

https://dspace.org/

# The oversight roles and competency of ward councilors in Midvale local municipality of South Africa

**Mutsakanye, Tafadzwa**

**2021**

https://hdl.handle.net/10539/33912

Downloaded from a DSpace repository. https://dspace.org/

# THE OVERSIGHT ROLES AND COMPETENCY OF WARD COUNCILORS IN MIDVAAL LOCAL MUNICIPALITY OF SOUTH AFRICA. .




**TAFADZWA MUTSAKANYE**

**Student Number: 1817293**

**Supervisor: Dr T Nzo**

**This dissertation is submitted in partial fulfilment of the Degree of Master of Arts in Organisation and Institutional Studies at the University of the Witwatersrand**

**2021**

**Declarations**

I, TAFADZWA MUTSAKANYE, declare that this report is my original work. It is submitted in partial fulfilment of the requirements of the degree of Masters in the Field of Organisation and institutional Studies at the University of Witwatersrand, Johannesburg. This research has not been submitted before for any examination or degree at any other institution.

T. Mutsakanye Signature

April 2021

**ABSTRACT**

Local government councils have widely been regarded as the closest link to the citizens. However, in South Africa local, government municipalities have been experiencing failures alluded corruption and various instances of inefficacies. Municipal councillors are assigned with the responsibility of public service delivery at the local government level as well as control of government resources thus individual councillor capabilities contribute to how decisions are made through their oversight roles at Midvaal Local Municipality. This study aimed to investigate councillor capabilities in conducting their oversight roles, the study explored the various methods used by political parties in the councillor selection processes to promote the overall effective performance of councillors at the local Municipality in their various structures committees to promote service delivery. The Midvaal Municipality has been a well-performing institution, performing considerably well winning 7 unqualified audits consecutively more evidence of performance is seen by the municipality attaining an award as the top performing municipality in Gauteng Midvaal IDP (2020/21). This is proof that the Midvaal Local Municipality is indeed delivering services to its residents it is also in good financial health.

The issue identified in this research study is that township communities still shows so much dissatisfaction with the services provided by the municipality has many causes beyond the individual ward councillor's areas of competence that largely stifles their work. Councillor competencies have certain elements that can satisfy the residents' needs in their respective wards if they are identified in each member deployment into councillorship by their political organisations. The majority of councillors who participated in this study had a welcoming attitude to the assessment of their competencies conversely some individual councillors detested the researcher's efforts to assess their competencies due to personal reasons. Councillors who participated in this study indicated that their competencies were stifled by various elements at the local Municipality, which consisted that they had little understanding of the local government policies and lacked technical skills.

The township community in the Midvaal are situated on the edge of the developed areas or in a rural setup, Township low-income communities experience limited services and infrastructure for service delivery. Low-income communities require access to social services which they lack at present, low income township communities in Midvaal has highlighted displeasure on service delivery trends in the Municipality which the affluent and the township

low income has large differences. Thus a great effort is required to bridge the gap between the poor and the affluent in the local Municipality. The findings of this study suggest that training and development of councillors should be included in Municipal legislation to give sector-specific knowledge to councillors which will enhance oversight and development.

**Key words and phrases**: Councillor, good governance, ethical, leadership, service delivery. Political accountability, municipal good governance, Midvaal Local Municipality

**DEDICATION**

This research is dedicated to my parents who worked tirelessly for my pursuit of good education and their unshakable belief that a good education is a conduit to opportunities in the globalised world.

**ACKNOWLEDGEMENTS**

This research is a result of those who dedicated their time working in local government to change the lives of citizens in their communities. I take this opportunity to express my gratitude to those who took their time and resources to assist me to complete this research.

I would also like to express my gratitude for the financial support received from the Public Affairs Research Institute which made my studies possible.

Dr T Nzo my supervisor much appreciation to you for your guidance throughout this research.

My friends' nephews and everyone who made contributions to this work, your encouragements and assistance are highly appreciated this journey. Thank you!

Gratitude goes to the respondents from Midvaal Local Municipality thank you so much for your co-operation and assistance,

Thank You!

**Table of Contents**

**Declarations** ..... ii
**ABSTRACT** ..... iii
**DEDICATION** ..... v
**ACKNOWLEDGEMENTS** ..... vi
**LIST OF ABBREVIATIONS** ..... x
**List of Maps** ..... xi
**CHAPTER 1: INTRODUCTION** ..... 1
**1.1 Background of the study** ..... 1
**1.2 Problem Statement** ..... 2
**1.3 Research questions** ..... 3
**Main Question** ..... 3
**1.4 Purpose of the Study** ..... 3
**1.5 Study Area** ..... 3
**1.5.1 Midvaal Municipality** ..... 3
**1.5.2Map of the Gauteng Province** ..... 5
**Fig 1 Midvaal Municipality Location in Gauteng Province** ..... 5
**1.5.3 Map of the Sedibeng District** ..... 5
**1.5.4 Midvaal Municipality Socio-economic and settlement dynamics** ..... 6
**CHAPTER 2** ..... 11
**2.1 LITERATURE REVIEW** ..... 11
**Introduction** ..... 11
**2.2 Councillor and the Local Government System** ..... 11
**2.3 Councillors' in committees and Oversight** ..... 12
**2.3.1 Section 79 committees:** ..... 12
**2.3.2 Section 80 Committees** ..... 13
**2.3.3 Section 79 Municipal Public Accounts Committee (MPAC)** ..... 14
**2.3.4 Councillor Selection and Deployment Principles** ..... 17
**2.3.5 Councillor Selection Principles of the African National Congress** ..... 17
**2.3.6 Councillor Selection Principles of the Democratic Alliance** ..... 20
**2.3.7 Human Capital Theory** ..... 22
**2.4 Social Capital** ..... 23
**2.4.1 Merit System Theory and Selection of employees in organisations** ..... 26

**2.5 Conceptual Framework ..... 29**
**2.5.1 Oversight and Competency ..... 29**
**2.5.2 Oversight and Municipalities in South Africa ..... 29**
**2.5.3 Competency and Councillors ..... 30**
**2.5.4 Iceberg Competency Model ..... 31**
**2.6 Service Delivery in South Africa ..... 32**
**2.7 Patronage, Competency and Service Delivery Provision. ..... 34**
**2.8 Politics of Service Delivery ..... 37**
**2.9 Socio-economic and settlement dynamics and Service Delivery ..... 38**
**2.10 Chapter Summary ..... 42**
**CHAPTER 3 ..... 43**
**METHODOLOGY ..... 43**
**3.1 Introduction ..... 43**
**3.2 Research Methodology ..... 43**
**3.3 Secondary data ..... 44**
**3.4 Primary data collection methods and instruments ..... 44**
**3.4.1Interviews ..... 45**
**3.4.2 Focus groups ..... 45**
**3.4.4 Observation ..... 46**
**3.5 Research Population ..... 47**
**3.5.1 Sampling ..... 47**
**3.5.1.1 Sampling Challenges ..... 48**
**3.5.2 Informant Selection ..... 48**
**3.5.3 Validity ..... 48**
**3.6 Ethical Considerations ..... 48**
**3.6.1 Data analysis ..... 49**
**3.7 Limitations of the study ..... 49**
**3.8 Covid-19 Pandemic restriction and its Impacts on the research ..... 50**
**3.9 Chapter summary ..... 51**
**CHAPTER 4 ..... 52**
**FINDINGS OF THE STUDY ..... 52**
**4.1 Introduction ..... 52**
**4.2 Service Delivery at Midvaal Local Municipality ..... 52**
**4.2.1 Bridging the gap between Community and Local Government ..... 53**
**4.3.1 Skills, competencies and councillor selection at Midvaal local Municipality ..56**

**4.3.2 Skills, capabilities and political acumen qualities of a councillor in local government Municipalities ..... 60**
**4.3.3 Politics of Councillor Selection and Oversight in Local Government ..... 61**
**4.3.4 Selection strategies and Councillor Capabilities..... 62**
**4.3.5 Councillorship mandate of the Midvaal local Municipality and politics ..... 63**
**4.4 Human Capital and Politics ..... 63**
**4.4.1 Councillor challenges at Midvaal local Municipality ..... 63**
**4.5 Chapter Summary ..... 66**
**CHAPTER 5 ..... 67**
**ANALYSIS DISCUSSION, RECOMMENDATIONS AND CONCLUSION ..... 67**
**5.1 introduction..... 67**
**5.2 Human capital and its impact on the execution of prescribed councillor roles..... 67**
**5.3 Recruitment and Selection within the main political parties at MLM..... 69**
**5.4 Councillors service delivery, cleavages and inter-governmental relations ..... 71**
**5.5 Recommendations ..... 73**
**5.6 Conclusion..... 74**
**REFERENCES..... 77**

**LIST OF ABBREVIATIONS**

| | |
|---|---|
| ANCE | African National Congress |
| BEC | Branch Executive Committee |
| COGTA | Cooperative Governance and Traditional Affairs |
| CWP | Community Works Programme |
| DA | Democratic Alliance |
| DPLG | Department of Local Government and Traditional Affairs |
| EPWP | Expanded Public Works Programme |
| EFF | Economic Freedom Fighters |
| FF+ | Freedom Front Plus |
| GEAR | Growth Employment and Redistribution |
| MPAC | Municipal Public Accounts Committee |
| MLM | Midvaal Local Municipality |
| KPAs | Key Performance Areas |
| NDP | National Development Plan |
| PR | Proportional Representation |
| RDP | Reconstruction and Development Programme |
| SALGA | South African Local Government Association |
| HoD | Head of Department |

**List of Maps**

Map of the Gauteng Province ……...5

Map of the Sedibeng District ……6

# CHAPTER 1: INTRODUCTION

## 1.1 Background of the study

Local government councils have widely been regarded as the closest link to the citizens. However, in South Africa local, government municipalities have been experiencing failures alluded corruption and various instances of inefficacies. There has been wide conceptualisations of the state of public service delivery systems in post independent African countries as dysfunctional institutions as they are characterised by predatory and patrimonial ideals (Medard, 2002). Local government efforts to meet the needs of the people at the local citizen level has been branded as inadequate and citizens still express dissatisfaction. The statistics South Africa General household survey indicates that Electricity, Water, Sanitation has reached most citizens (Statistics South Africa, 2017). Nonetheless, there has been expressions of dissatisfaction with the services being offered .This has resulted in strikes and protests action and these have been directed at councillors. Many good governance writers view councillors not only as politicians but as a strategic link between the communities and the urban council institutions who design and implement development polices (Paradza, 2010, Peter, and Alexander 2010). The councillor's responsibilities are to ensure that municipalities deliver basic services which consists of water, housing, and sanitation, refuse collection, maintenance of municipal roads, passing of municipal by laws and revenue collection amongst other responsibilities (Municipal Systems Act 2000, Municipal Structures Act 1998, SALGA, 2006).

Pithouse (2007) argues that councillors play a subordinate role in attaining popularity for their parties, in essence they play a top down role to get votes for their political parties while promising to articulate concerns of the citizens. Thus councillors are seen as liars in the face of the community they serve when their promised or agreed needs are not met citizens take their frustrations on the councillors and take to protest actions as these officials disappear in times of need. Booysen (2007) presents that municipal and ward committee members were invisible to 80 percent of South Africa's population in urban areas especially, these disappearances fuel frustrations of the citizens at the lack of response to their concerns.

This study investigates the role played by the councillor competencies in articulating their roles as articulated by the South African Local Government Association (SALGA) the implications of political cleavages and ties affect the full exercise of Councillors roles .The local government selection process have created a political arena for malfeasance , selection of PR and Ward

councillors provides a fertile ground for political games which affects the effective practices of councillors oversight roles.

### 1.2 Problem Statement

Independence had brought hope for a brighter future and better services for the formerly oppressed black Townships nonetheless, this sense of hope disappeared since the basic needs of the citizenry have been a challenge. It is against this backdrop that there have been disgruntlement, strikes and demonstrations. Councillors serve as the interface between the citizens and the municipal officials who have power in designing and implementation of development agendas. Serve to, express community needs, ensure that municipalities implements policies to fit needs of the citizens and serve as the voice of the people. Make recommendations for policy and programme improvements to municipalities for the development of their constituencies (SALGA, 2006). PR councillors also serve as conduits of communication with provincial and local party structures to attain input relevant to council business. More so, councillors serve to ratify key decisions of the council thus councillors should be very informed individuals, as councillors take decision making in the IDP ,policy changes and the annual budget based (ibid ). The aforementioned roles suggests that, councillors have a task to be responsive to demands of stakeholders, delivery of tangible services, accountability and transparency to the citizens. Councillors faces various issues in conducting their duties, for instance corruption, lack of resources and lack of funding from their Municipalities. Apart from these little has been mentioned about how human capital resources at the ward level determines the quality of services delivered.

