government sphere, Municipalities are mandated to develop the strategic plan, a five-year plan (Integrated Development Plan (IDP)). The IDP sets out the municipality strategic policy and plans for the coming five years. The municipality is further obligated by the MFMA³ (56 of 2003), through the Executive Mayor to develop, approve and sign a detailed one-year operational plan – Service Delivery & Budget Implementation Plan (SDBIP). The SDBIP must feed into performance agreements between executive authorities⁴ and accounting officers⁵ and must provide quarterly performance measures and targets, as well as quarterly budget information.

Strategic Planning forms the foundation on which service delivery is built and it is primarily the road map of how the service will be delivered. This report evaluates Makana Municipality SDBIP for 2017/18 against the IDP for 2017- 2022 to ascertain whether these documents meet the requirements for an effective, and accountable strategic planning that realistically gives priority to the needs of Makana residents.

KEY SOCIAL INDICATORS ON THE SDBIP FOR 2017/18

The IDP for 2017 – 2022 aligns to the SDBIP for 2017/18. The latter responds to the needs of the Makana community identified in the former. The IDP further identifies and acknowledges the municipality challenges in governance, finances, basic service delivery, human resource, performance, and lack of compliance with required legislations. The strategic objectives, key performance indicators and targets of the SDBIP for 2017/18 are intended to respond to the challenges identified in the IDP for 2017 – 2022. The key social indicators evident in the SDBIP:

- Illegal dumping community education and awareness programmes
- Road safety assistance programmes
- Road maintenance and construction of roads in the municipal jurisdiction
- Construction of sewer lines
- Reporting on RDP housing development projects
- Stakeholder engagement
- Annual Profiling the socio-economic situation of each Ward
- Revival of the Inter-Governmental Relations (IGR) Forum

³ Municipal Financial Management Act

⁴ Executive Mayor

⁵ Municipal Manager, Senior Managers, Managers.

- Women and youth initiative (which is prioritized under good governance and public participation without a clear functional area)
- Community urban agricultural initiatives
- Land audit
- HIV/Aids, STI and TB awareness programmes
- Elderly, children and women programme
- Masiphathisane meetings
- Elderly, children and women programme

MAKANA MUNICIPALITY SOCIO-ECONOMIC OVERVIEW

The establishment of Makana Municipality is done according to section 12 of the Municipal Structures Act (118 of 1998). The Municipality has a Mayoral Executive System combined with a Ward Participatory System. Section 2(b) (i) (ii) of the Municipal Systems Act states that the political structures, administration and community constitute the Municipality. The political structures of Makana Municipality include:

- The Makana Municipal Council that comprises 27 Councillors, 14 Ward Councillors and 13 Proportional Representation (PR) Councillors.
- The Office of the Speaker: the Speaker is the Chairperson of the Municipal Council
- The Executive Mayor and Executive Mayoral Committee; and Portfolio Committees who monitor Directorate operations.⁶

The Municipal Administration has the following six directorates:

- The Office of the Municipal Manager
- Corporate and Share Services
- Public Safety and Community Services
- Budget and Treasury Office
- Engineering and Technical Services
- Local Economic Development and Planning.⁷

Section 152 in Chapter 7 of the Constitution state that the duties and functions of local government include democratic and accountable governance and most importantly the provision of social services to citizens. In Chapter 8 of the Municipal Systems Act (MSA) 32 of 2000, mandates Makana Municipality to give priority to the basic needs of their local community by ensuring that they access at least the minimum level of basic municipal services (Section 73(1) (a) and (c)). Makana Municipality is constitutionally obligated to provide the

⁶ IDP (2017, p. 83)

⁷ IDP (2017, p. 84).

following services: water and sanitation; electricity; refuse removal; municipal roads; firefighting; parks and recreation; management of stray animals; and regulation of public spaces.

Population – Eastern Cape, Sarah Baartman District Municipality and Makana Local Municipality

Table 1: Provincial, District Municipality and Local Municipality population (2016)

Stats SA 2016	Eastern Cape	Sarah Baartman District Municipality	Makana Local Municipality
Total Population	6 996 976	479 922	82 060

Source StatsSA 2016.

The statistical information from table 1 shows that Makana Municipality accounts for 17% of the population of Sarah Baartman District and 1.2% of the Provincial population. Makana is the second largest population contributor in the district depicting that the municipality is supposed to contribute significantly in the District.

Table 2: Population of Makana Municipality by demographic category: 2011 and 2016

DEMOGRAPHICS	2011		2016	
	No	%	No	%
Population	80 390		82 060	
	Population Growth			2.1
	Population Profile			
Black African	62 702	78.0	66 257	80.7
Coloured	9 725	12.1	8 788	10.7
Indian or Asian	525	0.7	470	0.6
White	6 974	8.7	6 546	8.0

It is of interest to note the percentage decreases in all demographic groups with the exception of Black African between 2011 and 2016 (Table 2). Most notable is the decrease in the Coloured demographic by a 1.4 percentage points. According to the Community Survey done by Statistics South Africa in 2016, Makana Municipality has a total of 22 700 households. The IDP (2017-2022, p. 58) shows that 6 085 of 22 700 (27 %) were indigent during the financial

year of 2016/17. In the Makana Municipality’s IDP document⁸ Indigent households are defined as “households where the combined monthly income of the household is less than the equivalent of two state pensions.”

Table 3: Total number of households and average household size at Makana Municipality (2011 and 2016)

HOUSEHOLDS	2011	2016
Number of households	21 849	22 700
Household size	3.7	3.6

The Statistics South Africa 2016 Community Survey indicates that the top five challenges that Makana local municipality is facing are:

- Lack of safe and reliable water supply (20% of the population)
- Lack of employment opportunities (15% of the population)
- Inadequate housing (14% of the population)
- Inadequate road infrastructure (14% of the population)
- People reported that they are affected by Violence and Crime (5% of the population)

These findings are important as they give us an understanding of how Makana residents perceive their socio-economic problems to be. These findings can also be compared with the needs of Makana Municipality residents documented in the IDP for 2017.

