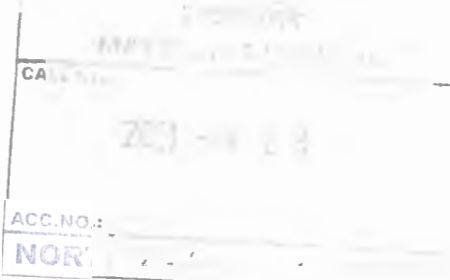


**PROBLEMS RELATING TO SERVICE DELIVERY BY LOCAL  
GOVERNMENT IN THE NORTH WEST PROVINCE WITH  
SPECIFIC REFERENCE TO MAFIKENG LOCAL MUNICIPALITY**



**KHUDUGA ISHMAEL LESABE**

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GOVERNMENT IN THE NORTH WEST PROVINCE WITH SPECIFIC  
REFERENCE TO MAFIKENG LOCAL MUNICIPALITY**

**BY**

**KHUDUGA ISHMAEL LESABE**

**A MINI DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENT FOR THE DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION IN THE FACULTY OF COMMERCE AND  
ADMINISTRATION**

**AT THE**

**UNIVERSITY OF NORTH WEST**

**SUPERVISOR: PROF. H. O. KAYA**

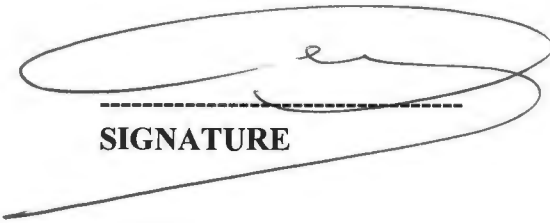
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**DATE SUBMITTED: APRIL 2002**

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## DECLARATION

**I KHUDUGA ISHMAEL LESABE declare that the dissertation for the degree of Masters of Business Administration at the University of North-West hereby submitted, has not previously been submitted by me for a degree at this or any other University, that it is my own work in design and execution and that all materials contained herein have been duly acknowledged.**

A handwritten signature in black ink, consisting of a large, sweeping loop on the left and a smaller, more intricate flourish on the right. The signature is positioned above a horizontal dashed line.

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**SIGNATURE**

## ACKNOWLEDGEMENT

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## ABSTRACT

To an ordinary man in the street, local government transformation would be meaningless if the envisaged changes did not bring about a better life with visible improvement in the daily lives of the majority of the citizens. The transformation of local government is aimed at ensuring that all members of the communities have access to the basic services without discrimination. Furthermore, the municipality must ensure development and provision of sustainable services to its communities. The aim of the study was therefore to verify the current situation of Mafikeng local municipality with regard to the provision of services to its communities in line with the above objectives.

The majority of community members were not happy with the level of service delivery by the Mafikeng local municipality however, in as far as the removal of refuse and the regularity thereof was concerned, the municipality seemed to be performing well.

Only communities in the urban area of Mafikeng municipality were billed to pay rates and taxes and those in the rural areas were not, and that was because no municipal services were delivered to them. The lack of adequate resources was one of the major stumbling blocks that prevented the municipality from providing the different types of municipal services expected by all its communities.

The national government needs to review its policy with regard to the allocation of equitable share to municipalities in order to enable municipalities such as that of Mafikeng, to address the huge backlog on developments and service delivery. The legislation needs to be amended to enable employers to deduct from their employees municipal rates and taxes outstanding.

The license to distribute and sell electricity to its communities must be restored to Mafikeng local municipality.



The municipality must ensure a continuous development of its workforce including councilors, through workshops and formal training. More consultative meetings with community members on development should be held. The members of the ward committees need to be reimbursed their out of pocket expenses as incentives to encourage them to attend ward committees meetings and thereby ensuring effective community involvement.

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## CHAPTER ONE

### PROBLEMS RELATING TO SERVICE DELIVERY BY LOCAL GOVERNMENT IN THE NORTH WEST PROVINCE WITH SPECIFIC REFERENCE TO MAFIKENG LOCAL MUNICIPALITY



#### 1.1 INTRODUCTION

The town of Mafikeng then known as Mafeking, was incorporated into the former homeland of Bophuthatswana in 1984. The municipal councils of the then Mafeking and Mmabatho-Montshiwa were amalgamated and a new municipality known as Mmabatho Town Council was established. This by then was one of the first municipal councils, not constituted on racial lines.

The personnel of the two former municipalities were also integrated into the new Mmabatho municipality and the municipality's main offices including the council chambers, remained at Mafikeng while the municipal offices at both Montshiwa and Mmabatho, were turned into sub-offices. However, new municipal offices and chambers were later erected in Mmabatho near Garona government complex and are presently being used by Mafikeng local municipality. The name of the town Mafeking was changed into Mafikeng after the incorporation into the former Bophuthatswana.

At the time of incorporation and amalgamation, the Mafikeng municipality was well established and capable of rendering all the required municipal services, such as water, electricity, refuse removal, sanitation, library services, clinic and others. On the other hand, the Mmabatho-Montshiwa municipality was rendering two municipal services namely, graves for burial and refuse removal only. The fact of the matter is, the Mmabatho-Montshiwa municipality was dependent on various government departments for example, Public Works to provide services such as electricity, water, construction and maintenance of streets while Education and Health departments would provide library and clinic services, respectively. It goes without saying that the then Mmabatho-Montshiwa municipality benefited from the amalgamation. One other important factor to

note is that, the Mmabatho-Montshiwa municipality, did not own any fixed property including the administrative buildings it occupied and used as its offices. The buildings were owned and maintained by government. The land also belonged to government as none of it was registered in the name of Mmabatho-Montshiwa municipality.

Mmabatho was the capital town and the seat of parliament of the former Bophuthatswana government and therefore the government played a significant role in its development and assisted the Mmabatho municipality financially and otherwise to maintain a good image of the town. Because of the government's interest in the development of Mmabatho town into a showpiece, efforts were taken to ensure the cleanliness and attractiveness of the town for example using prisoners to clean Garona and other government buildings' surroundings. Therefore, when comparing the then Mmabatho town municipality and the present Mafikeng local municipality, there is that perception that the Mmabatho Town Council had rendered a better service as compared to the present Mafikeng local municipality and this perception may and may not be true. It was therefore crucial to assess the present standard of service delivery by the Mafikeng municipality and determine whether the standard has improved or deteriorated.

The fact that the boundaries of Mafikeng local municipality now include a number of tribal areas, villages and farm lands which was not the case previously, indicates that the Mafikeng municipality is faced with a challenging task of ensuring compliance with constitutional obligations of providing sustainable services to its communities. The area of Ottoshoop Transitional Council has also been amalgamated into the Mafikeng local municipality's area of jurisdiction (North West Extraordinary Provincial Gazette Notice 310 of 2000). Should the standard of service delivery be poor, the investigation should reveal reasons thereof and what needs to be done to address the situation.

However, it was important to briefly touch on the transformation process of local government within the country because its objective is to ensure that municipalities are suitably and properly restructured to provide effective and sustainable services. This will provide a clear indication why it was necessary to transform local government and why sustainable service delivery by municipalities is one of the important aspects of this process.

Because of the transformation of local government, the capacity and capabilities of some of the newly established municipalities to deliver services have been negatively affected, and that is mainly due to the fact that weaker municipalities and rural areas with weak or no tax base have been amalgamated to these municipalities.

After the introduction of the new democratic order in the country in 1994, transformation of local government was imminent. Local Government Transition Act (Act 209 of 1993) was promulgated to kick-start the envisaged transformation process of local government and to provide necessary guidelines to achieve the intended objectives. The Act provided for three phases of transition for the transformation of local government namely, pre-interim phase, interim phase and the final stage, which commenced with the local government elections, held countrywide on 5th December 2000.

The transformation of local government in South Africa was a process of changing the structures, operations and laws of apartheid applicable before for the new ones and, also to provide for democratic and accountable government. The purpose thereof is to ensure that local government is sensitive to the needs of its entire people irrespective of colour, creed and political affiliation. Zybrands (2000, p. 3) provides that, the first step in the transformation of local government was the need to re-demarcate the boundaries of municipalities. To do this a Demarcation Board was established. The board had the task of demarcating boundaries in accordance with factors listed in Section 25 of the Demarcation Board Act.

The new Constitution of South Africa (Act 108 of 1996) provides clear guidelines for the transformation and restructuring of local government. Section 152 of the Constitution states the following as objects of local government:

- ◆ To provide democratic and accountable government for local communities;
- ◆ To ensure the provision of services to communities in a sustainable manner;
- ◆ To promote social and economic development;
- ◆ To promote a safe and healthy environment; and
- ◆ To encourage the involvement of communities and community organisations in the matters of local government and,

A municipality must strive, within its financial and administrative capacity to achieve the objects set out in subsection (1).

To start the process of restructuring local government through the determination of municipal boundaries, Section 25 of the Local Government: Municipal Demarcation Act 1998 (Act 27 of 1998) states as follows that, in determining the boundaries, the Demarcation Board among others must take the following into account:

- ❖ The interdependence of people, communities and economies as indicated by-
  - i. Existing and expected patterns of human settlement and migration;
  - ii. Employment
  - iii. Commuting and dominant transport movements;
  - iv. Spending; the use of amenities, recreational facilities and infrastructure;  
and
  - v. Commercial and industrial linkages;
- ❖ The need for cohesive, integrated and unfragmented areas, including metropolitan areas;
- ❖ The financial viability and administrative capacity of the municipality to perform municipal functions efficiently and effectively; the need to share and redistribute financial and administrative resources;
- ❖ Provincial and municipal boundaries;
- ❖ Areas of traditional rural communities
- ❖ The administrative consequences of its boundary determination on-
  - i. municipal creditworthiness;
  - ii. existing municipalities, their council members and staff; and
  - iii. any other relevant matter.

In his foreword to the White Paper on Local Government published in March 1998, the then Minister for Provincial Affairs and Constitutional Development, Mr. Vallie Moosa states that, the White Paper spells out the framework and programme in terms of which the existing Local Government system was to be radically transformed. It establishes the basis for a system of local government which is centrally concerned with working with

local citizens and communities to find sustainable ways to meet their needs and improve the quality of their lives (1998, p. V).

After the promulgation of the Constitution, other new laws were also enacted such as Local Government: Municipal Structures Act, 1998 (Act 117 of 1998), which provides for the establishment of municipalities in accordance with the requirements relating to categories and types of municipalities. The Structures Act also provides for the appropriate division of functions and powers between categories of municipality and regulates the internal systems, structures and office-bearers of municipalities. On the other hand, the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), is intended to address a number of crucial aspects for example, to provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and ensure universal access to essential services that are affordable to all. The legislation sets clear guidelines for the transformation of local government to make it responsive to the needs of all its communities and hence the White Paper on Local Government refers to developmental local government. The developmental local government is based on the implementation of Integrated Development Plan (IDP), Performance Management System (PMS) and Local Economic Development (LED) by municipalities.