Councillors are elected every five years to operate a system of managing their respective wards without much consideration of their qualifications and level of education to enter into councils. To be a candidate for councillorship one must be, a citizen and is qualified to vote in the register with their local council, local government municipal structures act 117 of 1998.Once qualified they contest in the local government election were the citizens vote for their best candidate to stand as the representatives of constituents and community immediate needs. Service delivery problem has been a challenge for South Africa ,solutions administered faced hurdles and problems at the local level have become complex and require high level of competency and skill to navigate and provide solutions .It is against this backdrop that there is need to look into how competency affect councillor oversight roles in attaining the public goods.

## 1.3 Research questions

### Main Question

What is the oversight role and competency of ward council in ensuring effective and efficient service delivery in Local Municipalities?

Sub questions

What role has human capital played in the execution of prescribed councillor oversight roles in ensuring efficient and effective service delivery?

How do councillors and their respective parties deal with human capital challenges?

What factors shape the recruitment and selection of councillors within the main political parties such as the ANC and DA in South Africa?

Why have political and communal ideals continue to influence the selection recruitment and how a councillor conducts oversight roles?

How do councillors respond to service delivery demands from their wards and cleavages?

How do councillors exercise their service delivery oversight role over the administration in portfolio committees and council?

## 1.4 Purpose of the Study

This study aims to understand the role of human capital and how it has an effect on the execution of oversight roles in their respective wards and constituencies. This study aims to explore the extent to which human capital can bring best councillor oversight practices which can impact on service delivery and achieving goals of the IDP of the municipality.

## 1.5 Study Area

### 1.5.1 Midvaal Municipality

Midvaal Local Municipality a category B Municipality as defined by the Municipal Structure Act 117 of 1998 (Midvaal IDP 2020: 47). Midvaal Local Municipality (MLM) covers a space area of 1722 square kilometres ,boasts a population of 111612, with fifteen wards with 29 Councillors consisting of fifteen Ward and fourteen Proportional representation Councillors (Midvaal Annual Report 2019/ 2020;49, Stats SA Community Survey,2016). The Municipality is located in the Southern area of Johannesburg in the Gauteng Province and forms part of the Sedibeng District Municipality with two other Municipalities in the district being the Lesedi Local Municipality and Emfuleni Local Municipality. Manufacturing, commerce, banking, and

business services are the main employment sectors in the municipality (Municipalities of South Africa, 2017). The land use in the region is predominantly agricultural, with farming accounting for about half of the land. Meyerton, Daleside, Randvaal, De Deur, Walkerville, and Henley-on-Klip are the main towns and settlements in the district. Klip River, Suikerbosrand Nature reserve ,coal and dolomite consists of natural resources that can be found in the region (Midvaal Local Municipality, 2020;26,Local Government Handbook ,2021).

The Midvaal Local Municipality is the only top performing Municipality in the Gauteng Province and surpasses Emfuleni and Lesedi Local Municipalities managed by the ANC which are resident in the Sedibeng district the same district as Midvaal. The municipality is regarded as the DA's most prized achievement outside of the Western Cape where it has maintained its stronghold. Apart from the Western Cape, it is the only municipality controlled by the DA in an ANC-led province and ANC-controlled district. The municipality is consistently recognized as the best-run municipality in Gauteng, receiving numerous awards and commendations (Grootes, 2013).

Additionally, through a Municipal Spatial Development Framework, Local Economic Development (LED) and the Integrated development plan (IDP) the local Municipality has spearheaded and encouraged the advancement of the Midvaal area, various policies for development and town planning has been rolled out to support the framework (Midvaal Local Municipality, 2020).The municipality has pledged to make an environment that promotes growth as it is still a growing and developing municipality within the Sedibeng district thus it has a vision to attend to the needs of the community.

Ward councillors purpose is to, “inclusively serve the needs of the community”, as well as advance the livelihoods of the local residents, provide the best possible service to the community and place a strong emphasis on youth development. The Midvaal local Municipality has set a path for the above aims through embracing an innovative mind-set to revolutionize the way individuals conduct business, to promote a healthy surrounding environment, and to expand their local economy through fostering an entrepreneurship spirit, economic and social growth, and environmental accountability (Midvaal Local Municipality IDP, 2020/2021, Local Government Handbook, 2020).

### 1.5.2Map of the Gauteng Province

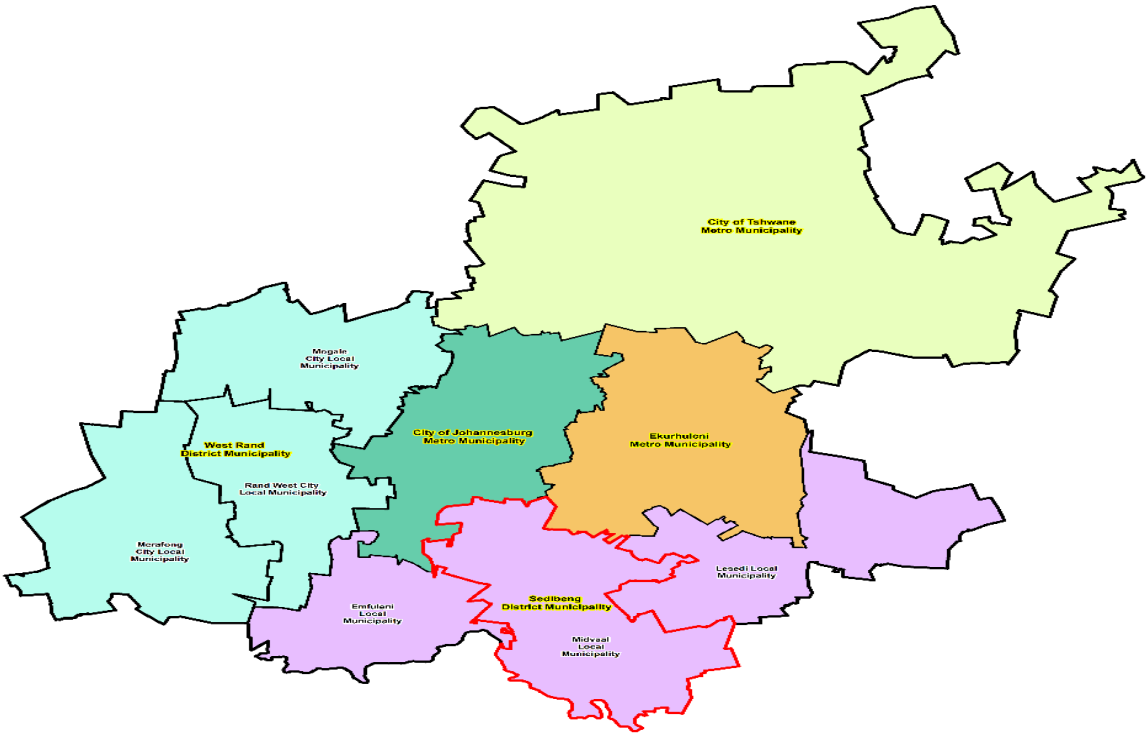



**Fig 1 Midvaal Municipality Location in Gauteng Province**

In the Gauteng province the Municipality is the only DA operated and efficient municipality located in a province governed by the ruling political party the ANC .This has proved to be a challenge for the Municipality as its location in a province with opposing ideals may delay or stifles the Local Municipality service delivery efforts.

### 1.5.3 Map of the Sedibeng District

The rationale for choosing the Midvaal Local Municipality located in the Sedibeng District is its vast complexities stemming from its location across the provincial, district, political and geographical divide its history with service delivery in its early years. Akinboade et al. (2013: 458) lament how "Midvaal, is an opposition-controlled municipality that ranked lowest in practically all areas of public service delivery in its early years". More so, Midvaal local Municipality has varying racial dynamics, it is a category B municipality with predominantly rural farming areas with small developed towns the above dynamics in the local municipality brings to the fore a plethora of issues ranging from class, racial and rural-urban tensions in the distribution of public goods.

Issues of distribution of public goods between class, race and rural-urban divides are important in understanding the politics of the local Municipality, as well as urban politics and challenges councillors, face in executing their oversight roles.

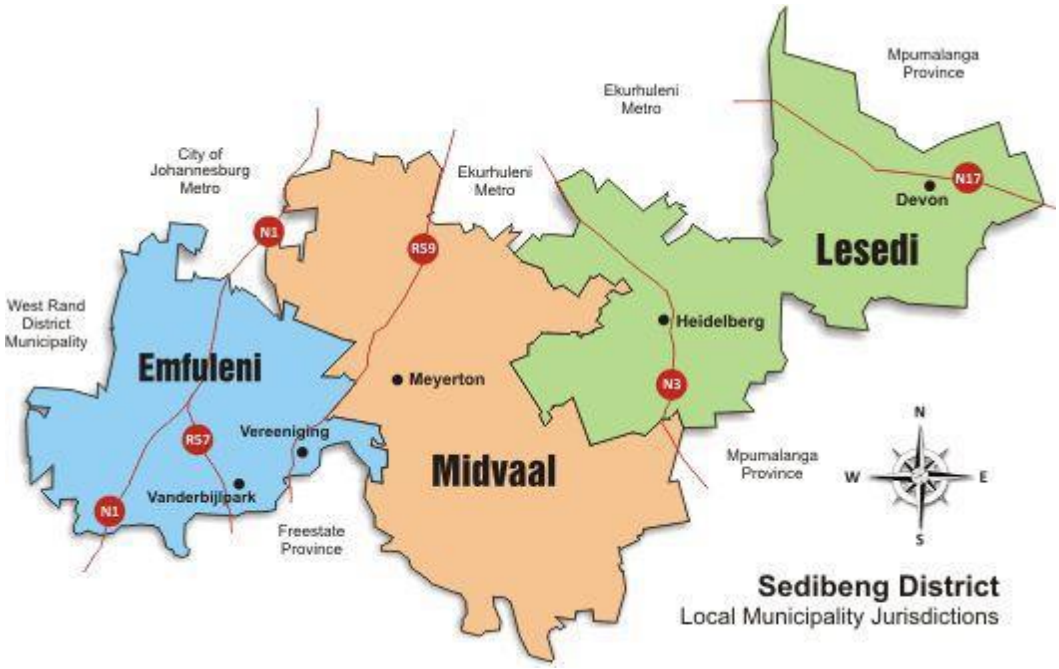



**Fig 2 Location of Midvaal Local Municipality in Sedibeng District**

Source: http://led.co.za/municipality/sedibeng-district-municipality accessed 10-02-2021

Finally, power complexities within this study area are crucial, in politics and political organisations leaders will usually use their full capacity to suppress those with a dissenting view or a different view (Heywood, 2007). The Midvaal local Municipality is the only DA controlled Municipality operating in an ANC dominated provincial government as well as the ANC led District these political dynamics influences the operations of the Municipality when it comes to service delivery and oversight of councillors.

### 1.5.4 Midvaal Municipality Socio-economic and settlement dynamics

Residential spaces in the Midvaal are situated mainly in the central region due close proximity to the R 59 economic development corridor as well as the west region due to close proximity to the proximity of R82 development corridor. Residential spaces in the local municipality are concentrated in the central region where the largest town is located this presents best offers for mobility and the distribution of opportunities IDP 2020/21. Furthermore the central region is where population density the highest due to

proximity to manufacturing and industries. Western regions in the outskirts close to Emfuleni Municipality area boasts a portion of the population this consist of the middle too high income residential establishments , rural lifestyle dominates the area.

More so, on race in the area black and white races dominate the racial profile of the Midvaal local municipality area making up more than 90% of the population. However, changes in terms of land ,properties and economic possession profile voice brings a clear divide into affluent and township communities in them distinct problems which the municipality must address (Midvaal IDP 2020/21; Demacon Midvaal Analysis, 2015).

Divided into Western, Central and Eastern regions, Central and Eastern regions show a great proportion of informal dwellings region. These dynamics of the Midvaal local municipality represents a clear distinction of inequality in South Africa, with the affluent boasting high incomes as well as have access to good quality service delivery and access to enabling infrastructures. These face problems in lacks of entertainment facilities within the areas of the Municipalities Jurisdiction. On the other hand the township occupies the less developed typical at the edge of the developed or in rural settings where there is limited access to basic services form the municipality, therefore they require access to basic services displeasure has been expressed in terms of provision disparities on service quality between the affluent and the township communities (IDP2020/2021). In general, service provision is a highly politicized and summarized in the apartheid perspective where the black masses experienced lacks in service delivery provision in townships and informal settlements like Sicelo, Boitumelo, and Piels Farm.Khayelitsha amongst other low-income households in Mamello (IDP 2020/2021).