OVERVIEW OF STRATEGIC DIRECTION AND DEVELOPMENT POLICY PRIORITIES

Section 153 of the Constitution stipulates that a municipality must structure and manage its administration, budgeting and planning processes in such a manner that priority is afforded to providing for the basic needs of the community as well as promote socio-economic development. Further to this - both the Municipal System Act (2000) and the MFMA jointly work to facilitate the necessary compliance with this developmental agenda. It is with these specific principles in mind that the PSAM seeks to interrogate the extent to which municipal strategic plans are adequately detailed – and resourced - to fulfil their mandate.

In the 2017/18 financial year, the foreword by the Executive Mayor indicates that Makana Municipality strategic planning incorporates the IDP, Budget and Performance Management

⁸ IDP (2017-2022, p. 58)

System with one another while simultaneously aligning their planning to the National Development vision for 2030 and Provincial Strategic Plans which sets out the Eastern Cape Government's vision and strategic priorities for their current term of office.

The Executive Mayor's foreword further stipulates that Makana Municipality development priorities have been refined and rearranged⁹ to reflect community needs to be addressed in the 2017/18 financial year:

- 1) **Basic Service Delivery and Infrastructure Development** is development priority number one. The key focus areas are Water and Sanitation Infrastructure Development and Roads maintenance.
- 2) **Local Economic Development and Rural Development** is development priority number two substituting Community and Social Development that was priority number two in the IDP for 2011-2017. The key focus is on Radical Socio-Economic Transformation that includes Small Medium and Micro Enterprise (SMME) Development.
- 3) **Community and Social Development** is development priority number three, focusing mainly on Clean City and Waste Management.
- 4) **Institutional Development and Financial Viability** is priority number four with special emphasis on reinvigorating the Institutional Image and Revenue Enhancement.
- 5) **Good Governance and Public Participation** is the second last development priority – priority five with the special emphasis on Improved Stakeholders, Community Engagement and alignment to Sector Departments and Clean Governance.
- 6) **Human Settlement Management** is development priority six. The Municipality understands this function is not entirely their mandate¹⁰, but it is rather a provincial mandate of the Department of Human Settlements. Nevertheless, the municipality plays the following important roles in housing development: Section 9 (1) (a) (i) (b) (c) (f) of the Housing Act (107 of 1997) stipulates that “[Makana] municipality must, as part of the municipality's process of integrated development planning, take all reasonable and necessary steps within the framework of national and provincial housing legislation and policy to ensure that the inhabitants of its area of jurisdiction have access to adequate housing on a progressive basis; set housing delivery goals in respect of its area of jurisdiction; identify and designate land for housing

⁹ In the SDBIP for 2016/17 Development Priorities were in this order: (1) Institutional Transformation & Organizational Development; (2) Basic Service Delivery; (3) Local Economic Development; (4) Financial Management & Viability; (5) Good Governance & Public Participation.

¹⁰ Final IDP document (2017-2022, p. 2).

development; and initiate, plan, co-ordinate, facilitate, promote and enable appropriate housing development in its area of jurisdiction.”

The Executive Mayor acknowledges that the Constitution¹¹ places a developmental duty on Makana Municipality to structure and manage its administration, budgeting and planning processes in a manner that gives priority to the basic needs of the community. The restructuring done by the municipality on its development priorities is welcome however; the municipality needs to prioritize good governance, institutional development and public participation over all basic service delivery related development. This is because the roots cause of the problems facing the municipality reveals that the institution and its governance critically requires improvement. Public participation further requires improvements to be active and inclusive. Effective and efficient service delivery requires a functional partnership between the municipality and its clients. This partnership can contribute in changing citizens’ mind-set, so that they see themselves as owners of the municipality and municipality officials treating them as clients of service delivery who require a service delivered in an effective, efficient, transparent and accountable manner. The following discussion that analyses the operational plan unpacks these issues in detail and provide feasible recommendations.

The Executive Mayor’s foreword further indicates Makana municipality is required to adhere to the principles of co-operative governance by working with other spheres of government to ensure its Integrated Development Plan aligns to the Sarah Baartman District IDP, Eastern Cape Provincial Strategic Plan, and National Development Plan (NDP).¹²

OPERATIONAL PLAN: SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN (SDBIP) 2017/18

The development priorities of the Municipality as indicated earlier have specific key focus areas that are in the interest of service delivery and governance. The following discussion scrutinises these key focus areas and offer recommendations. This is important as these key focus areas align to the needs of the Makana residents identified in the IDP for 2017/18.

DEVELOPMENT PRIORITY ONE: BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

The key focus areas are Water and Sanitation Infrastructure Development and Roads maintenance. There are only four performance indicators with three focusing on the acquisition of movable property and on illegal dumping community education and awareness programmes. These awareness programmes are allocated R 7 000 but it is not clear whether

¹¹ Republic of South African Constitution Act (108 of 1996).

¹² Final IDP document (2017-2022, p. 2).

the municipality has this money and how and when it will be spent within the financial year. Moreover, illegal dumping community awareness programmes should have been prioritized under Development Priority Three: Community and Social Development since the key focus area here is Clean City and Waste Management. We welcome the municipality's effort to address illegal dumping as it contributes to air and environmental pollution, and pollution negatively affects human health, animals, and vegetation, as well as soil, air, and water quality (Babayemi, Ogundiran & Osibanjo, 2016).¹³ However, the SDBIP does not show what will happen if this hard work is done and the municipal boundaries are still dirty, because residents and their domestic animals are not enjoying their rights and benefits of a clean and healthy environment in a responsible manner as stipulated on section 3 (2) (a – b) of the RSA Constitution. The municipality has a legal duty to ensure that its residents live in a safe and healthy environment (section 24 (a), 152 (d) of the RSA Constitution; National Health Act; section 3 (1) of the Municipal Systems Act; and section 84 (i) of the Municipal Structures Act). In line with section 156 (2) of the RSA Constitution, there is a need for the municipality to show that there is an existing, updated bylaw that will be enforced to ensure adherence to cleanliness and management of waste in the municipality jurisdiction.