Having said the above, the question that one may ask is, what impact has the transformation of local government process made with regard to the delivery of sustainable services by Mafikeng municipality to its communities after the local government elections held on 5<sup>th</sup> December 2000? Are the communities staying within the Mafikeng municipal area now experiencing a better life due to improved service delivery by the municipality? The communities referred to include those areas, which previously fell outside the jurisdiction of the Mafikeng Local Municipality, but now form part of it due to the restructuring and rationalization process. Are the communities involved in matters affecting them?

However, one must be conscious of the fact that the transformation referred to, is not a once off aspect but an ongoing process the outcome being an improved lifestyle through proper service delivery by the municipality.

To respond accordingly to the above issues, one has to think about the following:

- ◆ Provision of basic services such as water, sanitation, refuse removal, streets, roads, electricity and other essential services.
- ◆ Consultation and the involvement of the residents in determining their needs.
- ◆ The level of payment of rates and services by residents and institutions including government at both provincial and national level.
- ◆ The implementation of Credit control Policy and Indigent Policy, taking into account the equitable share received from national government.
- ◆ The empowerment of both councillors and officials towards the provision of better services and also taking into account the Batho Pele principles requirement.

In analysing the above key aspects, one would be able to determine the extent to which the Mafikeng local municipality has progressed to make positive impact on the lives of the communities affected, through effective, efficient and sustainable service delivery. The changes or improvements in service delivery should be visible to an ordinary man in the street. Steytler et al, (2000, p. 26) provide that the three key elements of development in the constitutional provisions on local government are;

- Sustainable service delivery
- Social and economic development; and
- The prioritisation of the basic needs.



He states further that, service delivery is sustainable when it is provided in a manner which ensures that-

- The consumer of services can afford them; and
- The supplier can provide services on an ongoing basis.

The role of the department of Developmental Local Government & Housing towards providing support and promoting the development of local government capacity to enable

Mafikeng Local Municipality to perform their functions and manage their own affairs as stipulated by the Constitution, is crucial.

It was important to also reflect on those issues that impacted negatively on the municipality's capability to provide services effectively for example, the ongoing deadlock between National Government and House of Traditional Leaders in connection with the clarification of the role of Traditional Leaders in municipalities. There are some traditional leaders who still levy certain monies from their people and unless issues of this nature are dealt with, few rural communities will be willing to pay services to municipalities and therefore fewer or no services will be rendered in those areas.

Schedules 4 Part B and 5 Part B of the Constitution, provide functional areas of local government. Depending on its category and capacity, a municipality is expected to perform all the functions assigned to it by law. Section 73 of the Local Government: Municipal Systems Act 2000, provides the following in connection with municipal services, that:

- A municipality must give effect to the provisions of the Constitution and-
  - a) give priority to the basic needs of the local community;
  - b) promote the development of the local community; and
  - c) ensure that all members of the local community have access to at least the minimum level of basic municipal services.
  
- municipal services must-
  - a) be equitable and accessible;
  - b) be provided in a manner that is conducive to-
    - i) the prudent, economic, efficient and effective use of available resources and
    - ii) the improvement of standards of quality over time;
  - c) be financially sustainable;
  - d) be environmentally sustainable; and

- e) be regularly reviewed with a view to upgrading, extension and improvement.

The provisions of the above legislation set clear guidelines for municipalities to follow and implement to achieve the intended goals of sustainable service delivery to its communities.

## **1.2 Statement of the Problem**

The study was motivated by the following questions:

- ◆ What were the different types of services delivered by the Mafikeng local municipality?
- ◆ What problems did the Mafikeng local municipality experience with the rendering of services to rural areas incorporated into its area of jurisdiction.
- ◆ What structures were in place to ensure community participation in service delivery?
- ◆ What role did councillors play to ensure effective and efficient delivery of services to their communities?
- ◆ What was the attitude of community members towards the role played by their councillors to ensure efficient delivery of services?

## **1.3 Rationale of the Study**

The rationale of the study was to identify the stumbling blocks that prevented the Mafikeng local municipality in providing sustainable services to its entire communities within its area of jurisdiction. Section 153 of the Constitution provides that, a municipality must structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and Participate in national and provincial development programmes.

The communities especially in rural areas of Mafikeng local municipality have been neglected in as far as the provision of basic services were concerned. Therefore, local government transformation would be meaningless if such transformation could not bring forth meaningful improvement to their daily lives.

## **1.4 Aim of the Study**

The aim of the study was to investigate the problems that prevented the Mafikeng local municipality in providing effective services to communities within its area of delivery and what needs to be done to improve the situation.

### **1.5 Specific Objectives**

The study examined the following specific objectives:

- ◆ The different types of services delivered by the Mafikeng local municipality.
- ◆ The problems experienced by Mafikeng local municipality in rendering services to rural areas incorporated into its area of jurisdiction.
- ◆ The structures that were in place to ensure community participation in the delivery of services.
- ◆ The role councillors played to ensure efficient and effective service delivery to their community members.
- ◆ The attitude of community members towards the role played by their councillors towards ensuring efficient service delivery.

### **1.6 Literature Review**

An article in The Mail dated 8 February 2002, by Martin McGhee under the heading, “Mayor and premier under fire”, stated that the United Christian Democratic Party (UCDP) felt that it was time for the fancy talk to stop and for action to be taken over Mafikeng’s unemployment crisis. Mr. Leon Kotze UCDP opposition leader, told The Mail exclusively that it was time for people to take up their responsibilities. He singled out the Executive Mayor of Mafikeng, Mrs Jane Matsomela, the Mayor of the District council, Mr Mohulatsi and the Premier Popo Molefe for non-service delivery to the people. The author questioned the Executive Mayor as to what she had done to create jobs, and why there was no development in the city 14 months after she had been in office, and why she had been so quiet since the election.

Although the above statement gives the view of the opposition party about development in this town, it focuses mainly on non-service delivery by highlighting two critical issues namely, unemployment and lack of development. This already indicates or suggests that

there is a problem relating to service delivery by the Mafikeng municipality. The two critical issues mentioned, do not affect the Mafikeng municipality alone, but affect almost all municipalities within the country.

Another article by Martin McGhee in *The Mail* dated 1 February 2002 (p.6) under the heading, *Municipalities promise better service*, states the following: We have to double our efforts in 2002 and our mayors must play a critical role in changing the lives of our people for the better, The executive Mayor of the Central District Municipality, (CDM), Mr Mbuyiselo Mofulatsi said this week. This article confirms that there was an urgent need for improvement of services delivered by municipalities.

Under the heading, “Mayor tastes public anger: Mafikeng Executive mayor, Jane Matsomela had her first taste of public anger when dozens of furious residents marched to her home last Thursday night at around 10pm to demand that she reconnects the supply of water to their flats. Councillor Matsomela had earlier instructed that the water supply to various residential flats be discontinued following the failure by the owners of the flats, the North west(sic) Housing Corporation, to pay outstanding water fees totalling well over R1m” (*The Mail*, 18 May 2001).

The fact of the matter is, the Mafikeng municipality could provide effective services only if the residents also met their obligation of paying what is due to the municipality. It is therefore not possible for the Mafikeng municipality to continue rendering services to its communities while the consumers neglect or refuse to pay for services rendered.

The Local government association is demanding more money from government to enable municipalities to perform their functions better, and exercise their powers effectively. Local councils have accused the government of giving them responsibilities but not the resources to carry them out. Speaking at the South African Local Government Association conference in Bloemfontein, Durban Mayor Obed Mlaba said councils wanted a greater say in the formulation of the national budget so that they could influence allocations to municipalities, “We are concerned that we are seeing a lot of powers being devolved to local government without the resources and budget that go with it”. (*Zwane*, *Sunday Times*, 8 April 2001). The statement actually identifies the key problem in that, the government has put enormous responsibilities on municipalities with regard to the rendering of sustainable services to both urban and rural areas while not providing

sufficient funds to enable municipalities to meet the expected challenges. The equitable shares received from national government by municipalities are too little to allow municipalities to deal effectively with service delivery backlogs, and hence necessary for government to increase funding allocation.

With regard to the transformation of local government, an article in IULA provides that, Zimbabwe has been urged to revamp its outdated local government system which, with some adjustments here and there, was inherited from its colonial past and has remained in this form for the past 14 years. Bulawayo Town Clerk, Michael Ndubiwa, addressing the annual meeting of the Urban Councils Association of Zimbabwe (UCAZ) last May, said that the government needed to map out a blueprint for a future system of local government adding that this was no longer avoidable. He went on to say that there was a need for a Presidential Commission to look into the very important matter and for a national debate from which will flow commitments to the new system, adding that, the current system was out of touch with realities and was no longer an adequate instrument to meet the needs of a dynamic, ESAP-driven society grappling with the daunting issues of the 21<sup>st</sup> century. ESAP is the economic structural adjustment programme which Zimbabwe was painfully implementing at the instigation of the World Bank and the IMF (IULA Africa Section Newsletter (1994, p. 5).



The general development in Zimbabwe seemed to be worsening because of political upheavals, which obviously impact negatively on its capability of providing sustainable development and services to its communities. However, the above statement clearly indicates that democratic and progressive governments in the world are aiming at transforming local government to make it responsive to the needs of the people, and therefore South Africa is not an exception by embarking on the process of transforming its local government. The main objective as highlighted earlier, is to ensure that municipalities are able to provide its communities with effective and sustainable services.

The South African government has an important role to play of ensuring that municipalities are not only transformed but are capable of meeting the challenges

pertaining to service delivery. The challenge that faces the newly established South African municipalities is to deliver better services to residents within the context of limited financial and human resources. The ultimate goal is to provide better quality infrastructure services on a sustainable basis for all South Africans. To meet this challenge, municipalities are looking for alternative and creative ways of delivering a high quality service to all their residents over a short period. At the same time they need to maintain financially viable systems in medium and long term. This could have numerous consequences for delivery mechanisms ranging from reforming management practices (Guidelines for Private Sector Participation in Municipal Service Delivery: Department of Constitutional Development, No date: p. 1). The national Department of Provincial and Local Government, together with its sister departments at provincial level, are constitutionally bound to monitor and provide municipalities with necessary assistance and guidance to deal with existing challenges in local governance.

The White Paper on Local Government (1998, p. 92) highlights that, under apartheid there was systematic under-investment in municipal infrastructure in black areas. This deprived millions of people access to basic services, including water, sanitation, refuse collection and roads. Developmental local government has to address this backlog. Its central mandate is to develop service delivery capacity to meet the basic needs of communities. Basic services enhance the quality of life of citizens, and increase their social and economic opportunities by promoting health and safety, facilitating access (to work, to education, to recreation) and stimulating new productive activities. Municipalities have a range of delivery options to enhance service provision. They need to strategically assess and plan the most appropriate forms of service delivery for their areas. Their administrations need to be geared to implement the chosen delivery options in the most effective manner and so ensure maximum benefit to their communities.