It has been a general notion in politics of local governance and an occurring event in the Midvaal Municipality area especially when elections are approaching various political tactics are employed to gain followers and support. Political parties target especially those from the low-income households in townships and informal settlements were there is high population density.

As stated above the Midvaal is home to a couple of townships and informal settlements such as Mammello, Boitumelo, Khayelitsa, Piels Farm and Sicelo. More so ,with Sicelo being classified as having the worst conditions and high population density approximately 7200 inhabitants in an enumeration update in 2013 (SA sdi Alliance ,2013).These high numbers are

prompted by the proximity of the settlement to the Meyerton town which is the economic powerhouse of the Midvaal Municipality areas which attracts many people.

The lacks in Sicelo informal settlement gave the ANC a basis for argument against the DA run Municipality instigating protests to taint the Municipality via the use of the (SACP) an ally of the ruling party. In 2012 the (SACP) and Sicelo community held a protest march demanding houses and improved services ,they had submitted a memorandum to the Midvaal Municipality which demands that;

"*The Municipality provide and build decent housing for all living in the Midvaal and farmworkers. Provision of sanitation infrastructure ,water ,schools ,proper roads and sports facilities in the surrounding African and Black areas and townships .Make a provision for schools as children are embarking on a risky commute across railway lines and travel long distances to access school and educational facilities*"(SACP, 2012).

This attracted attention of politicians looking to secure votes and popularity for their party using the use of the urban poor .Thus it became a departure point to demerit the DA efforts in Midvaal rallies and events were organised and graced by notable politicians. A multitude of notable politicians thronged the area and surrounding communities giving revelations that "the DA had abandoned the community of Sicelo". Furthermore, the general notion of the ANC political heads was that little has been done in black communities within the Midvaal areas,

*"Go to Sicelo Shiceka, go and see for yourself. Everybody knows the Midvaal Municipality have not done a good job… There are many townships in Gauteng where we (the ANC) have started the process of formalising the informal settlements—our track record on informal settlements is far better"* (Mail and Guardian 19-05-2011).

More so the same sentiments were proliferated among politicians in the ANC as Ngoako Ramatlhodi pointed out that

*"I don't think the DA did a good job at all. They have been servicing the interests of the minority. It's just the opinion of opinion-makers that the ANC is not doing a good job…but elections were not won simply on the basis of service delivery and doing a good job"( Mail and Guardian 19-05-2011).*

However, the DA objected these claims as merely a campaign to smear them with undue claims as the provincial department for housing is an ANC run department the DA had availed land for the project and the department failed to make the developments for the community since

2006 (The Star 11-05-2011) . Cameron (2010), stipulates that some central government departments are reluctant when it comes to planning and discharging local government services to some areas, which is a case in Midvaal the provincial department delayed to act. This can be classified as political point scoring initiative on the provincial government not providing to the opposition led Municipality a general modus operandi of the ANC to fund areas where there is no stiff competition over areas with stiff competition (Reddy, 2010).

The political parties locked into dispute on service delivery accusing one another of who is not doing their job it serves to show that service delivery is highly pollicised in Midvaal parties engage into vote buying through fast track provision of service alternatives to score points over the other. Pre 2011 local government election, MEC Mmemezi facilitated the delivery of 1000 toilets in an attempt to gain supporters in Sicelo and surrounding areas. This is a form of clientelism used to secure votes in exchange for public goods by MEC Mmemezi the public received the much needed public goods form the ANC (Gay, 1998).

Additionally ,the Midvaal Sicelo and surrounding low income communities saw the influx of political heavy weights Winnie Mandela ,former ANC youth League Leader Julius Malema and former president Kgalema Motlante .These heavy weights graced Sicelo and black communities aimed at gaining public support for the ANC in 2011 local elections (Mail and Guardian 19-05-2011). Furthermore, the events graced by the heavy weights took to manipulate the black low-income communities to oblige and vote for the ANC through tactics and loyalty to the struggle of the blacks and the race rhetoric. That "little has been done to the black communities". Throgmorton, (1991) argues that the above acts, are acts of manipulation and fishing for votes from the urban poor which manipulated and persuaded people to vote for the ANC through motivation form political heavy weights.

This rhetoric still plays a role in the Midvaal Municipality even in the present day politicians alike still lament the setup of the Midvaal as favouring the delivery of much needed services to the whites and those in wealthier suburbs. These suburbs appear to be predominantly white residential areas these insinuations the Municipality as a replica of the apartheid associating the Municipality with the past as a way of politicking for votes (Business live, 04-04-2011).

However, an interaction with a community member falsified the racial rhetoric specifying that services are delivered to those who pay and those who are not paying suffers the lacks.

*"In essence people in wealthier suburb's, the whites and the rich receives services and are prioritised by the Municipality because they pay. The blacks "us "are still behind in terms of*

*development and still hung on the idea that services are for free and we don't want to pay for water or electricity or anything from the municipality. The government provides funds for services but the money is not enough for everything thus we have to pay so that we can live comfortably in our government built RDP houses .He further mentioned the community plans on some of the residents going against the notion of water meters and electricity prepaid meter programmes" (Personal Communication November ,2020).*

Similarly, the idea of non-payment for services delivery came to thrust during the apartheid times as tactical attempt at making the nation ungovernable (Pape and McDonald, 2002). Masakhane campaign (Lets build together) after independence aimed at cost recovery and instil a sense of responsibility but was met a fierce resistance (Ngwane 2012). These has been the local government problems in South Africa dealing with illegal connections in townships and informal settlements. The idea of service delivery directly links with the promise for "a good life for all" and notions linked to the Reconstruction Development Plan (RDP). Service delivery, especially for the poverty-stricken and subaltern communities this idea is often synonymous to reparation of the injustices and legacy of apartheid White Paper on Local Government (1998).

### 1.5.5 Chapter Summary

The chapter articulated important aspects of the research study, explored the background of the study as well as an orientation of the problem statement which is essential for the research study. Moreover, the chapter explored the position of councillors within the study as well as setting tone on the aims and objectives of the research study.

# CHAPTER 2

## LITERATURE REVIEW

### 2.1 Introduction

This chapter defines key concepts and provides reviews conducted of the various theories and empirical literature related to local government, functions and roles of councillors and their characteristics. The empirical studies and theoretical studies are employed to provide clarity as well as discussing competency and oversight roles of councillors in relation service delivery. The chapter is divided into six main sections, each with various sub-sections.

### 2.2 Councillors and the Local Government System

In South Africa, councillors' work is guided by a framework of the (White Paper on Local government, 1998) which maps a model for development in the local governments. This model for development draws trajectories to meet the socio-economic needs of the residents and improve the quality of life in the marginalised citizens in their societies. Councillorship consist of two categories Ward councillors and Proportional Representation (PR) councillors.PR councillors are elected through party lists (SALGA, 2006), interacts with party structures local and provincial and may serve as chairperson were Ward councillors cannot be present PR councillors are also accountable to a given ward. Ward councillors serve to make sure concerns from their wards are met and head of and constituted in council, ward councillors are responsible for;

- Maintaining close contact with their wards and ensure that council has knowledge of issues affecting the citizens and relaying vital information from council to residents.
- assessing the impact of programmes and plans from the municipality
- determining if capital projects are carried out in accordance with the framework of the IDP plan
- Explaining decisions of the council in utilisation of resources for development projects and programmes affecting them.
- Conveying relevant information from municipality council to residents in their respective wards.

Fundamentally, councillors serve as the interface between the citizens and the municipal officials who have power in designing and implementation of development agendas. Thus the role of a councillor is to express community needs, ensure that municipalities implement

policies to fit the needs of the citizens and serve as the voice of the people. Councillors also make recommendations for policy and programme improvements to municipalities for the development of their constituencies.

Furthermore, councillors have a mandate to identify opportunities for development in a wide array of issues that affect their respective wards. It is against this assertion that in combatting these problems community problems need councillors who can comprehend issues, read and write and also partake in making decisions that improve the lives of the citizenry in one's ward or constituency. Councillors have been faced with various tasks in partaking oversight roles in their respective wards amongst the roles, being in the last line of the local Municipality system to communicate with the citizenry (Grant *et al*, 2014 Pitkin, 1967; Svara and Mouritzen, 2002; Sanson, 2013).

Furthermore, in line with the decentralisation notion within governance, councillor's serve in committees to support and ensure the municipalities functions are effectively and efficiently executed in this regard they serve as members of Section 79 and Section 80 committees within Council. Committees in the council are in charge of generating new ideas and development of new policies. The Municipal Finance Management Act, Section 17 states that these committees consist of the Executive Committee which determines the policies and proposals to be expressed before the council for discussion, consideration and subsequently validated as a policy for the municipality.

Additionally, Section 33 of the Municipal Structures Act stipulates that a municipality may set up committees, as well as provide comprehensive roles and specific powers of the committees. Thus for the committees proper functioning, it is a must that, committed resources and instruction from the municipality. Moreover, councillors serve in committees Section 79 and section 80 which have various tasks and councillors report to different institutions regulated by section 33 of the structures Act (117 of 1998).

### 2.3 Councillors' in committees and Oversight

#### 2.3.1 Section 79 committees:

Section 79 committees chaired exclusively by a non-executive councillor, this councillor can be an opposition member or the ruling party further the council appoints the chairperson. Likewise, the council may remove abolish any member from the committee as well sanction for a member to be co-opted as directed by a given committees purposes and procedures in line to the policy of the council. Municipal council delegates the committee's powers and duties.

Furthermore, section 79 committees report to the municipal council. Section 79 committees can seek input and support from the citizens within the communities in connection to policy development as well as legislation on developmental projects for the future of their communities. Seeking input and support from the citizens in policy and decision making is vital for the local Municipality to make decisions informed by the needs of the citizens, public participation enhances community development.

Terms of reference determine the efficiency and effectiveness of the 79 committees, the municipal council may assign powers and functions to a given section 79 committee and the committee will operate in conformity to the mandate. At the Midvaal Local Municipality section 79 committees consist of; 79 Municipal Public Accounts Committee, the section 79 Geographical Names Placing Committee, the section 79 Petitions Committee and the section 79 Ethics committee as per section 79 of the Structures Act (117 of 1998). More so, the chief whip of the council chairs the section 79 Petitions committees. Opposition non-executive councillor from the opposition party in the Midvaal Municipality chairs the section 79 Municipal Public Accounts Committee (MPAC). Lastly the Speaker of the council chairs section 79 Ethics committee. The mentioned section 79 committee report to the council, nonetheless municipal executive has the power to alter the reports from the committee before submission to the Municipal council. In accordance with the above section (1) of the Structures Act (117 of 1998) conferred for the executive options to choose whether to alter the reports or not. Given the above scenario and authority bestowed on the executive, it poses a challenge on the effectiveness of oversight as the executive will inevitably alter reports to suit their agenda. In essence, it displays weak power relations between the legislative section 79 committees and the executive this might bring irregularities and a mismatch between the executive and the councillors rendering the section 79 committees toothless. De Visser et al. (2009) stipulates that the limited power of councillors relegates them from playing oversight roles to merely managing roles in performing generic tasks. Therefore, power irregularities renders councillor's efforts in meeting public needs they lack power to make the final decision or even reverse alterations made by the Executive.

### 2.3.2 Section 80 Committees

Section 80 of the Municipal Structures Act (117 of 1998) facilitates for the nomination of committees which serves to assist the executive mayor or the executive committee. Section 80 committee members may not exceed those of the mayoral committee, councillor service or membership in the section 80 committees is regulated by the council. Having said that, the

municipal executive nominates the chairperson and assigns duties and powers to the committee in accordance with Section 80 (3) (a) of the Act. Section 80 committees' reports to the executive and is answerable to the executive section 80 committees are not a committee of the council. Section 80 are tasked with the development of policies, propose and decide which policies are presented to the municipal council. Given the above, a pitfall is in the decision making which may be centralised within section 80 committees who report to the executive director. Discussions regarding policy options, implementation and the success of the municipal administration are administered by the section 80 committees.

Furthermore, information communication within the committee is conveyed between the executive members, which implies that there is limited knowledge on the part of committee members pertaining to the delivery of their recommendation to the Mayoral Committee. Additionally, non-executive councillors who are tasked in different committees have restricted chances on conducting oversight of the section 80 tasks. Section 79 and section 80 contrasts in that the chairperson in section 79 may be a non-executive councillor and may also be from opposition parties.