DEVELOPMENT PRIORITY THREE: COMMUNITY AND SOCIAL DEVELOPMENT

Under development priority three, the Municipality is specifically focusing on cleaning and managing waste in the Municipality jurisdiction. However, some of the performance indicators set do not correlate to waste management. For instance, road safety awareness programmes; community safety forum, monthly reporting on the activities of library services, sport recreational facilities. As much as these indicators are a reflection of the work done in the Directorate of Community Safety and Social Services, but it is a failure to balance policy priorities for 2017/18 to the 2017/18 Operational Plan of the municipality.

DEVELOPMENT PRIORITY FOUR: INSTITUTIONAL DEVELOPMENT & FINANCIAL MANAGEMENT

Signing of Employment Contracts by All Employees:

The signing of employment contracts, as a performance indicator, is allocated R 312 594.00, however, it is not shown whether the development of the employment contract is outsourced hence the allocation of funds or it is insourced from an employee who has the expertise and will need to be reimbursed for the extra work undertaken for the municipal benefit. Moreover, as part of efforts to create an efficient, effective and accountable administration, the SDBIP

¹³ Babayemi, J.O., Ogundiran, M.B. and Osibanjo, O. (2016). Overview of environmental hazards and health effects of pollution in developing countries: a case of Nigeria. *Environmental Quality Management* 26 (1): 51-71.

for 2017/18 indicates that all Makana municipality employees will sign employment contracts, but the annual target is 700. According to the 2015/16 annual report, the municipality had 714 employees. The 2017-2022 final IDP indicates that the municipality employee composition is 1031 including vacancies and non-funded positions as shown in the table below:

Total Positions of the Entity (incl. non-funded positions)	Total Vacant Non-Funded Positions	Total Vacant Positions as per Organogram
1031	290	105

Using the figures on the table¹⁴ and excluding the total non-funded vacant positions and total vacant positions as per the organogram, realistically the municipality has a total of 636 employees in funded positions who should be signing their employment contracts in the 2017/18 financial year. However, the municipality annual target for signing employment contracts is 700. This could be mean that the municipality set a target of 700 without verifying the 636 realistic employees as per the table below or that the 64 extra employees that make up the annual target of 700 will be reducing the 105 vacant positions (i.e. filling of vacancies) as per the organogram.

We welcome the municipality's move to ensure that all its employees sign employment contracts. The Corporate Service Directorate ensured that an employment contract exist in the middle of the second quarter of the year and for submitting it for adoption to the Municipal Council in the Special Council meeting of 24 November 2017. This suggests that annual target of signing employment contracts can be met in the 2017/18. This is the first step of accountability for employees in the municipal administration, because an employment contract includes a job description which stipulates what an employee is obligated to do and the employee committing, by the signature and understanding of the job description that they will deliver as expected.

In the absence of signed employment contracts and annual individual performance evaluations, it is not possible to hold employees accountable for their annual performance. This further explains why the municipality did not implement their performance management policy framework in 2015/16 and 2016/17 financial years and plans to start implementing it in the 2017/18 financial year at senior and middle management level. It is only possible to hold employees accountable for their annual performance when employees have job descriptions and managers to make them understand what they are expected to do. Without the existence of the above it not feasible to implement performance management systems. The lack of

¹⁴ Table accessed from the final IDP 2017-2022.

application of the Municipal Performance Management Systems undermines section 66 of the Municipal Systems Act, which stipulates:

“(1) A municipal manager, within a policy framework determined by the municipal council and subject to any applicable legislation, must: (a) approve a staff establishment for the municipality (b) provide a job description for each post on the staff establishment; (c) attach to those posts the remuneration and other conditions of service as may be determined in accordance with any applicable labour legislation; and (d) establish a processor mechanism to regularly evaluate the staff establishment and, if necessary, review the staff establishment and the remuneration and conditions of service.”

It is clear from section 66 that Makana Municipality must employ the senior manager who will ensure that the performance management system is implemented across departments. In the absence of senior leadership due to vacancies, the municipality and COGTA¹⁵ undermine section 66 of the Municipal Systems Act by not filling the critical vacancy within three months as legislatively expected.

Implementation of Performance Management System (PMS):

According to the Municipal Planning & Performance Regulation Act 2001 section 7(2) (a) (b)(c)(d)(e)(f)(g), when a municipality develops its performance management system:

“it must demonstrate how it is to operate and be managed from the planning stage up to the stages of performance review and reporting; clarifies the roles and responsibilities of each role-player, including the local community, in the functioning of the system; clarifies the processes of implementing the system within the framework of the integrated development planning process; determines the frequency of reporting and the lines of accountability for performance; relates to the municipality’s employee performance management processes; and provides for the procedure by which the system is linked to the municipality’s integrated development planning processes”

In this financial year, the municipality targets to ensure that senior and middle managers sign performance agreements and to develop individual performance management system policy. The Municipality’s 2015/16 Annual Report shows that the Municipality Performance Management Policy Framework was not up-scaled to the entire municipal staff, because

¹⁵ Corporate Governance & Traditional Affairs is legislatively obligated to expertly support, guide and monitor municipalities. COGTA further has strategic goal of strengthening municipal institutional capacity to promote good governance and effective service delivery <https://provincialgovernment.co.za/units/view/5/Eastern-Cape/Cooperative-Governance-and-Traditional-Affairs>.

senior managers did not to sign their performance agreements¹⁶ and this framework was revised during the 2015/16 financial year. The final IDP for 2017-2022 indicates that the “municipality has revised its Performance Management System (PMS) and was approved by Council in June 2016. PMS is not implemented across the municipality, Performance evaluation are only done at senior management only.”¹⁷ This suggests that the PMS policy approved in 2016 was developed without consideration that the performance of every municipal employee needed to be evaluated annually hence the need to develop the individual PMS policy. As a recommendation, the municipality needs to prioritize the development of the individual PMS policy, so that individual employees can understand annual performance evaluation process. This can lead to improved employee behaviour, since they understand how they are expected to perform and what will happen to them when they intentionally underperform. The individual PMS policy must state clearly how corrective actions will be taken for staff who require expert support to improve and those who require professional punishment for intentionally underperforming and supressing the municipal efforts of improving the state of its governance.