Furthermore, in choosing the delivery options for their areas, municipalities should be guided by the following principles:

- ◆ Accessibility of services
- ◆ Affordability of services
- ◆ Quality of products and services

- ◆ Accountability for services
- ◆ Integrated development and services
- ◆ Sustainability of services
- ◆ Value-for-money etc.

The White Paper on Local Government further provides the following as some of the delivery options or mechanisms that a municipality can consider:

- Building on existing capacity.
- Corporatisation.
- Public-public partnerships.
- Partnerships with CBOs and NGO,s.
- Contracting out leases and concessions (public-private partnerships).
- Transfers of ownership (privatisation).

Perhaps the time has come for the Mafikeng municipality to seriously consider making use of some of the various options proposed above so as to improve its capacity for service delivery.

Cloete (1993, p. 59) states that, before urban areas are established, and also while such areas are small and still sparsely populated, the people themselves must provide all the goods and services which they need, for example provision of water, fire-wood (electricity), roads and houses, and rubbish and night-soil removal. Each individual or family has to keep the environment around his or its dwelling clean and hygienic. The characteristics of these goods and services are that they are of a personal nature and are required to satisfy personal needs within the ability of the person or family to pay for such goods and services, for example each person or family has personal needs for water, firewood (electricity), rubbish removal and night-soil removal. It would be unrealistic to supply such goods and services to families and individuals in accordance with standards which are fixed or dictated by politicians and officials who do not understand the conditions prevailing in the area where the person or family resides. The conditions of two urban areas are never identical: compare, for example, Pretoria with Johannesburg,

Pietermaritzburg with Durban, Soweto with Kwamashu, Sebokeng with Mamelodi, Springs with Krugersdorp, and Cape Town with Mitchell's Plain.

The above statements firstly inform us about the basic services that a family cannot do without and which are provided by a municipality. Secondly it makes comparison of prevailing conditions between cities and towns within the country. This explains why a municipality is assigned specific powers and functions to exercise and perform within its area of jurisdiction. Mafikeng town when compared to the above-mentioned towns or cities, has many disadvantages for example, it does not have industries for creation of job opportunities and therefore, the unemployment rate is high. The villages and tribal areas that lie within the area of Mafikeng, are far lacking in the provision of basic services and necessary infrastructure such as roads, clean water and sanitation

Minister of Finance Trevor Manuel in his budget speech for the year 2000 delivered on 23 February 2000, stated that, it was no secret that many of our local authorities were under financial stress. He said the coming year would be particularly challenging as the consolidation and transformation resulting from the demarcation process was being implemented. Amidst these problems and uncertainties, however, what was encouraging were the bold reforms being undertaken by some of our municipalities to restructure and modernize their administration. To its support, national government has set aside R300 million to promote such restructuring initiatives in bigger municipalities and another R150 million will be made available for smaller municipalities.

Based on the Minister's statement, one wonder how much the Mafikeng municipality received as its share of the money referred to and how much of it was spent on improving service delivery. A number of rural areas constituted of tribal and farm areas have been incorporated into Mafikeng municipality and the municipality seems to be lacking the necessary funds to kick start a process of delivering services in these areas.

In this year's budget speech delivered on 20 February 2002, the Minister for Finance highlighted the following with regard to local government that: A further R6, 8 billion was proposed in support of local government to strengthen basic municipal service provision to poor households, manage the impact of the municipal demarcation processes and institutional restructuring of service delivery systems. In addition, the Minister also

indicated that the biggest increases in the budget allocation go to local government which has risen by 18.3 per cent a year over the MTEF period and that reflects government's strong commitment towards the delivery of basic municipal services and infrastructure to the poorest of our people.

Whilst one commends government for increasing its financial support to municipalities, the worrying factor is that, metro's and other well-capacitated municipalities seems to be the ones that benefit the most from the allocation. This assumption comes mainly as a result of the criteria or formulae being used to determine the grant payable, and which seem to favour big municipalities with huge population in their urban areas, but with no villages incorporated. A municipality such as that of Mafikeng, which incorporates large areas of undeveloped rural areas, should be the ones that benefit the most from the Minister's allocation because of the service delivery backlogs they are faced with.

The Minister for Regional Services, Territories and Local Government in Australia, The Hon. Senator Ian Macdonald, in his Media Release statement dated 13 September 2000, indicated that individual grants of up to \$100 000 will be available to assist Local Governments improve service delivery through the Federally funded Local Government Incentive Programme. He stated that the programme in its second year, recognises the need for support to be given to local councils to improve the delivery of services and to lead local communities. The programme according to him, will focus on three priority areas:

- ◆ Activities that lead to the adoption of best practice and sharing of technical expertise across councils;
- ◆ The promotion of an enhanced role for Local Government in leading their communities; and
- ◆ Increasing the capacity of Local Government to contribute to regional development ([http: www. dot. gov.](http://www.dot.gov)).

One assumes that Australia has municipalities that are well developed and organised, however, the government continues to provide them with necessary financial assistance to ensure the attainment of maximum development.

According to the DBSA Development Report, about 65 per cent of municipal income is derived from trading services, particularly electricity and water. Charges for refuse collection and sewerage services are smaller but can yield significant revenue. However, not all municipalities make surpluses from the retail of electricity. The National Electricity Regulator has reported that at least 150 municipalities are at financial risk owing to their electricity distribution function, and at least 75 municipalities supply electricity at a loss. The moves to restructure the electricity distribution industry could have significant impact on municipal revenues, although uncertainty about the extent and timing of these changes currently makes it impossible to model the financial consequences. Municipalities in rural areas and former homelands do not have full access to income from traded services, as the infrastructure for revenue collection was never developed, and will be at a significant disadvantage. Under the existing arrangement, services are provided directly to consumers by private sector or parastatal organisations, the national electricity supplier (Eskom) and the various regional water supply companies (2000, p. 65). It is proper that those municipal services that a private concern can deliver effectively and at reasonable cost to the consumer be left in the hands of a private concern. However, it should not be at the expense of a municipality. The fact of the matter is, municipalities have constitutional obligation to provide services in a sustainable manner. In the provision of services to its communities, municipalities must ensure that such services are rendered in an efficient and cost effective manner. Therefore, even if the services are provided by a private concern, municipalities must be able to benefit from such an arrangement.

In his introductory remarks, Yorke states that, Councillors in local authorities must find amongst themselves the common ground to enable them to serve the long term interest of communities. In South Africa, the new integrated local authorities must often deal with communities still divided along racial, cultural, social, economic and political lines. Councillors must find ways to develop a shared vision among all stakeholders. They must forge relationships with communities, business, other spheres of government and the structures of civil society.

Throughout this process, councillors must be able to work and communicate effectively with the officials who implement their policies and manage the public affairs of the community. Effective communication and cooperation between councillors and officials is important to ensure efficient implementation of the community vision and management of resources (1997, p. i). Knowledge and compliance with the Code of Conduct For Councillors and Code of Conduct For Officials as provided for in the Local Government: Municipal Systems Act is crucial to both councillors and municipal officials to enhance and maintain good relationship.

Councillors are the link between the communities and the municipality and therefore they are expected to communicate the needs of the community to council and at the same time inform the community about council's decisions and/or constraints in meeting their needs.

According to Scheepers, (2000, p. 185), the big question is always how to involve the community and how to ensure that they participate actively in the development process. The involvement of the community is not something that happens automatically when a development opportunity presents itself. On the contrary, the community very often does not know what to do. If their leaders do not assist them to grab the opportunity, the community members may never become involved and may never enjoy the benefits of being role-players in the development process. The purpose of involving the community is to ensure that people contribute to their development. Meaningful participation depends on appropriate empowerment opportunities. It is this empowerment process that leads to the successful transformation of people, organisations and communities. Successful transformation requires leadership. Leaders facilitate the transformation of communities from, for example, a state of poverty, ignorance and underdevelopment to a dynamic, growing and sustainable society. Community involvement is an integral part of the community-based development process



On the other hand, Rademan (1989, p. 1), in his document titled "The Role of The Councillor", states that, every appraisal of a councillor's role performance will largely be influenced by appraiser's peculiar perspective of what the councillor's role should be and how he should play it. It can be expected that such perspectives will be numerous and

diverse. Members of the public, municipal officials, state officials, parliamentarians, ministers and councillors themselves seldomly all share the same views about a councillor's role.

What is of major importance, though, is the perspective which the residents have of the councillor's role performance. Put in another way: How well in their view, is he representing their needs?

Judgements on this can best be made in terms of a councillor's actions in the various phases of the political process. This is so because a councillor is primarily a politician and a key functionary in the local political system. His main objective is, the authoritative allocation of values for the whole of the local community. Deciding who gets what, how and when in the race for a satisfactory quality of life.

With regard to the levels of service delivery, Abrahams and Goldblatt in their report titled, Report On Poverty and Inequality (1997, p. 6), highlight the following that: In many developing countries national rules and regulations often prescribe high social and physical infrastructure levels which cannot be implemented and enforced by urban governments because they are unaffordable to either the municipality or to the urban poor (Vanderschueren, Wegelin, and Wekte, 1996). From an analysis of current infrastructure delivery programmes it appears as if there has been an avoidance of this tendency in South Africa. This has the advantage that capital and recurrent expenditure on services will probably not place an excessive burden on the national fiscus but it does mean that the poorest sections of the community will be supplied with a fairly low level of services initially. For example the MIIF's (Municipal Infrastructure Investment Framework) current basic service levels in the case of water and sanitation are based on the RDP's objectives which aim to provide all households with a clean, safe water supply of 20-30 litres per capita per day within 200 meters in the short-term, as well as an adequate and safe sanitation facility per site (ANC, 1994). The MIIF (1996, p.16) notes that "if infrastructure is put in place which is too expensive to run, it places a burden on the economy which dampens growth and can lead to disintegration of the infrastructure. In the light of the ongoing debate over the appropriate and sustainable levels of services no rigid service levels have been prescribed or made statutory by national government.

The DBSA Developmental Report (2000, p. 35), in connection with assessing the implications of developmental local government states that, the Constitution placed local government at the cutting edge of developmental activities, which implied at least four structural changes to the status of local government. These are:

- ❖ Functions should be *decentralised* to the municipal sphere to ensure that local councils have the necessary power and responsibility to support development.
- ❖ The *demarcation* of new municipal boundaries must overcome the structural weaknesses of the transitional phase.
- ❖ Municipalities should have appropriate *administrative capacity* to reach their developmental goals. This can be achieved through restructuring the existing staff to ensure that municipal posts (particularly managerial position) are filled with appropriately trained and experienced staff. Restructuring can be complemented by capacity-building for both existing and newly appointed staff. Higher spheres of government should recognise that, as powers and functions are devolved to the municipal sphere, the specialised staff that previously performed those duties on behalf of the national or provincial sphere should be transferred – together with the necessary funding – to strengthen the administrative capacity of the municipal sphere.
- ❖ Developmental municipalities need to be fully funded. Their efforts to obtain income from their local communities should be supplemented with sufficient income from national and provincial spheres through equitable share and through grant mechanisms.