Moreover, it is widely shown with a variety of scholarly views that municipalities at large are playing a pivotal role in promoting inclusive, participatory governance which is done through the committee system where there is the separation of powers visible through various committees under the section 80 and section 79 where councillors are tasked with different tasks to partake in making the council an efficient organisation. Furthermore, some aspects of the mentioned above principles in governance and separation of powers remain a theoretical concept in which practice is rare as councillors experience exclusions in playing their constitutionally tasked oversight roles through portfolio committees, as ordinary councillors are excluded in some discussions on plans and policies (De Visser *et al.* 2009). Nonetheless, apart from the weaknesses mentioned above councillors have an important role in decision making via voting on council issues such as the annual budget, integrated development plan, resolution of council and policy changes.

### 2.3.3 Section 79 Municipal Public Accounts Committee (MPAC)

Municipal Public Accounts an ideology to close gaps, deficiencies and mismanagement of funds within the local government. According to Khalo, (2013), the South African government utilises Auditor Generals (AG) performance review reports in exercising oversight and accountability on municipal financial management as stated by the Constitution of the Republic

of South Africa. He further stipulates that "the void created by an absence of an oversight mechanism in this sphere of government accounted for the concomitant and sporadic mismanagement of funds, corruption and other unethical practices". He believes that the establishment of the Municipal Public Accounts Committees (MPACs) was inspired by gaps as well as deficiencies in the local government oversight and accountability mechanisms over public finance the MPAC is tasked with the processing of reports from the Auditor General as well as presenting the municipal council with recommendations and reports.

Furthermore, the Municipal Public Accounts Committee are established in terms of section 79 of the provisions of the Local Government Municipal Structures Act 117 of 1998 council to form committees in order to enhance performance through scrutiny and oversight over the executive and the Municipal Finance Management Act 56 of 2003, which aims at securing efficient and sustainable financial affairs of the municipalities and other institutions within the local government sphere. The Municipal Public Accounts Committee performs an oversight function on behalf of the Council over the executive functionaries of the Council. Additionally, the Municipal Public Accounts Committee (MPAC) reports to the council directly through the Speaker of the council, therefore, the MPAC have roles that are separate from other committees of the council like the audit committees.

The Municipal Public Accounts Committee functions and roles as stated by Madue (2013; 49) consists of;

Consider and evaluate the content of the annual report and make recommendations to Council when adopting an oversight report;

Assist with the conclusion of matters that may not have been finalised, such as reviewing information relating to past recommendations made on the annual report. This relates to current 2020/1, in-year reports, quarterly, mid-year and annual reports;

- Examine the financial statements and audit reports of the municipality to consider improvements on previous statements and reports. Evaluate the extent to which the Audit Committee and Auditor-General's recommendations have been implemented.
- Promote good governance, transparency and accountability with regard to use of municipal resources;
- Recommend and investigation in its area of responsibility, after reviewing and report on actions already undertaken by the municipality or the Audit Committee, and

- Perform any other functions assigned to it through a resolution of Council, within its area of responsibility

Thus the Municipal Public Accounts Committees play a key part in governance through ensuring that funds and assets of the Municipality are used effectively in meeting the service delivery goals (Khalo, 2013). Examining reports from the Auditor General, Annual report and reporting to the council on the outcome of their methods that is determining whether there was wasteful expenditure or effective which induces policy decisions of the Municipality. Additionally, the MPACs plays a pivotal role of scrutiny which ensures that funds allocated have been spent in line with the goals and demands of the Municipality (Khalo, 2013).

Furthermore, Khalo, (2013) notes that funds spent must correspond with the approved amount of funds and the amount spend recorded in the audit books against a particular allocation should be able to validate allocation against record to eliminate mismanagement of funds. Funds approved and allocated to the Municipality must be used to meet the already set, agreed and approved demands or plans of the Municipality. Thus the funds allocated may not be spent on any new service or demand which is out of the agreed plan. In the event that there is a surplus expenditure of the council approved funds on any given service during the financial year MPACs should investigate what led to excess expenditures as well as making necessary recommendations they see fit in each anomaly case.

The roles and responsibility of the Council should be carried out without interfering with the administration, thus there should be a clear difference between oversight and interfering with the functions of the administration. In relation to the above the distinctions are thoroughly prescribed in sections 52 (b) and 103 of the Municipal Financial Management Act 56 of 2003 and in the Councillors Code of Conduct (Schedule 1 of the Municipal Systems Act 32 of 2000). Thus, it is tantamount to say that the MPAC is key in promoting effective oversight in local governance.

Therefore, the key question is whether the MPACs will succeed in fulfilling their tasks that is closing gaps as well as deficiencies in local government, oversight and accountability considering councillor deployment strategy which largely consists of political acumen as a prerequisite. Nonetheless for the committees to fully execute their duties there is need for staff equipped with legal, financial knowledge who is well capacitated and competent (Pelizzo, 2010, Pelizzo, 2011, Pelizzo and Kinyondo, 2014).In general, the staff is to support assist the councillors in the interpretation of policies, general administration, writing of reports, tracking

of resolutions and drawing up of questions. Furthermore, Kiyondo, (2014) states that the input of competent staff in the committees equips the committee members in raising relevant questions which in turns enhances their oversight obligations. The situation above provides loopholes for financial mismanagement as the committee's guidance and financial expertise comes from an administration member who is well equipped and learned for finance management paired with councillors who in cases might have little to no knowledge of finances. This can inevitably lead the committees astray as it designates the critical operations of the MPAC from the wider committee members who are faced with the everyday challenges of citizens, the councillors due to their little financial background to be sorely a responsibility of sorely a few savvy individuals who can easily falsify the whole process in return for personal aggrandisement or other agendas within the political and administrative spheres of influence.

### 2.3.4 Councillor Selection and Deployment Principles

In every institution the process of selection recruitment and deployment of individuals for encompasses a change of personnel and memberships in the institutions essentially it is synonymous with a turnover of memberships or personnel. In essence, it is the process of recruitment and absorption of new members as well as the departure of the current members or personnel (Berg and Rao, 2005). This process in most democratic state institutions members of the municipal council are at liberty to choose between staying and quitting their roles within the political institution. Moreover, varying from the democratic electoral process and personal choices individuals leave organisations and institutions for a variety of reasons and concerns like better opportunities, dissatisfaction and personal concerns (Harrison and Carroll, 1991). Organisations have typical procedures in the selection and renewing of memberships which vary depending on the organisation Municipality councils and committees in this regard are no exception (Berg and Rao, 2005).

### 2.3.5 Councillor Selection Principles of the African National Congress

Each political party has their own unique criteria to select candidates who will represent their political party in the local government election. African National Congress (ANC) applies its prerequisites via "the through the eye of the needle" principles a blueprint that lists qualities a candidate cadre to represent the political party in all spheres of the organisation must possess to be deemed fit. The African National Congress (ANC) requests that an aspiring councillor must have an understanding of policies, flexibility and accessibility in a public representative, lastly, the aspiring councillor must be open-minded and alienate themselves from being the sole source of wisdom (ANC 2016). In theory tenets of the through the eye of the needle are

synonymous with local government requirements that are individuals with a strong and clear vision to uplift the lives of the citizens in the communities. Additionally, good governance and accountability are no exception in the blueprint as well as in the requirements of a local government representative (ANC 2016; Carr, 2015).

However, it is apparent that there is a mismatch between ideology and practice in the ANC, on the local government level the cadres alienate their selection processes from the tenets of the blueprint which has resulted in various forms of strikes from citizens nationwide. Singh, (2016) postulates that Durban north protests were motivated by the politics of councillor selection where some citizens were not happy with a chosen candidate over their preferred candidate, this is a common sight with ANC strongholds where gatekeeping, intimidation, funding and nepotism have been reported as the key tools to secure a position or to remain in power (North coast courier 02-02-2016).

Furthermore, the party branches increasingly try to crush and silence the choices of the citizens in the communities which often results in protests the North Coast Courier (2016) protests In I*sithebe* were motivated by the non-conformity of the political elements in the ANC structures on the call for a different candidate which however the party endorsed the unwanted individual thus thwarting the citizen's participatory efforts which results in municipal property destruction. Accordingly, there are five key processes in selecting ward candidates, according to the ANC party website. "First, candidates must be nominated by party members at a branch meeting. They are then screened and short-listed by the screening committee. A community meeting must then be held, where the shortlisted candidates answer questions from the community. The selection committee then makes their choice, taking into consideration the number of votes received by each candidate at a branch meeting and the response from the community" (North Coast Courier 02-02-2016). The above dynamics have been much ignored due to the pursuit of self-interests by cadres same sentiments were shared in a study by Gbaffou where contestant individuals used their networks and connections within the party structures .More so candidates in the ANC use tricks on supporters in the wards to lead them astray in pursuit of self-interests to overthrow a candidate endorsed by the party branch structures (Gbaffou.2008).Conversely, party structures in the branches provincial and national can impose an individual against the community choices.

Be that as it may, the possibility of effective service delivery relies on the element of professionalism (Visser and Erasmus, 2010). The ANC ahead of the 2021 election aims to

renew its integrity and legitimacy in the eyes of the citizens through stricter and narrower selection procedures, to replenish the rapid and continuous decline of its membership base since 2004 (Daily Maverick 19-10-2020). According to the (Times Lives 09-09-2020), the liberation party has employed the Mantra "capable, ethical and experienced leaders" as the new selection principle for incoming party representatives. Precisely the document stipulates that ANC candidates aspiring candidates should be "capable, experienced and collectively must possess various forms of expertise in areas such as finance, procurement, community and economic development, service delivery and infrastructure".

Inspired by the widespread malfeasance in the past and a loss of support and respect the ANC in 2020 convened to make prerequisites for local government representative these meant to strengthen local government through identifying best councillors and employing best practices. According to the (EWN 03-10-2019) in Oct 2020 meeting ANC secretary-general, Ace Magashule emphasized that guidelines for the evaluation of councillors before the 2021 elections meant to improve and deliver the best quality service delivery. More so he explained general concerns with how the system was run in the past citing that 70% of councillors had expressed inconsistencies in their system thus an improvement was required (EWN 03-10-2019; Daily Maverick 19-10-2020).

Likewise, to identify the best councillors in local government individual screening for criminal and disciplinary matters is emphasized in the ANC document. Further, amongst other factors, it is believed that the above will ensure that wards get represented by individuals who are ethical and are trusted and respected by their communities to lead (Times Live 09-09-2020). Thus this will improve their oversight capacity, as well as help, maintain a clean local government as the occurrence of dissidents will be eliminated via fair and transparent systems in the prerequisites. More so it is on the pretext that public institutions are open to more scrutiny from citizens and other organisations alike, thus the ANC emphasized the guideline to minimise malpractice and manipulation (Lavigne and hays 2005; EWN 03-10-2019 and Daily Maverick 19-10-2020).

Moreover, selection and recruitment process of councillors as public political representatives consists of distinct processes. Municipality councils the selection of councillors is peculiar to other organisations in that prior to organised elections personnel is a given a platform where both aspiring candidates and the current ones already occupying positions in councils seeking re-election compete in the same procedure for limited positions present at their disposal through

political party electoral lists. The process is a challenge to those partaking in the selection process as they are tasked to find a suitable candidate for the available posts (Arts and Boogers, 2007) .Be that as it may ,such peculiarities of selection and recruitment in general organisations and political organisations have a universal aim which is to find a suitable personnel or candidate to fill available positions ,Thus selectors in the selection groups or committees often want to absorb into their organisation's individuals with profiles that matches with the desired organisations cultures (Cable and Parson ,2001, Chatman ,1989).In South Africa and within the liberation party African National Congress (ANC) it often associated with actions misaligned from theory as such favouritism and alignment of the candidate ideals to that of a certain group of individuals within the political Party.

### 2.3.6 Councillor Selection Principles of the Democratic Alliance

The Democratic Alliance capitalised on the failures of the ANC to frame its principles for local government selection, since the introduction of the democratic municipal election in 2000 ANC has a track record of uneven service delivery as well as in the present-day service delivery remains a contentious issue. This has pushed the DA to implement unique principles in local government selection which has produced professional councillors who upheld strong ethics and attitudes to meet the service delivery needs of the citizens, meeting needs of citizens has become a party brand motto (Maimane, 2017).