Review of the Municipality Organizational Structure:

The SDBIP indicates that the municipality has set an annual target of revising its organogram by 30 June 2018. It further shows that the last revision was in 2016, which implies that the municipality started a new financial year with an outdated organogram. This is the responsibility of the Corporate Services Directorate and the absence of sustainable senior management since 2015¹⁸ has contributed to the lack of consistence in annually reviewing the organizational structure to correspond to the annual organizational changes in the municipality. The urgent revision of the organogram is necessary, as it will affect the annual staff performance. Most importantly, this will delay the provision of urgent municipal services to its clients, since the municipality failed to release casual staff after three months as stipulated by the South African Labour Relations Amendment Act, 2014.¹⁹ This resulted in the municipality absorbing 117 casual staff on a permanent basis.²⁰ These employees are paid monthly, but they do not have job titles and understand their job specifications as permanently

¹⁶ Page 46 of the 2015/16

¹⁷ Page 92 of the Final IDP for 2017-2022.

¹⁸ <http://www.grocotts.co.za/2017/09/27/corporate-services-director-profile/>.

¹⁹ Section 198A. (1) a ‘temporary service’ means work for a client by an employee— (a) for a period not exceeding three months”

²⁰ Executive Mayor & Ms Riana Meiring (Acting Municipal Manager at the time) raised this matter in a Strategic Planning Meeting co-organized by Makana Municipality & Grahamstown Business Forum (GBF) in February 16, 2017.

employed municipal staff²¹, because as the SDBIP for 2017/18 shows the organogram is only being revised in this financial year. It is acknowledged that the municipality might have started addressing this issue especially with the existence of the new Director for Corporate Services who will primarily be responsible for ensuring that these revisions are done as stipulated in the SDBIP.

Development Priority Four: Financial Viability Management

According to the SDBIP for 2017/18, development priority four of the municipality will specifically focus on boosting the institutional image and enhance revenue. As part of the municipal efforts to financially report accountable, the SDBIP shows that there will be quarterly reports on the number of capacity building trainings conducted or attended to improve finances and reporting. This reporting must show whether these capacity-building trainings are assisting the officials in finances to be effective in their work or not. This is important as it can reveal whether officials still require relevant expert skill enhancement to function effectively and efficiently or not.

The municipality commits to update the indigent register on a monthly basis for twelve months in this financial year. It is important for the Revenue Manager adhere to the commitment of updating this register monthly for consistency and effective management. Monthly managing of this register can help the Revenue Manager to trace inconsistencies on a monthly basis, verify and rectify the errors, so that they do not affect the quarterly registers submitted to Treasury for the Equitable Share transfers. It is critical for the municipality to adhere to this commitment in the interest of improving service delivery, governance and accountability to its residents.

The municipality indicates that they will collect 100 percent revenue on a quarterly basis in this financial year. It is essential for the Revenue Manager to ensure accurate billing and improved supervision of meter readers and to take corrective action when meter reading is not done to enhance the 100 percent collection revenue rate. As long as corrective actions are not taken for not reading meters, revenue collection will not reach the target of 100 percent, because it requires 100 percent billing and 100 percent collection. In the Special Council meeting of June 27, 2017, it was revealed during the council discussions that meter reading was not done for the entire month, because the designated meter reader did not have safety boots. As much as the Municipality is obliged to provide safe boots for the meter readers, that behaviour was unacceptable, because it affected the revenue of that month and it further contributed to delayed service provision by the municipality to its clients. We appreciate that

²¹ In an Ordinary Council Meeting of May 4, 2017, it was indicated that the Municipality Organogram needs to be reviewed. It was indicated that some of the current staff do not understand their roles and responsibilities.

the Revenue Manager took action by giving verbal and written warnings to the relevant officials.²² Moreover, the Revenue Manager further recommended, “meter readers to be increased to get accurate meter reading each month or introduce smart-metering.”²³ Even though the Municipality is introducing smart meters, they still require employees to operate them, so it is important that the behaviour of meter readers to be enhanced for the benefit of good governance, public integrity and effective and efficient municipal billing.

A smart meter is “an advanced meter (usually an electrical meter) that identifies consumption in more detail than a conventional meter, and optionally communicates that information via a network back to the local utility for monitoring and billing purposes.”²⁴ Smart meters help minimise billing errors, improve revenue collection and reduce non-technical electricity losses.²⁵ Smart meter pilots done by the City of Johannesburg,²⁶ by Eskom in Soweto²⁷ indicate that municipal clients must be involved from the inception, emphasizing the need for ongoing community meetings in various community forums during the pilots and full implementation of smart meters.²⁸ For Makana Municipality, this suggests that they need to urgently improve their relationship with their clients, since it will be key during the implementation of smart meters. This further requires improved governance and service provision, so that residents can be motivated to positively partner with their municipality. A further recommendation is that Makana Municipality must firstly communicate their intentions to introduce smart meters to their clients before the installation of smart meters to avoid clients’ resistance and ensure success of the initiative.²⁹ SAMSET³⁰ strongly advocates that municipalities including Makana municipality to invest significant effort on planning, designing, testing, integrating and piloting smart meter rollouts, and only embark on a full scale implementation of smart metering once the pilot projects are successful.³¹

²² Ordinary Council Meeting of 25 October 2017 (p. 9)

²³ Makana Municipality Special Council Meeting of the 27 June 2017 (p. 1).