The importance of the national and provincial spheres in building the capacity of developmental local government should not be underestimated. This will have to be a key focus in the developmental phase.

The last statement mentioned above spells out in clear terms, the necessity including the responsibility of both the national and provincial government in assisting municipalities to meet their constitutional mandates.

The Development Report by DBSA (2000, p. 133) further highlights that local government has the potential to transform society. As the level of government closest to

the people, it can respond to the needs of different communities and adapt quickly to changing demands and expectations. Around the world, municipalities have assumed more responsibility for delivering services and infrastructure, and promoting local economic development, as countries have sought the benefits of decentralisation. This has been facilitated by an increased emphasis on democracy (and local democracy, in particular) for determining the allocation resources.

According to a document titled “The Role of Local Governments in Local Economic Development” by Claasen, cited in Beukes et al, (1990, p. 133), theoretically, local governments should be in a good position to act on behalf of, and for, the local population in the encouragement and promotion of development, because it is the government level closest to the local population. In USA and Canada where local development (mainly job creation and retention, and urban renewal) is promoted at many levels, from neighbourhood to regional, and by various types of organisations, from in house municipal departments through private-public corporations to completely private organisations. Local governments in USA are much more autonomous than in South Africa, they have more responsibilities and also many different forms of income. (Yet, in spite of all the efforts put into development promotion there is general disagreement as to whether positive results are achieved or not.) In contrast local governments in South Africa, with a few exceptions, mostly play an indirect and even passive role in promoting development, usually restricted to the provision of physical services. It has even been suggested that strict town planning control often retards development. Traditionally Central Government has taken a leading role in development, i.e. through national organisations such as the Small Business Development Corporation, which further restricts the role of local governments.

While to a large extent, one might agree with the above statements, the situation has changed tremendously in South Africa due to the democratic changes and the restructuring of local government process that has taken place. The national and provincial government is slowly letting go those functions that can best be handled at municipal level, however, it is important to note that funds must follow functions. It is anticipated that municipalities will soon overcome their prevailing problems of incapacity, which are caused mainly by financial constraints. Local government in

South Africa has been provided the opportunity by the Constitution to provide services and develop its communities to attain a better life. The situation therefore allows and requires municipalities to be innovative and skilful in their approach with regard to service delivery.

### **1.7 Hypothesis**

- ◆ The Mafikeng local municipality delivers different types of services within its area of operation. However, such services are inadequate and not satisfactory.
- ◆ The Mafikeng municipality encounters different problems in the rendering of services to rural communities that fall within its area of jurisdiction.
- ◆ There are insufficient community structures to ensure community participation in service delivery.
- ◆ The Mafikeng local municipality's councillors play a minimal role in ensuring effective and efficient delivery of services to members of their community.
- ◆ The attitude of the community members towards the role played by their councillors of ensuring efficient delivery of services is that of a positive and negative nature.

### **1.8 The Significance of The Study**

The amalgamation of some rural areas such as villages, trust land and farming lands into the area of Mafikeng local municipality's jurisdiction, has impacted negatively in its capability to provide efficient and effective services to its entire communities.

The outcome of this study is intended to assist the Mafikeng local municipality in finding ways and means to improve its service delivery to all communities within its area of jurisdiction by addressing the identified problems. Furthermore, it was also necessary to know if there would be any benefits for the Mafikeng municipality and its communities if some of the services could be outsourced and delivered by public/private partnerships.

To provide knowledge and information to both the students and management in related disciplines.

## **1.9 Methodology**

This was a survey of problems relating to service delivery by local government in the North West Province with specific reference to Mafikeng local municipality.

Both qualitative and quantitative methods were used to gain a comprehensive understanding of the research problem.

Mafikeng has been selected for the study because of the concern raised by members of the community with regard to the municipality's failure to provide effective and adequate services including the expected developments.

### **1.9.1 Subjects**

The following were the sources of information:

- Key persons such as the Acting City Secretary, Member of the Mayoral Committee, Councillors and Senior Officials of the Mafikeng Local Municipality. The reasons hereof were based on the fact that these were some of the people to whom the electorates mandated the responsibility of ensuring provision of services within the area of Mafikeng municipality. These people including other councillors and officials have either political or administrative responsibility or both, to ensure provision of sustainable services in the area.
- A stratified random sample of 25 males and 25 females from the community members in the Mafikeng municipal area of jurisdiction, were used as respondents to the questionnaire.

### **1.9.2 Methods of Data Collection**

Taking into consideration the different sources of information, the following methods of data collection were used.

- Semi-structured interviews with key persons in the Mafikeng local municipality such as the Acting City Secretary, member of the mayoral committee, councillors

and other senior officials. The executive mayor and municipal manager could not be interviewed, as they were not available due to other commitments.

- A questionnaire with open and closed ended questions was used to collect data from the stratified random sample of respondent males and females' community members.
- Open ended questions were used to collect qualitative data such as the attitudes and opinions of respondents concerning the role played by councillors towards ensuring efficient delivery of services. The closed ended questions were used to collect demographic information (quantitative data) from the respondents.

### **1.10 Data Analysis**

The data from the field were both quantitative and qualitative. Qualitative data such as the attitudes and opinions of the respondents concerning the role played by councillors were analysed on the basis of content. Quantitative data such as demographic information were subjected to descriptive analysis.

### **1.11 Ethical Consideration**

Information from respondents was kept confidential and participation in the study was voluntary.

### **1.12 Organisation of The Research Findings**

Chapter 1: Provides the background to the study, statement of the problem, rationale of the study, the aim of the study, specific objectives, hypothesis, significance of the study, methodology, methods of data collection and data analysis.

Chapter 2: Types of services delivered by Mafikeng local municipality and problems encountered in service delivery to rural areas.

Chapter 3: The structures in place and the role of councillors to ensure community participation in service delivery.

Chapter 4: The attitude of community members towards the role played by their councillors.

Chapter 5: Conclusion and recommendations

## CHAPTER TWO

### **TYPES OF SERVICES DELIVERED BY THE MAFIKENG LOCAL MUNICIPALITY AND PROBLEMS ENCOUNTERED IN SERVICE DELIVERY TO RURAL AREAS**

The Mafikeng Local Municipality is a category B municipality established in terms of section 12 and 13 of Local Government: Municipal Structures Act, 1998 through Notice 310 of 2000 dated 29 September 2000 of the North West Extraordinary Provincial Gazette. In order to comply with the provisions of section 152 (1) of the South African Constitution, the Mafikeng local municipality is required to render different types of services to achieve this objective. The different types of services to be rendered emanate from the various powers, duties and functions the municipality has been assigned in terms of the legislation. As a local government, the municipality has therefore a responsibility to ensure that the needs of its communities are satisfied and this can be achieved only if the Mafikeng municipality is able to render all the different types of services that are required, in an efficient manner.



#### **2.1 Functions of The Municipality**

The provisions of section 4(1) of Notice 310 of 2000 that establishes the Mafikeng Local Municipality, provides that the Mafikeng municipality shall within its area of jurisdiction, have the powers, duties and functions of a local municipality as listed in Annexure "B" of the North West Extraordinary Provincial Gazette. The Act provides for forty-two functions that the municipality is expected to perform. The following are some of the functions in terms of which the Mafikeng municipality is expected to render various services to its communities:

- Building regulations that are aimed at ensuring that all buildings or structures constructed within the municipal area comply with the requirements.
- Cemeteries, funeral parlours and crematoria serving the local municipality.

- Fire fighting services serving the area of the local municipality the aim of which is to save life and preserve property from destruction.
- Integrated development planning for the area of the local municipality
- Levying of fees for services provided by the local municipality
- Levying of rates on properties, which is one of the major sources of income for the municipality
- Levying of surcharges on fees for services provided for or on behalf of the municipality
- Building and maintenance of local roads and streets
- Erection and maintenance of sports facilities
- Building and maintenance of municipal parks and recreation facilities
- Curbing noise pollution aimed at ensuring that other people are not disturbed because of noise caused by others.
- Refuse removal, refuse dumps and solid waste disposal sites serving the area of the municipality.
- Retail portable water supply systems and domestic wastewater and sewerage disposal systems serving the area of the local municipality.
- Retail supply of electricity, which should have been one of the major sources of income for the municipality, but denied the license by National Electricity Regulator (NER). Eskom presently renders the service.
- Street lighting as a means of security at night
- Storm water management systems in built-up areas of the local municipality
- Control of traffic and parking within the area of the municipality.

Furthermore, the MEC of the North West Province responsible for local government has authorized the Mafikeng local municipality to perform the functions and exercise the powers as set out in the second column of Official Notice 14 of 2000 dated 15 June 2001, published in terms of Section 18 of the Local Government: Municipal Structures Amendment Act 2000 (Act 33 of 2000). The following are some of the functions assigned to the municipality which in terms of section 84 of the Municipal Structures Act

1998, are supposed to be performed by the District Municipality, however, the act does not exclude the local municipality from performing them:

- Solid waste disposal sites serving the area of the district municipality as a whole
- Municipal roads which form an integral part of a road transport system for the area of the district municipality as a whole
- The establishment, conduct and control of cemeteries and crematoria serving the district as a whole
- Promotion of local tourism for the area of the district municipality
- Municipal public works relating to any of the above functions or any other functions assigned to the district municipality.

All the functions, powers and or duties stated above, should be interpreted or regarded as services that the municipality should render.

### **2.1.1 The Actual Services Rendered By Mafikeng Municipality**

Despite the fact that a number of functions are assigned to the municipality by the Municipal Structures Act, 1998 and the MEC responsible for local government, interviews with key persons in the town treasurer's and engineer's section of Mafikeng municipality, showed that the actual functions performed included the following listed underneath. The reasons for not rendering all the functions assigned were due to lack of sufficient resources such as funds, personnel and equipment.

- Air pollution to prevent the discharge of toxic gases
- Billboards and the display of advertisements in the public places
- To ensure compliance with the building regulations
- To provide graves for burial of the dead in Cemeteries
- Cleansing by keeping the town clean
- Provide Fire fighting services
- Integrated development planning for the area of the local municipality
- Levying of fees for services provided by the local municipality
- Levying of rates on property

- Levying of surcharges on fees for services provided for or on behalf of the local municipality
- Building and maintenance of local roads and streets
- Establishment and maintenance of municipal parks and recreation
- Provide municipal planning for the area of the local municipality
- Municipal public works relating to any function of the local municipality
- Pounds to keep stray animals such as cattle, donkeys and horses.
- Promotion of local tourism for the area of the local municipality
- Refuse removal, refuse dumps and solid waste disposal sites serving the area of the local municipality
- Retail potable water supply systems and domestic waste-water and sewerage disposal systems serving the area of the local municipality
- Street lighting
- Storm water management systems in built-up areas of the local municipality
- Control of traffic and parking areas.