The Democratic Alliance (DA) employs a system of calling the potential aspiring councillors and request each one of them to do a presentation on a selection panel that deals with the DA election matters (DA, 2020).Candidates are chosen tactically to apply at the branch level just like in any other political organisation in South Africa which helps to ensure that candidates are known within the local communities (DA, 2020). More so to notify of elections and nominations the Democratic alliance advertises through various media a year before the local government elections for citizens to apply for councillorship. The application is open to all members regardless of race or political orientation as long as one is a citizen of a voting age.

To apply for a local government councillorship position, candidates do not have to be members of the Democratic Alliance to apply they should share the same vision with the party and have a proven record of community leadership (Cape Times 25-03-2011). Moreover, one will be required to join the party if they were successful in the interview and are to stand for election, candidates who apply go through an interview process where they will be individually interviewed by a panel of delegates selected by the party branch the “electoral college” (Daily

Dispatch 13-01-2010). Nonetheless the final and overall decision on a candidate is approved by the party's provincial leaders which have the power and authority to overrule decisions made in the branch, in this regard the provincial leaders can move the candidates up or down the party list alternatively they may select a different ward candidate (ibid).

Furthermore, unlike the African National Congress, the Democratic Alliance have a track record of aligning theory to practice which is evident in the interviews and various selection processes one goes through to become an approved candidate representing the party. These interviews are sought to find and individuals who have characteristics of integrity, compassion and excellence amongst others have a clear criminal record (DA, 2018).Accordingly, local government service delivery improvement relies on ethical norms and understanding activities of politicians (Hanekom, 1987) ,thus the electoral college electing councillors for the DA seek to find rational individuals will seek to effective solutions for problems in their communities through their intellect. These will help in finding individuals who have lesser chances of deviating, but who would rather work hard in attaining and maintaining the tenets of the DA towards local government. Additionally, the above procedures help produce councillors who are fair and principled decision makers and ethical officials (Brown and Trevino, 2006).

Moreover, the Democratic Alliance (DA) employs a system of calling the potential aspiring councillors and request each one of them to do a presentation a selection panel that deals with the DA election matters (DA, 2020).On the other hand the African National Congress (ANC) requests that an aspiring councillor must have an understanding of policies, flexibility and accessibility in a public representative ,lastly the aspiring councillor must be open minded and alienate themselves from being the sole source of wisdom.

Furthermore, in the event that the selection processes are done carefully a highly capable individual fit for the role will be selected to tackle, uphold and improve the organisation which makes the organisation efficient (Harrison and Carroll, 1991). Be that as it may, the sole responsibility of judges or selectors in their committees is to determine the perfect fit candidate basing on the needs of their political party organisation and its cultures traits and aims, in which the candidate has appropriate values knowledge and traits fit for the role (Meadowcroft, 2001).

Furthermore, in South Africa every citizen qualified to vote is eligible to stand and being elected as councillor in which they are to constitutionally serve for a term which is five years in a given Municipality .Councillors are liberty to withdraw from their responsibilities after five years alternatively they can be abolished in accordance with Act 32 of 2000 (Municipal

Structures Act 2003). More so, in the event of death of a councillor, withdrawal or resignation of a councillor before the end of the five-year term of office, a by-election facilitated by the (IEC) Independent Electoral Commission will be employed where people will vote for a member to replace the latter, the chosen councillor will serve till the end of the remaining term of office. However, the selection processes are biased by various personal factors such as alignment of the candidate's ideals to that of a certain group or faction within the organisation, popularity and candidate engagement with communities.

In light of the above it is important to note that no personnel should partake or venture into a certain field or areas of work where they are uncertain of their own competence, because embarking in tasks with uncertain competency jeopardises the duty of care the personnel have for their fellow colleagues. Nor should an employee/individual stand silently by, in occasions where that duty is jeopardised by the incompetence of their colleagues.

### 2.3.7 Human Capital Theory

The Human Capital theory is adopted as a framework for this study. This theory was chosen as a guide to this research work because it articulates the importance of skills and knowledge for organisational performance. The Human Capital Theory propounded by (Schultz, 1961) and adopted and perfected also by (Becker, 1975) postulates that people are assets of an organisation and derive their economic value from skills, competence, experience and knowledge (Harrison and Kessels, 2004). It is the foundation upon which value is created through physical, financial and intangible assets (Schmidt and Lines, 2002). It is valuable emphasising human capital as it naturally approves to the notion that training and job related education is vital in adding value to the human resource development process, more so this is beneficial for any organisation and the employee's organisational members as they upgrade knowledge and individual skills which translates to an increase in organisational productivity.

Furthermore human capital has various typologies and characteristics namely human social capital and knowledge capital which consists of elements that are intangible and tangible which contributes to the value ,efficacy and proper functioning of an organisation .Apart from skills and education human capital can refer to intangible social skills ,communication skills, habits ,values and personality traits which directly affects the efficacy of an organisation ,In essence, in political roles where there is day to day interaction with citizens and community members in an informal and political landscape personal skills like interpersonal skills

charisma and political acumen are pivotal in local government extensive political knowledge is beneficial for on job interaction with hierarchical structures as well as participation.

Therefore, one can argue that no personnel should partake or venture into a certain field or areas of work where they are uncertain of their own competence, because embarking in tasks with uncertain competency jeopardises the duty of care for fellow colleagues. Nor should personnel stand silently by in occasions where that duty is jeopardised by the incompetence of others.

### 2.4 Social Capital

Human capital and social capital are complex concepts which are interdepended in bringing and promoting organisational performance. Furthermore while human capital focuses on notable considerations such as qualifications, social capital can be measured in a variety of ways which are largely informal and intangible acquired through networks and relationships. Proponents of social capital postulate that it is a vital source of intangible capital obtained through human interactions through social structures, norms, networks and trust (Fukuyama, 2001).

Bourdieu (1980) in Harrison (2003:44), postulates that social capital is "the aggregate of the actual or potential resources which are linked to possession of a durable network of more or less institutionalized relationships of mutual acquaintance or recognition or, in other words, the membership of a group, as a collection of agents who do not only share common properties either perceived by the observer, others or themselves but who are also linked by permanent and useful ties". The concept of social capital consists of trust, norms, and networks for the common good among individuals. More so, it is a variety of entities with common characteristics consists of social structures, which facilitates some functions of individuals who are within the structure (Coleman, 1990).

Putman, (1993:69) postulates that social capital as "features of social organization such as trust, norms and networks that can improve the efficiency of society by facilitating coordinated actions". Social capital, for the purposes of this study, will apply the definition from (Bourdieu, 1980 and Coleman, 1988) which encompasses the notion of useful reciprocal ties and strong networks within mutual association among individuals who share common interests that facilitates cooperation in pursuit of potential resources linked to an individual's position within an institution. Coleman, (1988) emphasises sociological premises of obligations and norms to the individual interests of maximum utility thus high levels of trust within individuals will

ensure that parties fulfil their obligations in which they act with the group partnerships interest in mind. In essence social capital serves to promote the growth of informal institutions which can be detrimental or beneficial in organisations.

Additionally, social capital has a contributory influence in the development of human capital within the community family and associational spheres. Where strong relations prevail within social circles and networks associates, colleagues, partners, members and their families benefits from the human capital brought about by the existing ties.

The notion of reciprocity in social capital ensures social trust which results in mutual benefit from collective action. Nonetheless, social network structures can be horizontal or vertical, horizontal where status is equivalent and individuals of certain characteristics belong and Vertical in which people individuals are ranked into different groups in a hierarchy. Universally both of the above are used, but horizontal networks are widely applied in most community day to day set up as they promote norms of reciprocity and promotes problem-solving. On the other end in the political sphere where power imbalances are evident vertical networks are predominant and exploitation emerges amongst parties.

Ties in relationships between individuals shape and influence the outcomes, in the political processes coordinated action is facilitated through established networks within individuals shape the outcome (Putnam, 2002, Evans and Syrett, 2007). Putnam,(2001) emphasise on the importance of trust and reciprocity in the interactions of individuals or groups which strengthens relations and facilitates for engagement within groups with the same ideologies which will, in turn, submit support and loyalty to a given chosen individual within their ideological groups for the success of their ideology. In essence for politics councillors in this regard belonging to a social network is pivotal for the success of their career as through these networks information and knowledge is passed from individuals which is beneficial for election and selection processes in the runner up campaigns.

More so, relationships and connections facilitate for integration built on trust that between the councillor candidate as well as those in the high levels in the political party hierarchies as well as the public who are expected to vote, Citizens in this regard submit loyalty and trust to the councillor candidate as the individual is expected to reciprocate for the votes through service delivery to the people in their respective wards. As proliferated by Newton, (2001) trust is a pivotal component to coordinated actions, Trust on the candidature individual for citizens in the community, generates coordinated actions in support of the candidate for better service

delivery. Social capital is divided into two typologies which consist of bridging and bonding literature postulates that those two are key forms of social capital (Gittel and Vidal, 1998; Putnam, 2001). Bridging entails forging a connection between individual and groups of people who were not previously interacting, it is forging new connections communications between groups or individuals (Putnam, 2001).On the other hand, bringing already interacting groups with existing ties closer together is referred to as bonding (ibid).

Social capital type of bridging is significant for entry into relations, it is pivotal to making connections in the local government sphere for aspiring councillors and current councillors. In local government the political arena this takes form in political party structures close associates, these will submit a vote of confidence for a given individual to attain a position of political recognition. Substantially, the above happens through political networks within sets of interpersonal ties that connects aspiring to former politicians within party or community structures through the shared political origin, ideological origin, kinship and friendship (Gittel and Vidal, 1998). Thus their success rests on trust and reciprocity from former politicians as well as the citizens in their wards.

More so, it is observed that social capital provides competitive advantages to the individual, but the advantages do not necessarily involve positive effects (Winter, 2000).In essence, social capital functions within close-knit groups presents an epitome of socio-economic inequality, as close-knit groups ideals stand towards providing security and opportunity for members. Social capital increases the chances of favouritism, Nepotism and promotes cronyism in the appointment and deployment of individuals into public offices which in turn leads these public officials to be loyalists to the agendas of the superior group which influenced the deployment of a given individual. Thus social capital and social connections within individuals in a given institution presents a pool of opportunities for parties involved to override organisational rules norms and laws which in turn may affect organisational performance based on client patron relations. Additionally, Woolcock, (2001) stipulates that the concept of social capital together with other forms of capital if mishandled can be synonymous with the entrenchment of class privilege, patronage and cronyism. In many third world countries institutions, it is a norm that access to some services is designated to individuals with certain characteristics, connections and ties , for instance, subscribing to a certain political ideology and religious ideology render some individuals, first-class citizens (Mkandawire, 2015).

As mentioned above for South Africa selection of councillors has been characterised by a web of complex party relations and power-relations which served to determine who gets elected to stand as councillor for election as well who gets side-lined among their members .Gbaffou , (2008) indicated that choosing a candidate to stand as a councillor for a particular party ,the candidate the ward choices get overlooked usually in the ANC on the basis that they are not popular within the branches or regions sphere of the party. Ideally, loyalty and patronage is the basis for the decision of who gets recommended to contest for election, thus elections at the Ward level are a tool the party uses to reward the loyal as well punish the dissident members eliminating the whole purpose of allocating a community with a voice. Likewise, Lambony (2008) designates that, ward committees at the constituency level were cynically manipulated to ensure the preferential selection of a certain candidate for local government elections. Thus it is noteworthy that connections and personalised networks play an essential role in the ward councillor selection as the party hierarchies have greater power to influence the processes thus can dictate, impose and endorse a certain individual over others.

Gbaffou (2008) argues that aspiring councillor individuals usually resort to soliciting support from the party hierarchy other than the constituency, constituencies other than party hierarchies has been allocated a key role in the councillor selection process but, however, due to the use of personalised networks in higher authority by aspiring councillors constituency and committee decisions which can be manipulated to serve interests of the hierarchies has been alienated from participating. Interestingly the above actions in turn shape and dictates the events and operations of the elected councillor. Piper and Deacon (2008), argues that this eliminates the role of the mouthpiece of the people from the councillor to that of a party or group loyalist who will serve agendas of the political party over the service delivery needs of the citizens in their wards. Accordingly, Sebola, (2014) shares the same sentiments that the nature of politics in the government of South Africa especially in local government promotes individuals in politics whilst sabotaging their capability to execute their political responsibility.