²⁴ <http://sarpa.co.za/Portals/25/Documents/Papers/2007/11%20-%20Edison%20Makwarela.pdf> (page 11) Accessed 10.10.2017.

²⁵ SAMSET, 2015. Smart Metering: Overview and Considerations for South African Municipalities: Sustainable Energy Africa. <http://samsetproject.net/wp-content/uploads/2016/02/Smart-metering-overview-and-consideration-for-South-African-municipalities.pdf>. Accessed 10.10.2017.

²⁶ City Power Smart Metering Project

²⁷ Soweto Split Metering Project

²⁸ SAMSET, 2015, p. 4- 5. <http://samsetproject.net/wp-content/uploads/2016/02/Smart-metering-overview-and-consideration-for-South-African-municipalities.pdf>. Accessed 10.10.2017.

²⁹ SAMSET, 2015, p. 7. <http://samsetproject.net/wp-content/uploads/2016/02/Smart-metering-overview-and-consideration-for-South-African-municipalities.pdf>. Accessed 10.10.2017.

³⁰ SAMSET – Supporting Sub-Saharan African Municipalities with Sustainable Energy Transitions.

³¹ Ibid.

In this financial year, the municipality is committing to comply with section 102 of the MFMA.³² Section 102 is about taking corrective action as result of an incurred irregular, fruitless and wasteful expenditure. The SDBIP for 2017/18 shows that the municipality plans to decrease unauthorised, irregular, fruitless, and wasteful expenditure. Makana Municipality audit outcomes for 2015/16 reveal that the municipality incurred an understated irregular expenditure of R128, 3 million (2015: R89, 9 million) due to inadequate systems to identify and disclose all irregular expenditure.³³ The municipality further incurred unauthorised expenditure of R225, 2 million and as result, the Auditor General could not to obtain sufficient appropriate audit evidence disclosed in the financial statements.³⁴ The AG³⁵ noted that this unauthorised expenditure of R225, 2 million has not been recovered, condoned or written off. The municipality incurred fruitless and wasteful expenditure amounting to R9, 9 million (2015: 5, 8 million) during the year ended in 30 June 2016 due to interest paid on overdue payments.³⁶ The AG argues that “unauthorised, irregular, fruitless and wasteful expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32 (2) (a) (ii) of the Municipal Finance Management Act”³⁷ This is an example illustrating the fact that the municipality is not enforcing consequence management. The municipality currently writes off expenditures without taking any corrective actions. The municipality’s commitment to comply with section 102 of the MFMA in this financial year is a necessary step towards improving its governance. As a recommendation, Makana Municipality must develop and implement consequence management processes to officials who fail to comply with section 102 of the MFMA. The 2015/16 AG findings on municipalities reveal that failure to apply consequence management is one the major challenges facing local government, which requires:

Policies and procedures... [to] be applied fully to enable municipalities to implement consequence management for officials who fail to comply with the applicable legislation, while appropriate and timely action must be taken against transgressors. All parties should follow a less tolerant approach, including those charged with governance and oversight, which will result in the enforcement of accountability and

³² Municipal Financial Management Act

³³ Auditor General South Africa 2015/16 Report of the auditor-general to Eastern Cape Provincial Legislature and the council on Makana Local Municipality: <http://www.agsa.co.za>. (Page 3).

³⁴ Ibid (page 4).

³⁵ Auditor General

³⁶ Ibid (page 5).

³⁷ Ibid (page 10).

consequences instituted against those who intentionally fail to comply with legislation.³⁸

Makana Municipality's efforts to permanently fill the position of the Municipal Manager and the Director for Public Safety and Community Services are critical to the sustainable implementation of consequence management. The 2015/16 audit outcomes indicate that the absence of permanent officials in top and middle management compromised leadership and guidance in the implementation of consequence management while "existing leadership did not institute all the disciplines necessary to enable effective oversight that promoted efficiency and effectiveness in financial management, service delivery and compliance with laws and regulations."³⁹ The fact that the current leadership did not institute all the necessary discipline emphasises Makana Municipality's poor governance and weak leadership which needs strengthening to ensure that decision making is in the interest of Makana residents and stakeholders.

Development Priority Five: Good Governance and Public Participation

The South African Constitution in section 152 (a) stipulates that the local government sphere is mandated to provide democratic and accountable government for local communities, and (e) to encourage the involvement of communities and community organizations in the matters of local government. The Municipal Systems Act (32 of 2000), Chapter 4, section 16 (1) (a) states that Makana Municipality "must develop a culture of municipal governance that complements formal representative government with a system of participatory governance to encourage, and create conditions for, the local community to participate in the affairs of the municipality. The SDBIP 2017/18 indicates that Development Priority Five specifically focuses on improved stakeholders, community engagement and alignment to sector departments and clean governance. In the final IDP for 2017-2022,⁴⁰ it is acknowledged that the municipality has a culture of poor or non-performance at all levels. This issue was also condemned in the Makana Ordinary Council meeting of May 4, 2017 and during the Special Council meeting of June 27, 2017, where the Executive Mayor argued that the municipality is faced with a culture of laziness, poor management at all levels and lack of consequences for poor and non-performance. In the final IDP for 2017-2022,⁴¹ it is argued that these issues must be addressed to improve service delivery, financial management and the audit outcomes. Regardless of the existence of senior managers, both in the political (i.e. Executive Mayor) and administrative

³⁸ AGSA (2015/16, p. 130) General report on the local government audit outcomes for 2015-16. <https://www.agsa.co.za/Portals/0/MFMA%202015%20-%202016/MFMA%202015-16%20GR%20Reports/1.%202015-16%20MFMA%20-%2020Consol%20GR%20-%20part10.pdf>.