From the forty-two functions assigned in terms of Government Notice 310 of 2000, the Mafikeng municipality performs approximately half of those listed in the gazette. It needs to be emphasized that the functions or services highlighted are presently rendered in the urban area of Mafikeng only. While the municipality sometimes on request, does provide a specific service to communities in rural areas for example grading a street, this is done on an adhoc basis with no proper or formal arrangements in place.

Referring to functions and powers assigned to the Mafikeng local municipality through Notice 14 of 2000, it came out that none of these were performed or exercised by the municipality, as yet.

Simelane (2000, p. 11) provides that the White Paper sets out guiding principles for municipal service delivery:

- Accessibility
- Affordability of services

- Quality of products and services
- Accountability for services
- Integrated development and services
- Sustainability of services
- Value for money
- Ensuring and promoting competitiveness of local commerce and industry
- Promoting democracy.

In view of the above, the question is, can it be said that Mafikeng municipality renders effective and efficient services to its communities, which are accessible, affordable, quality products or services that are regarded as value for money?

Referring to The Mail newspaper which is circulated in this region, several articles have been written in connection with the poor service delivery by the Mafikeng local municipality. To cite two articles from The Mail newspaper one dated 1 February 2002 and the other 8 February 2002 with the headings, *municipalities promise better service* and, *mayor and premier under fire*, respectively, some members of the community continue to complain about the poor standard of service delivery by the municipality. The poor standard of delivery refers to a number of issues for example, not keeping the town clean and attractive, failure to control noise pollution, failing to maintain streets and roads in a good state of repair, storm water drainage not maintained, failing to maintain parks and keeping streets lights in a working condition. The poor delivery of services may also refer to the Municipality's failure to render those essential services that the rural community requires.

The Mafikeng local municipality renders different types of services in its urban area but has not yet started to render such services in the rural areas located in its area of jurisdiction. While the legislation assigned the municipality various powers, duties and functions to render different types of services, only half of these are being exercised or performed.

The following section examines the problems encountered by the municipality in rendering services to its areas of jurisdiction:

## **2.2 The Problems Experienced By The Mafikeng Local Municipality In Rendering Services To Rural Areas.**

It is common knowledge that the rural areas especially those inhabited by black communities, were neglected by former apartheid regimes such as the South African Government led by its white Prime Ministers such as Mr. H F Verwoerd, Mr. B J Vorster and Mr. P W Botha, and are therefore lacking in as far as the provision of basic services is concerned. This situation is also applicable to rural communities now forming part of the Mafikeng local municipality. The Mafikeng local municipality is therefore expected to ensure that communities residing in rural areas incorporated into its area of jurisdiction, are provided with services such as, clean running water, sanitation, well maintained streets and roads, sports ground, etc. However, the incorporation of the affected rural areas into the area of Mafikeng local municipality is hardly two years old, it therefore goes without saying that the municipality is faced with various challenges to overcome this problem.



Through interviews conducted with key persons such as the Acting City Secretary, a member of the mayoral committee, councillors, and other senior officials of the municipality, the problems experienced by the municipality in failing to render services to rural areas incorporated into its area of jurisdiction were highlighted.

### **2.2.1 The Provisions of The Legislation**

Section 151 (1) of the Constitution, Act 106 of 1996 provides that, the local government consists of municipalities, which must be established for the whole territory of the Republic. This therefore means that every piece of land within the country must reside under a certain municipality. The constitution goes on to list objects of local government, as being for example, to ensure the provision of services to communities in a sustainable manner and to promote social and economic development. Section 152 (2) provides that a municipality must strive within its finances and administrative capacity to achieve the

mentioned objects. The Demarcation Board has incorporated a number of rural areas in the urban area of Mafikeng local municipality, which comprises tribal land, trust land and farms. (Refer to Annexure A). The Mafikeng local municipality is therefore obliged to render municipal services to these areas. However, its financial and administrative capacity will determine the extent to which it would be able to do so.

### **2.2.2 Present Status of The Municipality**

Before highlighting the problems experienced by this municipality in providing services to rural areas, we need to reflect the important information about the municipality.

The following information that relates to the period July 2001 to January 2002 in respect of the Mafikeng municipality is provided in annexure B.

The number of councillors is fifty-six and twenty-eight of them were elected on ward basis while the remaining twenty-eight were nominated on proportional representative basis. The municipality's staff compliment is seven hundred and twenty two.

Total money spent towards salaries, allowances and related expenditures for the period July 2001 until January 2002 amounts to **R35 562 127** and the amount budgeted as the municipality's total expected expenditure is **R114 722 902**. If the salary expenditure is at the rate indicated until the end of the financial year, the expenditure would constitute fifty three percent of the budget allocation, which is far above the required norm of thirty three percent. Only R12 161 681 is set aside as the amount for capital charges while a total amount of R12 309 931, included in the budget will be received from National Government as the municipality's equitable share allocation for the current financial year. (Refer to annexure C). The amount of R12 161 681, which is eleven percent of the total budget, can be considered, as a drop in the ocean if one takes into account the huge backlog on developments and provision of services the council has to address.

Money owed to the municipality by Government departments in respect of rates and services for the period ending January 2002 was R27 027 621 while the Housing Corporation owes R4 184 589 for the same period. (Refer to annexure D and E). This

state of affairs is totally not acceptable, as both government and the Housing Corporation should lead by setting a good example. The total amount in arrears as at 31 January 2002 was

**R144 699 492** and with such a huge amount outstanding, it is difficult for the municipality to render the expected services which the consumers neglect to pay for.

For indigent people, an amount of R5 106 714.80 was outstanding for period July 2001 to 5 March 2002. (Refer to annexure F). This means that though the municipality receives money from national government in the form of equitable share to subsidize the poorest of the poor, the money was not yet used for the purpose intended for, and hence the increased arrears. It may also be mentioned that the free basic services policy initiated by government for example, the six kiloliters free water to the poorest, has not yet been implemented. However, this is understandable in view of the situation the municipality is faced with, due to lack of sufficient funds.

### **2.2.3 Lack of Sufficient Funds**

Lack of sufficient funds prevents the municipality from extending its service delivery to communities within rural areas. The funding problem comes as a result of the following:

- No income generated from communities residing in rural areas to fund services to be delivered in those areas.
- The culture of non-payment for services provided to residents, has resulted in less revenue income collected to maintain and improve even those existing services rendered in the urban area.
- Failure by government to address and finalize the dispute in connection with the role of traditional leaders in municipal councils is not helpful to the process of local government transformation.
- The differing understanding between councillors and traditional leaders with regard to the role each party has to play in rural areas.
- Insufficient funds generated to cross subsidize other functions because the municipality is denied a license to distribute and sell electricity. The arrangement between the previous Bophuthatswana government and the previous Mmabatho

Town Council to subsidize the municipality with an amount of R5million per annum for loss of income, seemed not to be honoured by the Provincial Government.

- Insufficient funds received from National government in terms of equitable share to assist in addressing the huge backlog pertaining developments and service delivery in the municipal area.
- Due to lack of sufficient income, additional personnel cannot be employed to render services or to acquire necessary equipment and machinery to provide services in rural areas.
- The Integrated Development Plan is in the final stage before adoption by council however, no plan nor budget is in place as yet to provide integrated development in the area.
- Government's delay and or failure to pay services and rates for its properties denies the municipality the necessary revenue to improve existing services and to extend such services to rural areas.
- No budget provision in the 2001/2002 financial year to cater for rural areas.

The municipality is faced with the above difficulties and challenges that it must first overcome to enable it to render services to rural areas.

What is disturbing, is the fact that communities in rural areas have not yet started to realize the fruits of local government transformation whose main objective is to ensure that the municipality provides services to its entire communities without discrimination. Yes, the electorates in the rural areas falling under Mafikeng municipal area of jurisdiction have participated in the 5 December 2000 local government elections to elect leaders who will bring developments to their areas. However, their wishes at this stage are still a pipe dream.

The next chapter will discuss the structures that are in place, and the role councillors play to ensure service delivery.

## **CHAPTER THREE**

### **THE STRUCTURES IN PLACE AND THE ROLE OF COUNCILLORS TO ENSURE COMMUNITY PARTICIPATION IN SERVICE DELIVERY**

Municipalities are expected to establish integrated administrative systems and structures to support service delivery. These structures could comprise councillors and officials while other structures can be community based and serve as a link between the community and the municipality, and be perceived as watchdogs for the community.

Unlike in the previous government when community participation in matters of local governance, was restricted or limited because of the then apartheid laws, section 152 (1) (e) of the Constitution, Act 108 of 1996 requires municipalities to encourage the involvement of communities and community organization in matters of local governance, and this is reflected as one of the key objects of local government. This notion of community participation in matters of local governance comes from the understanding that elected councillors cannot on their own identify and address the needs of their communities without the assistance or involvement of their community members and community organisations. Community participation enables councillors to know the needs of their communities and ensure that such needs are presented to council for assessment and implementation. In the same breath, by participating in municipal affairs, the community would know which of the needs can and cannot be met including the time limits. Scheepers provides the following about community participation that:

People use their skills and abilities in the communities in which they live and work. They contribute skills and knowledge for the development of people and organizations. Through a process of synergy, strengths and opportunities are merged within communities and groups to secure a better future for all concerned. The more people become involved in the development process, the greater the chances of success (2000, p. 2).

#### **3.1 Structures in place for service delivery**

In some of the communities, there are various groupings or structures that are formed to advance social and economic development of the community. These structures, though their systems or approaches of operation differ, have common objectives namely, to ensure the prosperity of their members and by so doing making life better. These structures include:

- Mayoral Committee
- Ward Committees
- Development Committees
- Civic Association and Community Based Organisations

### **3.1.1 Mayoral Committee**

It is a legislative requirement that a municipality with more than nine members must appoint a mayoral committee from among the councillors to assist the executive mayor in the performance of his/her duties. The Mafikeng local municipality is one of the five local municipalities within the North West Province to have an executive mayor and some councillors designated as full-time by the MEC responsible for local government. Councillor Jane Matsomela is the executive mayor of the Mafikeng local municipality and the majority of councilors are aligned to the ANC political party. The mayoral committee consists of ten councillors who are full-time. The nine councillors in the mayoral committee each is responsible for a particular portfolio committee and chairs its meetings. The established portfolio committees that comprise other councillors, are the following;

- Human and Municipal Administration Secretariat
- Finance, Audit, Tender Board and Treasury
- Local Economic Development, Tourism and Job Creation
- Municipal Health, Social Services, Social Development, and Recreation Services
- Traffic, Transport, Emergency Services and Disaster Management (Protective Services)
- Housing, Infrastructural Development, water and Electricity (Engineering)
- Integrated Development Plan (IDP), Land Use and town Planning
- Public Participation, Traditional Affairs and Governance



- Transformation, Service Delivery, Gender and Youth Disability.

The names of the above portfolio committees clearly indicate the functions and activities they deal with.