### 2.4.1 Merit System Theory and Selection of employees in organisations

The Merit System theory is adopted as a framework for this study. This theory was chosen as a guide to this research work because it lays focus on merit and uniformity in organizational arrangements. The merit system principle from Weber aims to move an organisation to a bureaucratic point of view (Bendix, 1967). Bureaucracy a system in which merit principle is applied in the process of selection, deployment and placement of an official. Likewise, from an organisational view, the principle of merit and the merit system theory strives towards the

achievement of organisational efficiency and effectiveness which can only be achieved if an organisation adheres to competency and qualifications of individuals, therefore actions of the merit system comprise of detachment and rationality not by sentiments and emotions. In essence, it is of paramount importance that management officials should advocate and project the adherence to the merit system principle as a strategy for effective and efficient bureaucratisation (Ezoeha, 2011). The merit system principle is quite relevant to the problem under investigation or topic of this research work. The merit system explains the requirements in recruitment, selection and placement practices which breeds efficient organisations. Moreover, issues of service delivery patronage and lack of competency have been widely seen within the notion of the Weberian Bureaucracy which brings in organisational performance as compared to the current patronage system. (Nzo, 2016) states that African bureaucratic practices do not follow a proper system into the employment.

Deployment for political positions in this case councillors Ward councillors, legislation comes into effect the SALGA emphasises on citizenship in order to ensure a fair and democratic deployment, this means that in theory councillor position should go to an average citizen within political membership. On the other end it is without specific prerequisites set-forth by political organisations and this varies for South Africa the SALGA has basic requirements of being a citizen. Nonetheless, the DA, ANC, EFF and FF+ have diversified ways of deploying officials which goes in line with their political party mandates and merits an individual competent to carry out given tasks this, however, has discrepancies between merit and patronage (Benit-Gbaffou, 2008).In essence councillor selection and the merit, analysis tends to be depended on the political party principles.

Studies have shown that the transition from apartheid to democracy has unleashed an age of class formation among blacks, this has profoundly shaped social life at local government level black elite groups with direct political links for state resources. This has shaped the processes of contestation over status and hierarchy in politics, especially within the main ruling party the ANC this has fundamentally cultivated a culture of malfeasance, undermining and weakening of the local state which has, in turn, produced a state of a precariousness in societies (Von Holdt *et al*, 2011).

Cadre deployment for South Africa came as a move to maintain a grip on power for newly independent state this meant to continue the struggle against the apartheid elements which were still in the structures, most public service personnel were predominantly white and male which

had uncapped access to education and all the opportunities that were blocked for blacks (Netshitenzhe, 1996). Such procedures in deployment were approved and passed into a policy under The Mbeki administration, the deployment policy was spearheaded by Joel Netshitenzhe a key advisor to increase and strengthen the control and power of the state overall sectors of influence. Code named Umrabulo the ANC African National Congress the internal journal postulated the deployment of cadres to all centres of power over the newly independent to secure control and hegemony, in the journal much emphasis was that "cadres first accountability should be to the party" (Netshitenzhe,1996).

Furthermore, from the notions expressed in the ANC journal "Umrabulo" cadres wherever they are deployed their basic rule of thumb are to act in the best interests of the party which is often in theory as networks between individuals becomes smaller and close-knit which results in factions within a bigger organisation to serve group and individual interests. This has largely affected the operations of most government related service providing institutions into malfeasance institutions, forming informal institutions serving smaller group interests, the standard of procedure set-forth by Netshitenzhe in the Umrabulo became a yardstick for all political deployment systems which has been in the present day labelled as corrupt ,favouritism and malpractice in vast tracts of literature.

Umrabulo journals, a series of political education writings and publications from the African national congress intended to share information, values and principles of the African national congress also serves as a basis for discussion on issues affecting South Africa through various journals.

According to Public Affairs Research Institute (PARI, 2014), the deployment procedure from the ANC emphasised in the Umrabulo, maintains the idea of an "open bureaucracy" where politicians retain substantial lawful discretion over promotion, appointment and dismissal of public officials and servants. This has been proved to equate to malpractice as those in power use their own discretion formal or informal to deploy and appoint associates in their close-knit groups in order to collude with them in malpractices.

Moleketi, (2006) argues that cadre deployment and appointment logic elevated political considerations over administrative ones this in-turn exposes the public goods provision to incapable individuals. This meant that political control for the ANC led state was not associated with best practices for public good provision, efficiency and effectiveness (PARI, 2014).

However, Nzo, (2016) suggests that defining African bureaucracies as patrimonial institutions, lack empirical evidence to prove the relationship between institutional failures and African bureaucratic systems. More so the merit aspect in terms of councillor selection recruitment can be ambiguous as the SALGA makes no mention of specific qualifications except to be a citizen which is emphasised by the populist political party ideology of the ANC.

## 2.5 Conceptual Framework

### 2.5.1 Oversight and Competency

A variety of notions have been used to describe oversight and competency the above concepts have been dissected in various notions ranging from the sociological, scientific and economic ideas. These have produced different meaning and application of the concepts in the various institutions .Although the concept of councillor competency and their roles in the wards has received the attention of various scholars, little has been published about the subject matter in South Africa's main opposition party led Municipalities. Given their successful track records of regularly attaining clean audits year after year since the DA took over the Municipality from the main ruling party ANC. There is no doubt that there are still several questions that are yet to be answered concerning the processes and the methods that can be used to effectively roll out efficient and satisfactory services to the citizens.

### 2.5.2 Oversight and Municipalities in South Africa

Formed as a basis of the notion of separation of roles between the executive and the legislative in the Municipal councils as well as strengthening the oversight functions of public representatives in their respective Municipalities. Moreover, oversight seeks to aid in achieving the objectives of local government such as fostering a democratic and accountable government. The South African Legislative sector (2012:2), stipulates that oversight is the active interface of the legislature across to the administrative and executive structures in order to improve the delivery of predetermined objectives of government priorities. In essence, oversight entails the act of overseeing the operations of the executive to amplify service delivery and realize better living conditions for residents as the overall goal. Moreover, where service disruptions occur or complaints arise intervention instruments should be available to influence a response from the executive in terms of their solutions or lack of a solution to the problem.

Additionally, Oyewo (2007:8) shares the same sentiments untangles oversight as, "the exercise of constitutional powers by the legislature to check or control the exercise of executive powers or to hold the executive accountable and responsible to the electorate through their

representatives in the legislature". Fundamentally, Oyewo's interpretation of oversight points to oversights main feature as to holding the executive authority accountable via monitoring their decisions with reference to the implementation of set municipal laws and their overall responsibility to the citizens who voted them into power. Thus members of the legislature are equipped by the law, to exercise an oversight role and to hold the executive responsible.

On the other hand, oversight covers a wide array of undertakings more than the notion of responsibility, the legislature "councillor" oversight, in this case, entails enacting new action plans for the government as well maintaining the efficient undertaking and administration of the already existing action plans and programmes Johnson, (2005).Moreover, the Oversight and Accountability Model of Parliament of South Africa (2009) postulates that oversight "entails formal, informal watchful, strategic, structured scrutiny of laws, application of budgets, strict observance of laws and policies and the constitution". Therefore, oversight explains the explicit need of 'checks and balances' in tandem with activities such as the supervision of government activities by the Councillors who consists of the legislature ,the concept of oversight is at issue among governance scholars as a resultant brought various opinions. Given the tasks aligned with the oversight roles for legislators councillors, a question arises What capabilities and skills do one need in order to fully exercise their roles?, which is in accordance to the constitution given that the SALGA makes no mention of certain qualifications skills or requirements for the political position of a councillor. Moreover, there are various major sources of adversities such as social upheaval and the economic downturn which councillors have to deal with within their assigned positions within the wards and the structures of the council.

### 2.5.3 Competency and Councillors

The notion of competency is a widely used concept which has a variety of interpretations and meanings in different institutional settings, and in how it is applied as a lever to validate the efficiency of individuals in organisations. Rankin, (2002) characterises competency as skills and behaviours which individuals are expected to portray in their organisations .Additionally, it can be defined as the behavioural characteristics that promotes effective performance on given tasks. How the person should behave in order to achieve the given objectives of an organisation (Acas, 2002).

Moreover, the concept of 'competency' can be widely referred to as an integration of knowledge , skills, behaviour and aptitude that a person can apply in their allocated occupation

environment, which displays a person's ability to meet the requirements of a specific given post (Public Service Regulations, 2001; Gangani et al., 2006; Le Deist and Winterton,2005; Russ-Eft, 1995; UNIDO,2002). Additionally, as shown above, competency is governed by a variety of factors which work in tandem with each other in determining an individual's ability to successfully perform a given task. Thus competency an all-encompassing concept widely misapplied in Public Service institution as most of the core values are ignored in cadre deployment schemes. The definition which is more relevant to this research is that competency is a combination of skills, job attitude, and knowledge which is reflected in job behaviour that can be observed, measured and evaluated through one's effective performance (Anguish, 2015; Ganzini, 2000; Bevan, 1997; Adendorff, 2005).

To fully probe the concept of competency in relation to political public representatives in this case councillors the iceberg competency model will be applied as it encompasses a variety of elements such as traits self-image skill knowledge content knowledge/information in the field of work.

### 2.5.4 Iceberg Competency Model

The iceberg competency model came into the limelight in the 1960s as a notion from Dr David McClelland a Professor of Psychology at Harvard School of Business inspired by a discovery that traditional tests such as knowledge and academic aptitude tests had lower success as tools to predict on job efficiency for personnel in organisations (Isthiak Uddin et. al., 2012). Lyle M.and Signe M. Spencer (1993) takes the notion from an iceberg which shows only the tip on the surface of the sea displaying one-ninth of its volume on the surface.

Likewise, competency consists of both visible components as well as components that cannot be easily identified such as individual thinking styles, self-image, attitude, traits and organisational fit which are behavioural components beneath the surface of each given individual in an institutional setup whereas the surface shows knowledge and skills. These are essential for personnel's output as educational qualifications alone appear to lack personal traits and personal communication skills for on job efficiency.

More so, personality characteristics behaviour in tandem with knowledge and skills breeds a workers performance output hence "competency" in an individual is underlined by characteristic, fairly deep and enduring aspects of an individual's personality. Furthermore, it can predict behaviour in a wide variety of situations and on job tasks, traits, self-image, skill

and knowledge are the main components of competency in the iceberg model thus, the relation between the values above and beneath surface determines individual's competency.

### 2.6 Service Delivery in South Africa

Service delivery in South Africa refers to the act discharging of basic municipal goods, activities, benefits and public satisfactions to improve the quality of life in local communities (Ndududla, 2013).With that being said service delivery relies on local government systems thus local government can be regarded as the engine of community development. Service delivery entails the discharging of tangible or intangible municipality services these consists of public roads, water and sanitation systems, public transport and public housing. Additionally, local government municipality are compelled to discharge services that are not only visible to the eyes of the community but are essential such as sewage systems and public drainage systems as service delivery to their local jurisdiction (ibid).

Service delivery relies around government initiatives, for South Africa it has been defined into three ideologies coined by each government administrative ideals. Each of the three government administrations made different impressions as to what is the government's role to the society .Research proved that ideologies of the three government had negative implications from the former affected the latter between the Mandela, Mbeki and Zuma administrations which resulted in protest actions against the Municipalities (Alexander, 2010). The change in ideologies between the change of administrations above created a frustrated and anxious citizenry, which increased tensions, the public, grappled in understanding the position of the government in relation to service provision promises and most importantly Nelson Mandela's 1994 promise of "a better life for all" which remained unmet amongst the populations (Alexander, 2010).

Furthermore, for democratic South Africa service delivery meant meeting the basic needs of all citizens redressing the inequalities brought about by the former apartheid government which has been the aim for the past two decades since 1994 (COGTA, 2011). In essence government has targeted accelerating the goal of meeting the needs of the multitudes of South Africans living in poverty (ibid). Additionally service delivery has been highly politicised which equates service delivery to more than just discharging user focused services (Mc Lennon, 2009). More so it is associated with promoting equality ,correcting injustices of the apartheid ,promoting economic growth and alleviating poverty and for these the councillor is at the grassroots level thus they are expected to answer to the tardiness of the government (ibid).

Service delivery in South Africa over a number of years has been having a number of persisting challenges which consist of institutional inconsistencies ,politics governance and backlog problems (Department of Cooperative Governance and Traditional Affairs, 2009; Koma, 2010; Chitiga-Mabugu & Monkam, 2013). Albeit notable improvements have been made in some areas, corrupt practices remains a major element stifling the full development of municipalities this calls for more effort and accountability of individuals to improve people's lives. Inter and intra-political party issues such as corruption, factionalism and mismanagement of public finds .Moreover, problems with the political administrative interface, accountability and lack of essential skills has been at the core of the discussion on local government challenges (State of local government in South Africa: Overview report National State of local government assessments, 2009: Maserumule, 2008: Olum, 2008: Thornhill, 2008: Jili & Banjo, 2013: Koma, 2010).