³⁹ Ibid (page 10).

⁴⁰ IDP (2017-2022, p. 103).

⁴¹ Ibid.

(i.e. Directors) structures, holding the powers to ensure that this does not happen it has been allowed to be an accepted norm. All these issues are intertwined and when addressed the municipal governance can improve towards the direction of good governance. It is important for Makana Municipality to understand what good governance looks like, so that they understand what it entails for politicians and officials in the administration to take the municipality from this state of governance, which the Chairperson of the MPAC⁴² refers to as “bad governance that is full of secrecy”⁴³, to good governance.

Good Governance:

The United Nations Development Programme’s (UNDP)⁴⁴ defines governance as the exercise of economic, political and administrative authority to manage government affairs at all levels. Economic governance includes the decision-making processes that affect an institution’s economic activities and its relationships with other economies. Political governance is the process of decision-making to formulate policy. Administrative governance is the system of policy implementation.⁴⁵ Balan, *et al.* (2016, p. 11)⁴⁶ writing on good governance at local government level argues that “good governance should be change-oriented, result-oriented, commitment-oriented and ensure public participation.” They further argue that it is important to consider for whom the governance is good. If it is good for the governing and bad for the governed then it is not good governance.⁴⁷ For Makana Municipality governance to be good, it must follow relevant legislations, be effective, efficient, transparent and accountable for the betterment of the people.⁴⁸

As indicated earlier, that the performance of the municipality is poor at all levels and that there are no consequences for non-performance or underperformance, the Municipality needs to develop consequence management systems that will align to their performance management policy framework. Developed consequence management systems must be implemented, so that staff that underperforms can be supported to improve and corrective action can be taken

⁴² Municipal Public Accounts Committee.

⁴³ The Chairperson for MPAC made this comment when opening the MPAC meeting of September 8, 2017, where certain officials arrived late, others were absent from accounting on their departmental work without any explanation.

⁴⁴ <https://www.ifad.org/documents/10180/b638539f-2a1d-4181-a8da-c685eac1a245>. (page 5.)

⁴⁵ Ibid.

⁴⁶ Balan, *et al.* (2016) *Local Governance : 2 Good Governance*. Kerala Institute of Local Administration. <http://dspace.kila.ac.in:8080/jspui/bitstream/123456789/224/1/Local%20Governance%20-%20Book%20%20Good%20Governance.pdf>.

⁴⁷ Ibid.

⁴⁸ Ibid.

on those who intentional underperform as this affects municipal governance and delay municipal service provision to its clients.

Public Participation:

The SDBIP for 2017/18 shows that the municipality plans to revive the Inter-Governmental Relations (IGR) Forum. The final IDP for 2017/18 indicates that the Executive Mayor established an Inter-Governmental Relations Forum and is in the process of developing a local IGR Strategy stipulating its aims & objectives, roles and responsibilities of the IGR and its stakeholders. This local IGR strategy will further ensure the IGR Forum functions efficiently and effectively,⁴⁹ but it is unclear from the IDP for 2017-2022 how the existence of this strategy will improve intergovernmental relations. The established IGR Forum must therefore comply with the Intergovernmental Relations Framework Act (IRFA) of 2005. The IRFA of 2005 stipulates that Intergovernmental Relations are vital for promoting and facilitating intergovernmental relations between the district municipality and the local municipalities in the district.⁵⁰ Section 21 (1) (a) of the IRFA⁵¹ stipulates that provincial intergovernmental forums are vital to promote and facilitate effective and efficient intergovernmental relations between the province and local governments in the province with respect to that functional area. Makana Municipality IGR Forum must also incorporate inter-municipality forums. Section 29 (a) (b) (c) of the IRFA (2005) stipulates that inter-municipality forums are an opportunity for municipalities to “consult, discuss and share matters of mutual interest, including information sharing, best practice and capacity building; co-operating on municipal developmental challenges affecting more than one municipality; and any other matter of strategic importance which affects the interests of the participating municipalities.” Functioning intergovernmental relations that encompass the province, district and different municipalities are important especially during this era of struggling municipalities. A functioning IGR forum can ensure that Makana municipality learn lessons that can enhance the municipality planning to be in line with the provincial socio-economic challenges and strategies, and improve their ward-based planning through lessons learnt from strategies of bottom-up planning from other municipalities.

Implementation of Masiphathisane Plan:

Makana Municipality is planning to implement the Masiphathisane in the 2017/18 financial year. On 08 November 2016, the Office of the Premier conducted a training session for Makana Municipality stakeholders. On 14 December 2016, Local War Room⁵² was established

⁴⁹ IDP (2017/18, p. 100).

⁵⁰ Section 24 of the Intergovernmental Relations Framework Act of 2005.

⁵¹ Intergovernmental Relations Framework Act of 2005

⁵² Makana Municipality internal and external stakeholder participatory forum

constituting of representatives of all the Makana Stakeholders, Government Departments, Ward Councillors, PR Councillors, Municipal Manager, and Executive Mayor of the Municipality. On February 28, 2017, Makana Municipality in partnership with the Eastern Cape Office of the Premier (OTP) conducted Masiphathisane Training & Induction. 04 August 2017, the Eastern Cape Office of the Premier assessed the functionality of all War Rooms in the Sarah Baartman region. The officials from the OTP indicated that Ward 2 is the most functional out of the 14 Wards of Makana Municipality. In concurrence with the OTP, Ward 2 is the most effective ward with different committees that respond to the needs of the ward. Ward 2 also invites the municipality stakeholders to be part of their discussions on issues facing the entire municipality for the benefit of the ward. The local government researcher of the PSAM gets regular invitations from ward 2 to contribute in discussions on varieties issues such as food security initiatives, health, education and human settlements issues.