Section 60 (3) of the Municipal Structures Act, 1998 provides that, those of the executive mayor's powers and functions as may be designated by the municipal council, must be exercised and performed by the executive mayor together with other members of the mayoral committee. Section 56 (2) of the Municipal Structures Act, 1998 provides that the executive mayor must:

- Identify the needs of the municipality
- Review and evaluate those needs in order of priority
- Recommend to the municipal council strategies, programmes and services to address priority needs through the integrated development plan, and the estimates of revenue and expenditure, taking into account any applicable national and provincial development plans; and,
- Recommend or determine the best way including partnership and other approaches, to deliver those strategies, programmes and services to the maximum benefit of the community.

The Mayoral Committee can therefore be regarded as the engine of the municipality because it is entrusted with important functions and responsibilities, and hence councillors serving in this Committee are expected to serve as fulltime councillors because of the responsibilities and tasks to be performed.

### **3.1.2 Ward Committees**

The Local Government: Municipal Structures Act, 1998 provides that only municipalities of certain types may establish ward committees. The object of these ward committees is to enhance participatory democracy in local government.

The Mafikeng local municipality consists of twenty-eight wards. Each ward has an established ward committee and the elected ward councilor is the chairperson of the ward committee. Each ward committee is supposed to be constituted by ten people and the

eleventh person being the ward councillor. Section 73(3) of the Municipal Structures Act, 1998 states that, a metro or local council must make rules regulating-

- the procedure to elect the subsection (2)(b) members of a ward committee, taking into account the need- *for women to be equitably represented in a ward committee; and for a diversity of interests in the ward to be represented*
- the circumstances under which those members must vacate office, and
- the frequency of meetings of ward committees.

The investigation into the establishment of the ward committees did not verify whether the existing ward committees were established in accordance with the requirement of the above quoted legislation. However, what became quite evident is the fact that most of the people serving as members of the ward committees do not stay long in the committees because they do not receive any remuneration or allowances in order to meet personal expenses relating to their transport and meals, while performing activities or attending meetings of the ward committees.

The ward committees if properly constituted, trained and functioning according to expectation, should serve as the most convenient vehicle of ensuring full community involvement and participation in matters relating to local governance.

### **3.1.3 Development Committees**

A number of National and Provincial departments are having various development projects ongoing at various areas within the Mafikeng municipal area of jurisdiction for example, the upgrading of the two room houses in Montshiwa, building of RDP houses at Imperial Reserve and Danville, the erection of the street lights at Signall Hill village on the Zeerust road leading from the Nelson Mandela drive near the Mmabatho Tusks hotel, water projects at Lokaleng, road tarring at Molelwane and others. These projects are all funded by either the provincial or national government. However, the departments on their own cannot take unilateral decision to embark on these projects without engaging the municipality and councillors of the respective wards. These developments ultimately necessitate the involvement of ward councillors who will form part of the project

committee to monitor the project. The project committees are constituted of the consultants employed for the project and who also normally chair the meetings, the tribal authority's representative and representatives from the various committees dealing with various aspects within the ward. In this way, members of the community are kept informed and also participate in the developments taking place in their areas.

#### **3.1.4 Civic Association and Community Based Organization**

Even though a civic association and other various community based organizations exist within the Mafikeng municipal area of operation, it appears that the role played by these groupings in influencing both economic and social developments in the area, is minimal. The majority of the questionnaire respondents were not aware of the existence of the civic association in their areas. However, one hopes that once the municipality has an adopted integrated development plan in place which is functional, the role played by these organizations would become more visible.

The following section reviews the roles played by councillors in ensuring community participation.

### **3.2 The Role Councillors Play To Ensure Community Participation**

Councillors are expected to do certain things, or to perform in such a manner as to encourage members residing in their wards to participate fully in matters relating to local governance. A good relationship between the residents and ward councillor is important in order to create the necessary platform to resolve problems and or meet challenges that may exist. Councillors, whether elected or appointed, play a significant part towards ensuring that the needs of the community are met by bringing services and development that is required. Depending on his/her ability, a councillor should serve as a dependable link between his/her ward's community and the municipality.

#### **3.2.1 Culture of Community Participation**

Section 16 (1) of the Local Government: Systems Act, 2000 (Act 32 of 2000) provides that a municipality must develop a culture of municipal governance that compliments

formal representative government with a system of participatory governance, and must for this purpose:

- Encourage, and create conditions for the local community to participate in the affairs of the municipality, including:
  - the preparation, implementation and review of its Integrated development Plan
  - the establishment, implementation and review of its performance management system
  - the monitoring and review of its performance, including outcomes and impact of such performance
  - the preparation of its budget and
  - strategic decisions relating to the provision of municipal services
  
- Contribute to building the capacity of-
  - The local community to enable it to participate in the affairs of the municipality; and
  - Councillors and staff to foster community participation; and
  - Use its resources, and annually allocate funds in its budget, as may be appropriate.

The above legislative requirements simply prove to what extent government regards the importance of community participation in municipal affairs, and to achieve this goal it is necessary to have a councillor who sees community participation as one of his/her key responsibilities.

### **3.2.2 Duties of Councillors**

The duties of councilors according to Mckay (1997, p. 22) involve the following:

- Creating jobs
- Informing council of people's needs
- Finding out people 's needs.

One may also add the following as responsibilities of councillors:

- ◆ Informing people about local government and
- ◆ Encouraging people to pay their rates.

Reflecting on the above duties, the few councillors interviewed, indicated that they were directly involved in the identification of people to assume duty in the ongoing developmental projects funded by government, at their various areas. The councillor forms part of the committee that identifies the relevant people to be afforded job opportunities in these projects.

To know the people's needs, councillors communicate and involve communities and community organizations to avoid misrepresenting their needs at council. The communities are also aware of the fact that for their needs to be met, which relate to service delivery and development in their areas, they are expected to play a participatory role. However, even though councillors urge all members of the community to participate in local governance matters, only few members of the communities participate and this became evident when the majority of the questionnaire respondents indicated that they do not attend ward committees' meetings and therefore do not know the council's decision that affect their wards.

A number of councillors interviewed indicated that they regularly encourage residents to pay for rates and municipal services rendered. Councillors stated that they actually involve chairpersons of the relevant portfolio committees when having community meetings to address issues relating to payment of municipal rates and services. Councillors are aware of the fact that a faster pace of service delivery and development cannot be attained unless communities pay for services rendered. The municipality can only be able to render effective and efficient services if it has sufficient funds and its communities are co-operative.

The next chapter will review the attitude of community members towards the role played by councillors in ensuring efficient service delivery.

## **CHAPTER FOUR**

### **THE ATTITUDE OF COMMUNITY MEMBERS TOWARDS THE ROLE PLAYED BY THEIR COUNCILLORS**

It is important to assess the attitude of the community members towards their councillors to determine whether they are satisfied with their general performance or not, and by so doing, will enable the councillors to address their shortcomings or improve their performance.

The common objective of all the electorates who participated in the local government elections held on the 5th December 2000 was to elect councillors who would ensure that their needs were properly represented at council level. The communities that elected these councillors to represent them had the belief that these councillors would bring a difference to the municipal councils to which they had been elected. This would ensure a better service delivery by the municipality. Furthermore, the elected councillors would also ensure that their electorates were kept informed of council's decisions that affected them. On the other hand, if an elected councillor fails to ensure that the electorates are consulted and no efforts taken to meet their needs, obviously they will lose confidence in him/her as their representative. The consequence of such a situation is that it may lead to the community taking less interest in municipal matters that affect them and of which it could be detrimental to local government transformation.

The community are therefore the best judges of whether a councilor's performance is credible or not as they will always have a certain view about him/her, and hence it was necessary to assess their attitude

#### **4.1 Capacitation of Councilors and The Empowerment of Communities**

It is necessary that councilors should be capacitated accordingly in order to serve their community's needs better. It became clear during the interviews that all Mafikeng councilors underwent various councillor's training courses to provide them with appropriate knowledge and skills. The municipality had arranged for some of the courses while North West Local Government Association (NORWELOGA) arranged for

others. NORWELOGA is an association for municipalities in the North West Province that is affiliated to a national body known as South African Local Government Association (SALGA).

However, it became evident from the majority of respondents that the majority of them were not participating in local governance, as they were not attending ward meetings and therefore could not provide a factual assessment.

A Department of Provincial Local Government (DPLG) draft document (2001, p. 19) on Leadership and representativeness, provides that the relationship between elected leaders and their constituencies is critical in the process of identification of priorities and of interaction with the communities. In this view, to enhance leadership capacity, there is a need to consider the following:

- Awareness on reporting responsibility of councils and councillors to constituencies and communities
- Understanding quorum, meeting procedures and records management
- Abilities to guide decision-making processes
- Council discipline and integrity
- Effective liaison with senior municipal staff.



Should a councillor be able to master and adhere to the above principles, his/her service to his/her constituency will reflect improvement that will affirm his/her position as a good representative.

A perception may be held that, if a councillor performs his/her civic duties to the best of his/her ability and at the same time involves the community by making sure that they know and follow efforts taken by the municipality to improve their living conditions, it will be easier to attract their involvement. Councillors need to be proactive and creative to attract more community members in matters relating to local governance.

Having said the above, it is important that community members are constantly motivated to participate in local government matters and are also actively involved in the implementation of developments initiated by the municipality. This can be achieved if the communities are properly oriented and trained on the role of community participation. The training that should be offered to members of the ward committees must be extended to the entire communities. The trained members of the ward committees, councillors and

identified officials are the ones to train members of the communities through workshops. In this manner the municipality will achieve major benefits with less costs.

The interaction between the council and the community should be strengthened, as that will enhance implementation processes of developments earmarked for the community.

#### **4.2 Attitude of The Community Towards Their Councillors**

When asking some of the councilors a question whether the communities out there are happy with the council's performance, the answer was a clear no, and the reasons advanced were that, the municipality due to lack of resources, cannot afford to deliver services and bring developments at the rate expected by the communities. The same councillors responding to an interview question whether members of their respective wards blame them or the council for lack of effective service delivery the answer was, they blame both the municipality and councilors.

The members of the community were asked through a questionnaire whether they know the name of their ward councillors and sixty four percent of the respondents indicated that they do know the name of their ward councilor.

On the question whether community members are happy with the performance of their ward councillors, the majority of the questionnaire respondents at 41% indicated that they are not happy while 30% decline to commit themselves and indicated that they do not know, and 27% said they are happy with the performance.

Even if it appears that the community are not happy with the performance of their councilors, the question that needs to be raised is whether the poor performance of councillors comes as a result of lack of proper service delivery by the Mafikeng municipality which should carry the blame, or the blame lies squarely with councillors by failing to keep the community informed about difficulties and or achievements of the municipality.

On the other hand, are members of the community also not to blame because sixty four percent of them indicated on the questionnaire that they do not attend ward committee's

meetings which is the most appropriate avenue of keeping abreast with developments taking place within the ward.

It is therefore important that both the councillors and members of the communities be capacitated to know their respective roles on matters relating to local governance. This will result in both parties understanding one another's roles and expectations, and thus creating a healthy environment for cooperation.