Generally local government has been perceived as disorganised incompetent and riddled with corruption and maladministration (Burger, 2009). As a result protests has been a yardstick for citizens to raise their concerns with the government, these insurgent behaviours has been directed at government officials to get the attention of the president most recently ward councillors became targets for citizens to express their frustrations with the government failures. Two councillors from Diepsloot and the inner city of Johannesburg (respectively) noted how they have become targets of angry communities,

*"Being a councillor is a very difficult position. The councillor is expected to be the jack of all trades! They expect you to have all the answers to everything. The only two people who are in trouble, in as far as governance is concerned, is the president and the councillor, No one else in between. The top one and the bottom one and those are the two people that always burnt when things are not running well… most of the complaints in the service-delivery protests, are directed to the councillor and the president. Not the mayor, premier or the ministers, but it is directed to the councillor and the president"* (PR Cllr Mulauzi 2014 and Cllr Tyobeka, 2014 cited in Bénit-Gbaffou, 2014).

Thus being a councillor requires a variety of competencies, it is of essence that individuals with the zeal to deliver and be accountable to the citizens as incompetence and non-delivery attracts insurgent actions.

**2.7 Patronage, Competency and Service Delivery Provision.**

Principles of meritocracy and human capital have been eroded in present day political organisations in third world nations, it has been a common feature in most liberation party-led governments in developing countries recruitment, deployment and selection of officials in the government-related organisation tend to take a different stance than that emphasize principles of merit and competency .Most notions of recruitment are based on cadre ship and loyalty to the ideals of a given organisation or political party in most developing African countries it has been motivated by the move from colonial rule. In South Africa these had been motivated by the change of institutions from the apartheid that was highly centralized and biased towards the race to the freedom led by the ANC in 1994 .This move has brought about a system of decentralisation of local governance in a bid to fulfil the promise of basic services for all citizens and fill all the previously white-owned positions in government and local government structures with blacks (Von Holdt, 2010).

The above mentioned, promoted the recruitment on loyalty basis rather than on merit to keep and promote the party ideologies as well as for self-enrichment of those within the party structures. These same sentiments were shared in studies by (Ofoke, 2010) conducted in Nigeria were local governments recruitments were mostly on cadre ship basis in the early days of local governance ,"the introduction of democratic local government in African countries gave way to early recruits into the local government service who were predominantly sons of the soil, party stalwarts, or relatives of councillors and even to date, the staff of local governments have not completely shed those pristine spots". This has been a norm in African institutions whereby ones employability is judged by the strength of their ties to higher ranking officials in the systems. Thus this renders an organisation an ineffective as it will likely struggle to meet the needs of the people nor will be officials within the position be competent enough to react to the issues at stake.

Concurrently, Neopatrimonal ideals tend to promote the acquisition of a position of influence and power within government-related organisations to attain material rewards from the government and business (Ndletyana, 2015) political structures has been characterised by careerism .corruption and opportunism these manifest as sins of incumbency like siphoning of state resources and patronage politics .The general councillor selection process in South Africa especially within the liberation party in power usually take the trajectory of party loyalty, for the sake of this study will be referred to as political qualifications. The above ideas corroborate with what (Scott, 1969) stipulates, that material benefit is the driving force behind the partaking

into political activism as the principle operates on a notion of reciprocity principle that is supported in return to secure employment and material benefit.

In light of the above local government institution tend to lack capacity and this has inspired a lot of service delivery protests in South Africa the local government sphere has been characterised by lack of capacity and misuse and mismanagement of government funds as well lack of capacity to complete projects that assists communities (Managa, 2012). This has been promoted by nepotism and patronage within the administrative and political structures in Municipalities which in turn encourages the employment and deployment of incompetent individuals who lack knowledge and skill, in turn, these individuals proliferate and support party Agendas within their positions of influence.

More so lack of institutional capacity has been blamed on prioritisation of employment in which those who lack skill and knowledge are hired in the name of employment equity against the effectiveness of organisational performance (Von Holdt, 2010). Mismanagement and ineffectiveness of public service personnel within their areas of jurisdiction is attributed to the cadre deployment policy which discards the need for skills and knowledge for efficient institutions.

A variety of works of literature also take into consideration the notion that deployment on a political basis does not imply the deployed are wholly illiterate thus, there is need to consider that deployment within party structures are also done on both partisan and merit-based criteria. More so, political party comrades have been deployed in positions which they are not qualified for and this breeds poor service delivery as official's shows lack of responsiveness which breed protests (Managa, 2012 : Atkson, 2007).

The above has been true to the local government sphere of influence especially in the administrative sphere where qualifications are a prerequisite to recruitment. On the other hand, governing the public comes from a wide range of undertakings between different interests where utilitarian compromises are negotiated and renegotiated to acquire bargains (Simone and Adouhani, 2005) .The bargaining brings in new opportunities for the marginalised society to partake into local government ,this can be achieved through competent officials in local governance .Concurrently human is the key to any problems facing society as unskilled public officials results to inefficacies within organisations (Hammerjskold, 2005) .In this regard

resources are more valuable when used by devoted, skilled and trained officials in the public office thus skill and knowledge is of paramount importance in serving the interests of the people as this can serve to eliminate bias, favouritism and other tendencies that may serve individual or group agendas.

A variety of literature within the study of non-fulfilment of local government to the needs of citizens, failure of councillors and service delivery seldom fail to address the notion that in the midst of the competency woes to service delivery councillors face some hindrances in which it makes them likely more to fail even if they are more devoted, skilled and qualified. In their day to day tasks, they face issues of control from the above within the municipality political and administrative hierarchies and conflicts of interests between the municipal council mandate and the mandate of the political party which hinders their efficacies in addressing the needs of the people**.**

Most emphasis on the failure of service delivery has been placed on resources , their mismanagement public representation, lack of participation of citizens means of effectively consulting the communities has been a central theme to failure of service delivery failures (Booysen 2007 ;Pithouse 2007).Corruption has also been a central theme to service delivery failure studies these has produced the general idea that African local institutions are less able to deliver public goods, these have been widely regarded through a backdrop in meeting promised claims from clientelism (Gebel, 2013 and Alexander, 2010) .Furthermore ,the crumbling of municipal administration due to the vacancy of key posts has attracted a variety of scholars as a challenge to service delivery (Atkinson, 2002). This raises the assertion that indeed there is a few literature within councillorship, patronage, competency effect on service delivery.

Additionally, it is of paramount importance to note that issues of incompetency within the administrative sections in the municipality has been widely discussed and it is from this that the generalised assertion that patronage deployment often leads to failure of municipalities and leads to service delivery failures (Von Holdt, 2010). On the other hand, it is a common feature in politics despite being African or non-African institutions, to partake into the deployment of party loyalist and cadres, this is done taking the consideration that one is both competent with skills and also qualified in terms of supporting the agendas of the new administration (Nzo, 2017)**.**

Thus it is a complex process in which assessing competence alone is insufficient to suffice the account of the failure of the delivery of public goods by the councillorship and the Municipality due to the web of complex relations and political hierarchies from provincial to branch party structures which tend to control and influence decisions about the distribution of resources at local government. This study investigates recruitment and deployment of councillors beyond the political credentials taking into consideration that competency plays a pivotal role in councillor's oversight roles. Whilst on the other hand decision-making processes are blockaded by a political party and municipal bottlenecks.

**2.8 Politics of Service Delivery**

Service delivery is in highly politicized point of contact between the citizens and the government. In South Africa, service delivery happens mainly via the local municipalities, which is the lowest level of government. Act 108 of 1996 of the constitution of the Republic of South Africa gave a legal framework for political governance in accordance with an area of jurisdiction that is a province district Metropolitan area or municipal local government level. The municipality council at local level is a political component responsible for overseeing and initiating the actions of the executive appointed to discharge government responsibilities, oversight function is the legal role of the municipal council local government, which is practiced by councillors in their different political parties. Party politics and political direction in local government municipalities has their responsibility through proportional representation system in section 157 of the constitution of South Africa. Nonetheless, a variety of local government scholars believe that the integrity of local government institutions is likely to be undermined in the presence of firm political views from centralized political structures can translate to malpractice in the municipalities the lowest tier of governance (De Visser, 2005; Ready 2010: De Visser, 2010).

Additionally , decentralization sometimes Impedes service delivery in the lower levels of government as it is the sphere were lacks in capacity and resource Inter Alia political tensions infighting and intra political conflicts occur in most Municipalities (Booysen ,2012:Cammerron ,2003:De Visser ,2010). Participation in local government has been characterized as the gateway to middle class lifestyle for current and aspiring local government politicians; hence, individuals tend to overlook formal processes in return for self-interests, which individual politicians disguise for politics, party mandates and public representation

(Powel, 2012). Generally, service delivery in South Africa has been characterized as a sphere of fierce political contestations were parties fight to retain their power and control.

**2.9 Socio-economic and settlement dynamics and Service Delivery**

Residential spaces in the Midvaal are situated mainly in the central region due close proximity to the R 59 economic development corridor as well as the west region due to close proximity to the proximity of R82 development corridor. Residential spaces in the local municipality are concentrated in the central region where the largest town is located this presents best offers for mobility and the distribution of opportunities IDP 2020/21. Furthermore the central region is where population density the highest due to proximity to manufacturing and industries. Western regions in the outskirts close to Emfuleni Municipality area boasts a portion of the population this consist of the middle too high income residential establishments , rural lifestyle dominates the area.

More so, on race in the area black and white races dominate the racial profile of the Midvaal local municipality area making up more than 90% of the population. However, changes in terms of land ,properties and economic possession profile voice brings a clear divide into affluent and township communities in them distinct problems which the municipality must address (Midvaal IDP 2020/21 ;Demacon Midvaal Analysis ,2015).

Divided into Western, Central and Eastern regions, Central and Eastern regions show a great proportion of informal dwellings region. These dynamics of the Midvaal local municipality represents a clear distinction of inequality in South Africa, with the affluent boasting high incomes as well as have access to good quality service delivery and access to enabling infrastructures. These face problems in lacks of entertainment facilities within the areas of the Municipalities Jurisdiction. On the other hand the township occupies the less developed typical at the edge of the developed or in rural settings where there is limited access to basic services form the municipality, therefore they require access to basic services displeasure has been expressed in terms of provision disparities on service quality between the affluent and the township communities (IDP2020/2021). In general, service provision is a highly politicized and summarized in the apartheid perspective where the black masses experienced lacks in service delivery provision in townships and informal settlements like Sicelo, Boitumelo, and Piels Farm.Khayelitsha amongst other low-income households in Mamello (IDP 2020/2021).

It has been a general notion in politics of local governance and an occurring event in the Midvaal Municipality area especially when elections are approaching various political tactics are employed to gain followers and support. Political parties target especially those from the low-income households in townships and informal settlements were there is high population density.

As stated above the Midvaal is home to a couple of townships and informal settlements such as Mammello, Boitumelo, Khayelitsa, Piels Farm and Sicelo. More so ,with Sicelo being classified as having the worst conditions and high population density approximately 7200 inhabitants in an enumeration update in 2013 (SA sdi Alliance ,2013).These high numbers are prompted by the proximity of the settlement to the Meyerton town which is the economic powerhouse of the Midvaal Municipality areas which attracts many people.

The lacks in Sicelo informal settlement gave the ANC a basis for argument against the DA run Municipality instigating protests to taint the Municipality via the use of the (SACP) an ally of the ruling party. In 2012 the (SACP) and Sicelo community held a protest march demanding houses and improved services ,they had submitted a memorandum to the Midvaal Municipality which demands that;

"*The Municipality provide and build decent housing for all living in the Midvaal and farmworkers. Provision of sanitation infrastructure ,water ,schools ,proper roads and sports facilities in the surrounding African and Black areas and townships .Make a provision for schools as children are embarking on a risky commute across railway lines and travel long distances to access school and educational facilities*"(SACP, 2012).

This attracted attention of politicians looking to secure votes and popularity for their party using the use of the urban poor .Thus it became a departure point to demerit the DA efforts in Midvaal rallies and events were organised and graced by notable politicians. A multitude of notable politicians thronged the area and surrounding communities giving revelations that "the DA had abandoned the community of Sicelo". Furthermore, the general line with the ANC political heads was that little has been done in black communities in the Midvaal,

*"Go to Sicelo Shiceka, go and see for yourself. Everybody knows the Midvaal Municipality have not done a good job… There are many townships in Gauteng where we (the ANC) have started the process of formalising the informal settlements—our track record on informal settlements is far better"* (Mail and Guardian 19-05-2011).