As much as the Municipality is committing to implement the Masiphathisane plan, the above-mentioned training session where the OTP's initiatives to prepare for operation Masiphathisane to commence and they gave go ahead for the commencement on November 8, 2016 after the training session. Realistically, operation Masiphathisane has not been functional in all wards as proven by the OTP officials in their recent assessment. We hope that the plan to be implemented in this financial year by the Executive Mayor (i.e. Champion of Operational Masiphathisane) will rejuvenate this public participation platform in the interests of cooperation between the municipality and its residents for the benefit of improved governance and municipal service provision.

Development Priority 6: Human Settlement

Municipalities are constitutionally obligated under section 26 (2) to take all reasonable and necessary steps to ensure that its residents have access to housing on a progressive basis. They are further legislatively mandated by the Housing Act (107 of 1997) to administer housing applications “set housing delivery goals in respect of its area of jurisdiction; identify and designate land for housing development; create and maintain a public environment conducive to housing development which is financially and socially viable; promote the resolution of conflicts arising in the housing development process; and initiate, plan, co-ordinate, facilitate, promote, and enable appropriate housing development in its area of jurisdiction.”⁵³

In line of these legislative obligations, we welcome the municipality's commitment and attempts to comply with housing legislations by doing a land audit at this particular point in time, because the demand for houses has increased nationally due to our young South African

⁵³ Housing Act (107 of 1997) Section 9 (1) (b) (c)(d)(e)(f).

population.⁵⁴ Additionally, South Africa has a total number of formal households constituting 79.2 %⁵⁵, which means that 20.8 % still require access to formal human settlements. Statistics South Africa⁵⁶ indicates that youth constitute 36.2 million (65.1 %) of the country's 55.6 million population, suggesting that the demand for accessing formal human settlements is set to increase even further. Under the jurisdiction of Makana municipality youth constitutes 54, 315 (66.1%) of the 82, 060 population of the Municipality.⁵⁷ We recommend that the land audit process must not take the entire 2017/18 financial year, so that land for human settlements can be secured sooner and be incorporated in the plans for human settlement provision in the next financial year. The completion of this land audit will ensure that those who have been struggling to access land can options of accessing it. In research done by Cotula, Toulmin & Quan (2006)⁵⁸ that examines the links between land access and poverty reduction in Africa, Latin America and Asia, they confirm that pressure on land is increasing due to the continued population growth, urbanisation, globalisation of markets and activities, international investment flows, trade negotiations and climate change. Since land is becoming a scarce natural resource, it has become more valuable and those with weak rights to this resource will tend to lose out. The poor, those in peri-urban areas, indigenous people, and women tend to be more vulnerable to land dispossession. Nevertheless, when their right to access land is realised they have a potential to contribute in urban and rural development that can contribute to create conditions that encourage local and foreign investment.

An urgently conducted land audit, will also give residents who have the means to purchase land an opportunity to do so, as this will be another source of revenue for the municipality. Moreover, in a land audit done in Matzikama Municipality in the Western Cape, The study found that creating and updating land audits require advanced skills in GIS and it is recommended that municipalities employ suitably qualified officials in this regard. It is further recommended that municipalities must avoid working with outdated planning scheme legislation/ policy, because they are time-consuming and costly.⁵⁹

⁵⁴ StatsSA: <http://cs2016.statssa.gov.za/>.

⁵⁵ StatsSA: <http://cs2016.statssa.gov.za/>.

⁵⁶ StatsSA: <http://cs2016.statssa.gov.za/>.

⁵⁷ StatsSA: <http://cs2016.statssa.gov.za/>. & Makana Municipality Final IDP 2017-2022 (p. 57).

⁵⁸ Cotula L., Toulmin C. & Quan J., 2006. Better land access for the rural Poor. Lessons from experience and challenges ahead IIED, FAO.

<http://www.cpahq.org/cpahq/cpadocs/Better%20Land%20Access%20for%20the%20Rural%20Poor%20FAO.pdf>. Accessed: 07 December 2017.

⁵⁹ Stephenson, G., Donaldson, R., du Plessis, D., & van Niekerk, A., (2015) Compiling a land audit in large rural areas: Results from the methodology applied in the non-urban areas of the Matzikama municipal area. SSB/TRP/MDM 2015 (66). Pp. 43-44.

http://scholar.ufs.ac.za:8080/xmlui/bitstream/handle/11660/2776/TRP_v66_a3.pdf?sequence=1. Accessed: 06/12/2017.

The land audit is allocated R 400 000 as the municipality does not have a land auditor within its employees as stipulated in the organogram. It is unclear who is assigned to oversee the land audit project, which capital funds will be used for this project. In the first quarterly reporting meeting, Ordinary Council meeting of 25 October 2017, there was no progress report to council on the land audit. It is currently unclear when the land audit will be conducted and what are the timelines. It is important for the municipality to clarify their plans with the land within its boundaries, so that when the audit is completed it is clear how the land will be utilised. A fast-tracked land audit will also benefit the municipality in effectively utilising the land for housing development, business development, to addressing commonage demarcation, grazing land, town planning and agricultural purposes.

The SDBIP indicates that the municipality commits to produce four quarterly reports on progress made on RDP housing development projects. These quarterly reports must be communicated beyond the council and portfolio committee meetings. After adoption by council, they must also be communicated to the public through the municipal website, communications office and at ward level. The ward level, as a platform for public participation is ineffective and requires to be revived by a transparent and accountable duty bearers who understand the value for public participation and who will be tolerant, professional and put the needs of the residents first as opposed to the current situation where political party loyalty replaces the interests of residents. For instance, on February 28, 2017, Makana Municipality in partnership with the Eastern Cape Office of the Premier (OTP) conducted a Ward War Rooms Training & Induction. During this workshop, the functionality of the Ward War rooms was assessed and most Ward War rooms were not functional and did not understand the way forward except Ward 2, which reported in detail as the most functional Ward War room.⁶⁰ In addition, a delegation from the Eastern Cape Office of the Premier came to check the functionality of all War Rooms in the Sarah Baartman region on August 4, 2017.