The following chapter deals with the conclusion and recommendations.

## **CHAPTER FIVE**

### **CONCLUSION AND RECOMMENDATIONS**

The study focused on the problems relating to service delivery by local government in the North West Province with specific reference to Mafikeng local municipality. It also recommends what steps to be taken to improve the situation.

On the basis of the responses from the respondents, it became clear that the majority of the community members were not happy with the level of service delivery by the Mafikeng local municipality. According to the respondents, the general cleanliness of the town was very poor while the maintenance of streets and roads was between very poor to not satisfactory. The storm water drainages were not maintained well enough to prevent streets and pavements over flooding. It was indicated that it takes the municipality more than three months to repair potholes, while the municipality's efforts in regulating trading by hawkers on the shopkeepers' pavements was regarded as very poor. Most of the respondents also indicated that sports grounds were not sufficient to cater for community's needs and the available parks were not properly maintained.

On the positive side, the majority of the respondents were satisfied with the municipality's performance with regard to the removal of refuse, which was performed on a regular basis.

With regard to the billing by the municipality and payment of rates and taxes by consumers, the majority of the respondents indicated that they do receive their municipal account statements on a regular basis. Half of the respondents are up to date with their rates and taxes payments while another half were in arrears. The majority can afford to pay rates and taxes even though the charges were not reasonable.

The majority of the respondents were happy with the existing municipal arrangements for payment of municipal accounts including pay points.

Concerning the performance of ward councillors, the majority of respondents indicated that they were not happy with the performance of their ward councillors and did not know how the ward committees were performing. The study also found that most of the respondents did not attend ward meetings, and were also not aware whether a civic association and or community based organization existed in their areas. Some of the important municipal policies such as, Credit Control Policy, Integrated Development Plan and Indigent Policy were still in the draft stages and hence the performance of the municipality did not seem satisfactory as they lacked guideline documents to deal with specific situations.

Deducing from the respondents and people interviewed, it became clear that the Mafikeng local municipality is faced with enormous challenges of satisfying the needs of the communities both in urban and rural areas with regard to effective and efficient service delivery. This could only be achieved if sufficient resources such as finance, equipment, machinery and staff were made available.

In view of the foregoing, the following proposals are made that:

- National government needs to review its formula of allocating equitable shares to local government so that municipalities receive a fair share to deal with backlogs on developments and service delivery, especially in rural areas. The unemployment rate in the Mafikeng area of jurisdiction seems to be on the increase. As a result fewer consumers of municipal services are able to settle their municipal bills, consequently the municipality cannot meet its own obligations due to lack of sufficient funds.
- Half, if not the majority of public servants, are not paying their municipal bills, and to address this anomaly, there must be an enactment that empowers the employer to deduct, through stop order, money owed to the municipality. The municipality must also ensure that its own staff is up to date with their rates and taxes payment, including councillors.
- While both provincial and national government are to be commended for the initiatives taken to develop the areas falling under Mafikeng local municipality, it

is necessary that both governments set good examples by paying timeously municipal rates and taxes they owe. The provincial department of Developmental Local Government and Housing should proceed to honour arrangements made between the former Bophuthatswana government and the then Mmabatho Town Council of paying the Mafikeng municipality the amount of R5million per annum as a subsidy for the non distribution of electricity. This arrangement should continue until the license to distribute and sell electricity is restored to the Mafikeng municipality.

- The National Electricity Regulator's (NER) refusal or delay to issue the Mafikeng local municipality with a license to distribute and sell electricity within its area of jurisdiction contributes to the financial dilemma the municipality finds itself in. If national government cannot urgently intervene on this matter, that seemed to have dragged for so long, the Mafikeng local municipality should opt for legal action to have this matter resolved because a peaceful approach as required by chapter three of the constitution in connection with corporative governance, seems to have failed to yield expected results.
- The increased number of councilors has resulted in the increased salary bill of the municipality and has therefore necessitated the provision of more financial assistance to municipalities by national government. Presently, communities in rural areas of Mafikeng municipality are not receiving any municipal services and it will be unfair to expect them to pay for municipal services that they do not receive. Furthermore, the communities in rural areas would be right to question the role the Mafikeng municipality has played in the development of their areas since the 5th of December 2000 local government elections that resulted in their areas being incorporated into that of the municipality.
- The council must ensure that it uses its available resources efficiently for effective service delivery. The council should perhaps decide which municipal services could be outsourced to attain effective and efficient service delivery for example, refuse removal, general cleanliness of the town, fire and emergency services, maintenance of parks, etc. This arrangement would also assist to reduce their huge salary bill. However, should the council opt for privatization of some of the

services, it must ensure that it remains in control and monitors the process closely. Such a move will enable the municipality to concentrate on those activities that it can perform best and are cost effective.

- The council must ensure that its entire work force is dedicated to service delivery and that it earns its money's worth. This could be achieved through further and continued training and development of all its staff members including councillors.
- It is necessary that regular consultative meetings with rural communities be held to explain difficulties and achievements of the municipality with regard to provision of services and developments in their areas. This will make them feel part of the Mafikeng local municipality's community. However, the municipality must ensure that in its oncoming financial years' budget of 2002/2003 some funds are provided to start rendering certain services in rural areas, for example, maintenance of streets and roads, provision of water, electricity, etc. The IDP programme must be implemented accordingly.
- For Ward Committees to be effective, members should at least be given some allowances to cover their out of pocket expenses such as (Travelling) and meals when attending related meetings. This could at least serve as a motivating factor that would encourage members to continue serving in the ward committees. It is also advisable to hold Ward Committee meetings at least quarterly in order to reduce the costs involved.



Lastly, it should be noted that without sufficient funds it would be difficult if not impossible for any organization to achieve the goals it has set for itself. The municipality must therefore urgently finalize and implement its Credit Control Policy to ensure payment of services delivered. Secondly, the municipality must ensure that it improves its service delivery and maintains a high standard of performance.

In developed countries such as for example the Netherlands, the central government subsidizes municipalities to the tune of approximately 80% of the municipalities' budgets, which is something our government should look into with the possibility of

following suit. The government must enable municipalities to deliver as expected by providing necessary resources, which include monitoring and evaluation.

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**ANNEXURE B**  
**Salaries and Allowances: January 2002**

VOTE	DEPARTMENT	SALARIES	OVERTIME	HOUSING	V/TRAVEL	CELLULAR	MEDICAL	PENSION/UIF	PENSIONERS	COUNCILLOR	BONUS	TOTAL
101	Gen Exp	10,665.00	-	694.78	-	-	-	1,776.25	1,882.43	415,939.98	-	430,958.44
102	T Clerk	37,904.07	-	-	(755.44)	-	3,087.00	1,608.08	-	-	-	41,843.71
203	C Secret	83,864.49	-	2,216.10	5,305.04	270.00	11,940.60	20,816.19	-	-	-	124,412.42
208	PRO	987.74	-	-	-	-	-	-	-	-	-	987.74
215	Personnel	38,154.08	-	2,497.60	-	270.00	4,674.49	9,404.82	-	-	-	55,000.99
241	Library	21,364.08	-	359.93	-	-	2,052.00	5,341.03	-	-	-	29,117.04
304	C Treasurer	231,790.92	10,806.19	13,363.37	8,159.50	640.00	32,415.84	56,994.07	-	-	-	354,169.89
305	D Process	32,759.91	-	2,802.11	3,387.25	-	4,864.15	7,992.48	-	-	-	51,805.90
307	Stores	25,746.33	-	1,126.99	-	-	3,596.00	6,436.59	-	-	-	36,905.91
317	Int Audit	8,452.00	-	582.00	-	-	-	2,028.48	-	-	-	11,062.48
432	C Engineer	108,961.59	2,367.42	7,851.75	19,026.53	640.00	16,853.76	26,705.04	-	-	-	182,406.09
433	C Buiding	35,408.08	-	200.00	-	-	6,831.00	8,987.09	-	-	-	51,426.17
434	Pub Works	278,968.50	1,948.98	1,532.63	-	-	43,450.52	66,999.96	-	-	-	392,900.59
436	Workshop	65,892.72	5,053.07	3,373.11	-	-	9,224.83	16,329.59	-	-	-	99,963.32
448	Sewerage	115,079.01	49,442.28	2,772.83	-	-	16,837.00	28,889.73	-	-	-	213,020.85
480	Water	117,383.96	43,437.16	2,547.26	-	-	21,775.40	29,969.10	-	-	-	215,112.88
520	Abulance	11,641.83	3,322.78	2,258.14	-	-	1,676.00	2,910.46	-	-	-	21,809.21
521	Pound	9,994.00	2,786.19	-	-	-	1,920.00	2,473.53	-	-	-	17,173.72
522	F Brigade	193,791.33	99,199.45	13,101.82	-	-	30,766.34	48,137.71	-	-	-	384,996.65
525	Licencing	66,183.83	-	6,079.02	-	-	13,161.34	16,545.98	-	-	-	101,970.17
526	S Guards	130,914.91	31,195.80	3,420.58	-	-	27,132.00	32,660.38	-	-	-	225,323.67
527	Traffic	176,438.58	35,582.07	12,302.28	3,668.15	370.00	36,693.95	42,795.24	-	-	2,069.40	309,919.67
613	Cleansing	275,075.81	23,319.47	1,100.55	-	-	45,669.50	70,867.02	-	-	2,998.20	419,030.55
614	Clinic	9,182.83	-	-	-	-	640.00	2,281.96	-	-	-	12,104.79
616	Health	89,567.42	1,038.18	7,350.36	640.00	12,811.42	11,117.00	21,910.68	-	-	-	144,435.06
642	Parks	216,224.71	1,004.14	2,435.00	-	-	42,173.30	54,662.41	-	-	7,611.00	324,110.56
647	Str Sweepng	241,402.73	39,652.43	572.50	-	-	55,680.00	60,531.58	-	-	-	397,839.24
	<b>Total</b>	<b>2,633,800.46</b>	<b>350,155.61</b>	<b>90,540.71</b>	<b>39,431.03</b>	<b>15,001.42</b>	<b>444,232.02</b>	<b>646,055.45</b>	<b>1,882.43</b>	<b>415,939.98</b>	<b>12,678.60</b>	<b>4,649,807.71</b>
	<b>Actual to Date</b>	<b>18,792,015.97</b>	<b>1,725,912.33</b>	<b>668,357.14</b>	<b>576,416.05</b>	<b>(93,948.58)</b>	<b>2,831,733.17</b>	<b>4,658,014.42</b>	<b>14,477.01</b>	<b>2,655,602.06</b>	<b>2,797,813.93</b>	<b>34,626,393.50</b>

<b>SUMMARY:</b>	<b>TOTAL THIS MONTH</b>	<b>TOTAL TO DATE</b>
SALARIES/ALLOWANCES	4,649,807.71	34,626,393.50
LEAVE PAY	103,585.45	420,768.69
PENSION RECOVERABLE	76,104.16	514,964.89
<b>PAYROLL TOTAL</b>	<b>4,829,497.32</b>	<b>35,562,127.08</b>
Net Pay	1,735,816.70	13,439,007.46
Deductions	1,919,895.00	14,202,008.56
Total Earnings	3,655,711.70	27,641,016.02
Council Contributions	1,173,785.62	7,921,111.06
<b>Grand Total Earnings</b>	<b>4,829,497.32</b>	<b>35,562,127.08</b>
No. of officials	815	
Average Basic Salary	3262.67	
Average Salary Cost	5925.76	

QTY	PARTICULARS	AMOUNT
56	Councillors	415,939.98
18	Pensioners(Old Age)	1,882.43
19	Pensioners (Board)	76,104.16
722	Staff	4,335,570.75
<b>815</b>	<b>TOTAL</b>	<b>4,829,497.32</b>

## OPERATING INCOME AND EXPENDITURE (PER CATEGORY) : JULY 2001 - JANUARY 2002

Particulars	Orig Budget	Total for Month	Total to Date	Balance	Projected
<b>Expenditure:</b>					
Salaries & Allowances	55,807,170.00	4,311,793.65	31,506,762.80	24,300,407.20	52,120,000.00
Gen Expenses	16,016,136.00	1,917,302.04	9,331,729.31	6,684,406.69	16,000,000.00
Water Purchase	17,700,000.00	1,294,401.04	9,436,045.03	8,263,954.97	18,870,000.00
Repair & Maintenance	9,333,063.00	204,006.58	2,658,559.84	6,674,503.16	4,560,000.00
Cap Charges	12,161,681.00	16,807.26	50,966.95	12,110,714.05	12,161,681.00
Contrib. Spec Fund	3,000,000.00	-	3,000,000.00	-	3,000,000.00
Contrib. To Cap ital	704,852.00	-	27,519.80	677,332.20	47,000.00
<b>Grand Total</b>	<b>114,722,902.00</b>	<b>7,744,310.57</b>	<b>56,011,583.73</b>	<b>58,711,318.27</b>	<b>106,758,681.00</b>
<b>Revenue</b>					
Govt Contrib	20,119,931.00	-	6,793,849.60		20,252,791.00
*Equitable Share	12,309,310.00	-	6,154,964.00	6,154,967.00	12,309,931.00
*Interest Build Loan	1,300,000.00	-	-	1,300,000.00	1,300,000.00
*Ambulance Subs	1,100,000.00	-	346,621.60	753,378.40	1,172,000.00
*Health Subs	410,000.00	-	292,264.00	117,736.00	470,860.00
Loss Of Electricity	5,000,000.00	-	-	5,000,000.00	5,000,000.00
Assessment Rates*	41,048,010.00	33,255.29	41,488,092.84	(440,082.84)	41,500,000.00
Water sales	31,025,000.00	1,430,573.16	13,250,808.71	17,774,191.29	22,800,000.00
Refuse removal	63,205,000.00	548,014.60	3,841,943.28	2,478,556.72	6,586,000.00
Sewerage	11,620,000.00	1,853,782.00	7,211,445.36	4,408,554.64	12,360,000.00
Traffic Fnines	600,000.00	29,010.00	162,935.00	437,065.00	280,000.00
Inter. Invest./Penalties	1,600,000.00	1,371,669.45	7,910,683.08	(6,310,683.08)	13,500,000.00
Licences/Permits/Cert/Tes	1,216,876.00	127,318.50	888,910.87	327,965.13	1,520,000.00
Sundry income	1,166,475.00	110,701.96	819,837.10	346,637.90	1,400,000.00
Rentals	110,000.00	16,238.14	59,091.83	50,908.17	101,500.00
<b>GRAND TOTAL</b>	<b>114,826,792.00</b>	<b>5,520,563.10</b>	<b>82,427,597.67</b>	<b>32,399,194.33</b>	<b>120,300,291.00</b>
<b>Surplus(Deficit)</b>	<b>103,890.00</b>	<b>(2,223,747.47)</b>	<b>26,416,013.94</b>	<b>(26,312,123.94)</b>	<b>13,541,610.00</b>

\* The bulk of Assessment Rates for the year was Levied in July 2001.

## ANNEXURE D

## ANNEXURE D

## MONTHLY COMPARISON OF GOVERNMENT RATES AND SERVICES DEBT

	Jul-01	Aug-01	Sep-01	Oct-01	Nov-01	Dec-01	Jan-02
Public Works (National) Rates	22,430,864.49	19,072,992.73	19,247,497.26	4,670,368.39	5,345,114.29	5,232,856.45	5,300,196.57
Public Works (National) Services	15,205,445.07	14,349,763.87	15,204,149.29	14,627,224.78	15,147,540.36	15,756,359.45	16,547,710.53
Local Govt H Planning & Dev -Services	871,314.69	883,397.48	685,715.07	654,442.43	688,637.52	715,439.45	705,208.63
Local Govt H Plan Dev -Rates1	2,101,347.64	2,099,413.16	2,039,634.87	1,940,505.89	1,272,781.31	1,287,158.66	1,299,437.47
Public Works (provincial) Services	1,104,491.56	1,064,802.27	1,031,850.33	880,308.06	994,451.08	1,377,941.61	1,652,605.43
Education - Services (Rates -Public Works	1,372,636.01	1,514,163.23	1,346,428.03	1,419,369.38	1,394,597.90	1,576,362.67	1,522,451.32
<b>TOTAL</b>	<b>43,086,099.46</b>	<b>38,984,532.74</b>	<b>39,555,274.85</b>	<b>24,192,218.93</b>	<b>24,843,122.46</b>	<b>25,946,118.29</b>	<b>27,027,620.45</b>

## SUMMARY FOR JANUARY 2002

	ARREARS	CURRENT	TOTAL
Services	20,160,465.73	267,520.68	20,427,986.41
Rates	6,446,992.14	152,641.90	6,599,634.04
<b>TOTAL</b>	<b>26,607,457.87</b>	<b>420,162.58</b>	<b>27,027,620.45</b>

## ANNEXURE E

## ANNEXURE E

## NORTH WEST HOUSING CORPORATION SERVICES AND RATES LEVIES &amp; PAYMENT

MONTH	ARRANGEMNTS	CURRENT SERVICES	TOTAL	PAID	SHORT PAID AS ARRANGED
May -01	132,138.16	198,370.09	330,508.25	-	330,508.25
Jun-01	132,138.16	123,983.33	256,121.49	(157,045.46)	413,166.95
Jul-01	132,138.16	166,926.74	299,064.90	(276,731.72)	575,796.62
Aug-01	132,138.16	285,988.26	418,126.42	100,000.00	318,126.42
Sep-01	132,138.16	137,084.04	269,222.20	130,000.00	139,222.20
Oct-01	132,138.16	174,193.59	306,331.75	119,172.06	187,159.69
Nov-01	132,138.16	134,047.61	266,185.77	-	266,186.77
Dec-01	132,138.16	163,076.94	295,215.10	-	295,215.10
Jan-02	132,138.16	150,467.09	282,605.25	-	282,605.25
<b>TOTAL</b>	<b>1,189,243.44</b>	<b>1,534,137.69</b>	<b>2,723,381.13</b>	<b>(84,605.12)</b>	<b>2,807,986.25</b>

## SUMMARY OWING TO DATE

	RATES	SERVICES	TOTAL
Group code 18	1,309,889.95	479,855.90	1,789,745.85
Group code 91	528,445.13	1,866,398.17	2,394,843.30
			<b>4,184,589.15</b>

## AGE ANALYSIS OF DEBTS PER AREA AS AT 31 JANUARY 2002

AREA	CURRENT	30 DAYS	60 DAYS	90DAYS +	TOTAL
Mafikeng (01)	(265,771.48)	8,074,008.23	1,181,408.79	31,680,890.87	40,670,536.41
Danville (02)	552,605.91	594,356.34	170,831.06	4,837,113.75	6,154,907.06
Mmabatho (03)	2,462,436.14	10,920,642.66	2,517,676.99	55,962,639.52	71,863,395.31
Montshiwa (04)	1,288,314.08	2,212,561.81	740,161.14	18,579,154.11	22,820,191.14
Rooigrond (09)	3,003.79	104,961.23	4,327.45	513,705.73	625,998.20
Ottoshoop	1,175.68	18,948.93	6,222.18	67,776.63	94,123.42
<b>TOTAL</b>	<b>4,041,764.12</b>	<b>21,925,479.20</b>	<b>4,620,627.61</b>	<b>111,641,280.61</b>	<b>142,229,151.54</b>
PLUS :Ccycle 02 Sundries	(6,981.75)	19,731.87	28,025.33	2,435,067.87	2,475,843.32
TOTAL	4,034,782.37	21,945,211.07	4,648,652.94	114,076,348.48	144,704,994.86
LESS: Deposit on Hand (Sundries)	(5,502.89)				(5,502.89)
<b>TOTAL</b>	<b>4,029,279.48</b>	<b>21,945,211.07</b>	<b>4,648,652.94</b>	<b>114,076,348.48</b>	<b>144,699,491.97</b>

NB: Current Assessment Rates included

## ANNEXURE G

### MAFIKENG LOCAL MUNICIPALITY

#### NOTICE

#### SETTLEMENT OF ARREAR DEBTS

The following measures and/or proposal were approved by Council to encourage all consumers who are in arrears in respect of the payment of their account, to settle these arrears within a reasonable period of time. It is an incentive which can only be offered for a limited duration of time, whereafter the Council will need to revert to normal sanction measures in respect of those consumers who remain in default.

#### INCEPTIVE OPTION 1:

Consumers who settle their capital balances due **within twelve months** of the date on which they concluded a written agreement to settle, will have the remaining **100%** of the total interest accumulated written-off.

#### INCEPTIVE OPTION 2:

Consumers who settle their total capital balances due **between twelve and twenty four months** of the date on which they conclude a written agreement to settle, will have the remaining **50%** of the total interest accumulated written-off.

#### INCEPTIVE OPTION 3:

Consumers who settle their total capital balances due **between twenty four and thirty six months** of the date on which they conclude a written agreement to settle, will have the remaining **25%** of the total interest accumulated written off.

Applicable interest discounts will only be allowed after settlement agreement have been honoured and provided further that the current account is fully paid.

- Consumers who already have an agreement with the council, but wish to benefit from the discounts on offer, will be required to conclude a new agreement.
- Consumers who have been already handed over and legal action taken, or whose debt is being recovered by Council's appointed collection agents also qualify for the discount provided they meet all requirements.
- Incentives offered are applicable retrospectively as from 1 November 2001 and arrangements must be made before 30 June 2002 in order to qualify for the above incentive.
- Consumers whose services are disconnected would be connected on condition that an acknowledgement of debt and agreement arrangements are completed and signed after all documents required are submitted before approval of arrangement.
- The total arrear amount, which is the subject of an arrangement, ceases to accumulate arrear interest if the arrangement is honoured.