Mr Xolile Majola, Deputy Director of Performance Monitoring and Evaluation⁶¹, indicated, “we had to look at 14 war rooms in Makana [municipality] and in that brief assessment...We are very pleased to report that out of the 14 Wards in total, Ward 2 was number one in terms of the functional aspects.”⁶² However, it is was not clear which criteria they used to assess the functionality of war rooms as except the report for activities of ward war room recorded in the ward war room register given to the wards by the Office of the Premier. These are examples to illustrate that the Ward War room system was not functioning effectively as a platform for

⁶⁰ Event took place at Noluthando Hall, Joza, Grahamstown in Makana Municipality on 28 February 2017.

⁶¹ In the Eastern Cape Office of the Premier.

⁶² <http://www.grocotts.co.za/2017/08/04/ward-2-winning-the-war/>.

public participation, because if it were then that would have reflected throughout the wards and not in one ward (i.e. ward 2). The difference between ward 2 and other wards is that its councillor is transparent and accountable to its residents and Makana stakeholders. He uses the ward as an inter-stakeholder platform to engage and exchange ideas on socio-economic issues facing the municipality. This ward has sub-committees on specific themes such as clinic committee, food security committee, educations committee and others. This councillor invites residents with special expertise to share their expert knowledge to the people of his ward for the benefit of the ward sub-committees. Other wards do not have these initiatives, because the champion of ward-based system is not driving this process. As a recommendation, the champion of the ward-based participatory system needs to create strong relations with Makana municipality stakeholders and residents. This champion needs to work collaboratively with Makana stakeholders develop a clear annual plan of how to improve the ward-based participatory system.

CONCLUSION

Overall, the SDBIP for 2017/18 is aligned to the IDP for 2017 – 2022 by responding to the needs of the Makana community identified in the IDP. The SDBIP furthers plans to address the municipality challenges⁶³ identified in the IDP. Even though the municipality restructured its development priorities, they need to prioritize good governance, institutional development and public participation over all basic service delivery related developments, because the improvement of Makana Municipality governance has a potential of delivering effective and efficient services.

The municipality's commitment to clean and manage waste in its boundaries is necessary, because pollution negatively affects human health, animals, vegetation, as well as soil, air, and water quality. The municipality needs to have an existing, updated and enforceable bylaw that to ensure adherence to cleanliness and management of waste in the municipality jurisdiction.

The municipality targets to have signed performance agreements by senior and middle managers in the 2017/18 financial year, and to develop individual performance management system policy. The municipality needs to prioritize the development of the individual PMS policy, clearly state how corrective actions will be taken for staff who require expert support to

⁶³ In governance, finances, basic service delivery, human resource, performance, and lack of compliance with required legislations

improve and those who require professional discipline for intentionally underperforming and suppressing the efforts of improving municipal governance.

The municipality commits to revise its organogram by 30 June 2018. The urgent revision of the organogram is necessary, because it will affect the annual staff performance and most importantly delay the provision of urgent municipal services to its clients,

In the interest of improving service delivery, governance and accountability to its residents, the municipality must adhere to its commitment to monthly update the indigence register will help to trace inconsistencies on a monthly basis, verify and rectify the errors, so that they do not affect the quarterly registers submitted to Treasury for the Equitable Share transfers.

The municipality's commitment to comply with section 102 of the MFMA in this financial year is a necessary step towards improving its governance. As a recommendation, Makana Municipality must develop and implement consequence management processes to officials who fail to comply with section 102 of the MFMA.

The municipality is committing to collect 100 percent revenue on a quarterly basis in this financial year. To ensure accurate billing and improved supervision of meter readers, it is essential to take corrective action when the reading of meters inadequately done, as this will affect the 100 percent collection revenue rate. Municipal governance improvements must be in the interest of residents. This requires adherence to relevant legislations, enhanced effectiveness, efficiency, transparency and accountability for the betterment of the people. Additionally, the municipality's IGR Forum must comply with the Intergovernmental Relations Framework Act (IRFA) of 2005. It must be functional, encompassing the province, district and different municipalities for sharing lessons and effective strategies for planning and implementation.

It is recommended that the land audit process to be done this year must not take the entire 2017/18 financial year, so that land for human settlements can be secured sooner and land can also be sold to interested parties for municipal revenue generation purposes. A qualified individual with advanced GIS expertise is necessary to fast track this land audit.

The municipality further committed to report quarterly on RDP housing development and the reports must be made easily accessible to the public through community radio announcements⁶⁴, the municipal website, communications office, and at ward level. The rejuvenated Masiphathisane platform in the interests of cooperation between the municipality and its residents for the benefit of improved governance and municipal service provision can

⁶⁴ Announcement about their availability, where and when to access them.

also improve public access to municipal information at ward level, which is an additional option to accessing information physically from the municipal offices, website, and public library.

Section 75 of the MFMA requires municipalities to publish key documents and information on their website. This includes the IDP, policies, the annual budget and adjustments budgets. Makana municipal complies with section 75 of the MFMA. However, the information on the website needs to be updated regularly for the Makana community to access all relevant information necessary to exercise their rights to participate in municipal affairs. As stipulated in Chapter 4, section 16 (1) (a) of the Municipal System Act 32 of 2000 “ A municipality must encourage, and create conditions for the local community to participate in the affairs of the municipality” To this end, the PSAM urges Makana Municipality to fulfil this obligation, and to further engage local social partners where support and assistance is required.

Lastly, the PSAM strongly welcomes feedback on the above findings and recommendations so that we can know what is feasible, what is not, and why it is not.