More so the same sentiments were proliferated among politicians in the ANC as Ngoako Ramatlhodi pointed out that

*"I don't think the DA did a good job at all. They have been servicing the interests of the minority. It's just the opinion of opinion-makers that the ANC is not doing a good job…but elections were not won simply on the basis of service delivery and doing a good job"( Mail and Guardian 19-05-2011).*

However, the DA objected these claims as merely a campaign to smear them with undue claims as the provincial department for housing is an ANC run department the DA had availed land for the project and the department failed to make the developments for the community since 2006 (The Star 11-05-2011) . Cameron (2010), stipulates that some central government departments are reluctant when it comes to planning and discharging local government services to some areas, which is a case in Midvaal the provincial department delayed to act. This can be classified as political point scoring initiative on the provincial government not providing to the opposition led Municipality a general modus operandi of the ANC to fund areas where there is no stiff competition over areas with stiff competition (Reddy, 2010).

The political parties locked into dispute on service delivery accusing one another of who is not doing their job it serves to show that service delivery is highly pollicised in Midvaal parties engage into vote buying through fast track provision of service alternatives to score points over the other. Pre 2011 local government election, MEC Mmemezi facilitated the delivery of 1000 toilets in an attempt to gain supporters in Sicelo and surrounding areas. This is a form of clientelism used to secure votes in exchange for public goods by MEC Mmemezi the public received the much needed public goods form the ANC (Gay, 1998).

Additionally ,the Midvaal Sicelo and surrounding low income communities saw the influx of political heavy weights Winnie Mandela ,former ANC youth League Leader Julius Malema and former president Kgalema Motlante .These heavy weights graced Sicelo and black communities aimed at gaining public support for the ANC in 2011 local elections (Mail and Guardian 19-05-2011). Furthermore, the events graced by the heavy weights took to manipulate the black low-income communities to oblige and vote for the ANC through tactics and loyalty to the struggle of the blacks and the race rhetoric. That "little has been done to the black communities". Throgmorton, (1991) argues that the above acts, are acts of manipulation and fishing for votes from the urban poor which manipulated and persuaded people to vote for the ANC through motivation form political heavy weights.

This rhetoric still plays a role in the Midvaal Municipality even in the present day politicians alike still lament the setup of the Midvaal as favouring the delivery of much needed services to the whites and those in wealthier suburbs. These suburbs appear to be predominantly white residential areas these insinuations the Municipality as a replica of the apartheid associating the Municipality with the past as a way of politicking for votes (Business live, 04-04-2011).

However, the racial rhetoric can be falsified by the fact that services are delivered to those who pay and those who are not paying suffers the lacks. Thus, people in wealthier suburbs , the whites and the rich receives services and are prioritised by the Municipality because they pay. Whereas Township (Black) folks are still behind in terms of development and still hung on the idea that services are for free and don't want to pay for water or electricity or anything from the municipality which slows down the rate of service delivery.

Similarly, the idea of non-payment for services delivery came to thrust during the apartheid times as tactical attempt at making the nation ungovernable (Pape and McDonald, 2002). Masakhane campaign (Lets build together) after independence aimed at cost recovery and instil a sense of responsibility but was met a fierce resistance (Ngwane 2012). These has been the local government problems in South Africa dealing with illegal connections in townships and informal settlements. The idea of service delivery directly links with the promise for "a good life for all" and notions linked to the Reconstruction Development Plan (RDP). Service delivery, especially for the poverty-stricken and subaltern communities this idea is often synonymous to reparation of the injustices and legacy of apartheid White Paper on Local Government (1998).

Accordingly, when basic services are politicised opportunities for clientelism, fraud ,electoral fraud, vote buying and corruption are inevitable in local government ,these in turn affects service delivery negatively (Reddy, 2010;Tshishonga,2015). Hence this calls for individuals and key players in local government to mature politically and prioritise service delivery as mandated by the local government Municipality agendas.

Furthermore, it is argued that institutions mirror those at the higher level in South Africa fraud, corruption, clientelism and profiteering is associated with the ANC higher spheres of government. Institutions at local level mimic those in the higher level in the belief that the latter are beneficial either formal or informal which in a way breeds benefits to individuals (Powel and Di Maggio, 1983). Local level leader's councillor tend to carry into informal practices

within their party mandates, these practices done mainly for the enrichment of those partaking in the ventures.

## 2.10 Chapter Summary

This chapter has outlined different theories and concepts related to councillor competence and the effect on their oversight roles. Various authors arguments were reviewed and unpacked, the review emphasised the lack of a universal tool or procedure for deployment of councillors for the specific committees on councillor election in municipalities which serve to ensure they perform effectively following objectives of the municipality. There is a lack of clear distinctions on what councillors must possess to fully exercise their oversight roles in the committees except for political brilliance which can be overly employed to sabotage the mandates of the municipality. More so, literature also indicated the existence of personal attributes which can positively contribute to the roles of a councillor however without ample prior knowledge of their assigned tasks in committees they are isolated from their constitutionally assigned tasks.

# CHAPTER 3

## METHODOLOGY

### 3.1 Introduction

This chapter presents the methodological tools used in this research. The research design used and the utility of using a particular type of research design is unravelled in this chapter. The chapter also explores the research instruments that were employed in data collection, the sampling method, and the data collection procedure. Analysis of the data, ethical considerations and the limitations that were encountered in the research endeavours are explored in this chapter including research instruments such as focus group discussions, observation and interviews. In light of the covid-19 pandemic, some of the above mentioned traditional classical qualitative research methods were supplemented by at a distance remote digital instruments via electronic screen-based mediums (Bampton and Cowton, 2002).Electronic based mediums entails the use of electronic devices like laptops ,tablets and smartphones via communication applications which provides a face to face interface between the interviewer and study participants via the use of applications such as skype ,zoom and WhatsApp.

### 3.2 Research Methodology

Qualitative and quantitative research methodologies are two main schools of research and their cons and pros are highly debated among research scholars McGuigan and Harris (2012). A qualitative research method and the case study approach of the Midvaal Municipality was adopted for this research to gather information, examine councillor competencies oversight and service delivery dynamics in South Africa. Qualitative research is significant for this study as it aims to embrace and acknowledge the contextual issues in research influences Hennick et al (2011). Further, this method empowers the researcher to conduct an in-detail examination of the people's experiences through the use of tools such as in-depth interviews, focus group discussions, content analysis, archival material, newspaper clippings and observation (ibid). The study made extensive use of various legislation that controls local government and its councillors in relation to their oversight roles these consists of the policies of the Midvaal municipality to obtain insights on the issues influencing councillor's competence on oversight and service delivery at the local Municipality. Midvaal Local Municipality was utilised as a research focus for this study and to gather various insights on the impact of selection processes of councillors on service delivery and their oversight roles.

Given that this study investigates a topic that is social in nature the qualitative method was suitable contrary to quantitative which is numerical and more objective in nature (Kgothule, 2004).In essence, qualitative methods aim to render a thorough understanding of research study issues that incorporates the perspectives of the participants of the study and the phenomenon in the real world context as a whole (Patton, 2002; Yin, 2011; Mouton.2001; Hennink et al, 2011).

### 3.3 Secondary data

Literature and documents such as IDP, legislative documents, magazines, newspaper articles, local Municipality newsletters, Council approved reports, published research paper and journal articles were utilised for this research. Data from all available sources was be utilised during the research process thus previous work concerning this study area that has been carried out around the issues of competency and effectiveness across various institutions and out of South Africa was be considered. Above secondary data sources were pivotal as these helped in obtaining a wider and Global understanding of the work of Councillors and the effect of competency in service provision within the broader context within wards and municipalities.

The Midvaal Local Municipality council website and University of the Witwatersrand Library books and online catalogue provided relevant information for this study including the following legislation: The Constitution of the Republic of South Africa (1996); The Municipal Systems Act 32 of 2000;The Municipal Finance Management Act 56 of 2003 and The Municipal Structures Act 117 of 1998.More so, policy documents and various reports including the integrated development plan ,Auditor-Generals report and oversight reports were sourced for the purposes of this study, accordingly, secondary data sources were used to cater and supplement for the flaws of the other data collection techniques (Salkind, 2018).

### 3.4 Primary data collection methods and instruments

Collection of data is an essential aspect of a research study, data collection in qualitative research is informed by instruments such as interviews, observations and focus groups. Accordingly, Kumar (2011) and Kothari (2012) emphasises interviews, focus groups and observations as critical aspects in the collection of data in qualitative research. In reflecting on the research instruments suitable for this study face to face semi-structured interviews, telephonic interviews and focus group discussions in obtaining data from councillors of the Midvaal Municipality. On the other hand to make valid conclusions and supplement secondary data sources , primary data sources, individual face to face and telephonic interviews were

employed to obtain the perceptions and views from research respondents at MLM (Corbetta, 2003: Babbie 2016).

### 3.4.1Interviews

In reflecting on the research instrument that was suitable for the research topic, in-depth interviews were employed to gain detailed insights on service delivery and councillor competence from a respondent's perspective. Semi-structured interview questions were asked to prompt data collection from the respondents in interaction with the interviewee the researcher established trust and prompted responses via open-ended questions which were asked in a clear direct way.

Interviewees comprised of Councillors from the majority and minority political parties to ensure impartiality, the Speaker, Executive Mayor, MMCs and Section 79 committee Chairpersons/members. The above-mentioned participants were interviewed to gather various perspectives on councillor competence and service delivery from a non-biased perspective in MLM.

In light of the Covid-19 pandemic and the inability of the interviewees to avail themselves for video-assisted internet interactions due to various reasons .The researcher was prompted to apply alternative no contact no visual methods to supplement the traditional tools, the researcher applied the use of email assisted interviews (e-interviews) (Poland, 2001). These were instrumental in gathering rich insights on the research subject as these gave respondents time to reflect on the questions before typing their responses (Downs, 2010). More so, the research used e-interviews which were ethically apt as they allowed respondents time to give well-thought responses which eliminate instances in face to face where some responses can expose sensitive aspects of political processes. Thus e-interviews serves to eliminate chances of regret and un-comfortability on part of respondents (Crystal, 2001). More so, useful on the research at hand as it focused on the sensitive aspects of ongoing political phenomena within the Midvaal Local Municipality (Ison, 2009: Lee, 1993: McAuliffe, 2003: Mc Coyd & Kerson, 2006).The researcher had issues on using e-interviews as most of the participants omitted politically sensitive questions and the platform presented no chance of the respondents seeking clarity from the researcher on questions they could not understand.

### 3.4.2 Focus groups

Since this study focuses on aspects that affect people's expectations it is essential to employ an instrument that gathers different views and perspectives which can be gauged against each

other .According to Babbie, (1992), focus groups are a sample of participants brought together by the researcher to probe various aspects of an issue. In this regard participants for the focus group were selected based on relevance to the topic under study to have an open discussion on the councillor selection and service delivery at MLM. The main purpose of using focus groups is to explore rather than to describe or explain in any definitive sense. As stipulated by Babbie (1992) more than one focus group was convened for the purposes of this study since there is a serious danger that a single group would be too atypical to offer any generalizable insights. As this study is qualitative contact was made with study participants councillors from different political parties, where they were requested through the use of telephone calls, WhatsApp and emails to come together for participation via the form of one group to be electronically convened via WhatsApp, Skype and zoom video calling and messaging applications (Lupton, 2020; Janghorban et al. 2014: Irvine 2011). The focus group method was applied to get some of the respondents involved, thus promoting a participatory approach to gather various insights from individuals during the times of the Covid-19 pandemic, the preference of a communication tool will be left to the participants to choose. In order to keep participants aware and remind the participants of meetings once they have consented to participate, phone calls and messaging via messaging applications were used prior to the meeting. The groups were prompted specific questions to collect more detailed data regarding the processes involved in the selection of councillors, (Babble 1992 and World Bank 1991). Interviews and focus groups discussions for this study were guided by these themes;

- Knowledge and elaboration of the effect of competency and skills may have impacted the delivery of services in their areas.
- Understanding roles of councillors and Municipal personnel competency and skills in relation to service provision.
- Major factors in councillor selection processes and their contributions to the delivery of services and ensuring that community needs are met.
- Understanding the interactions between councillors and superior authorities within the municipal council and political party structures and its effects on the roles of councillors.

### 3.4.4 Observation

The observation instrument was used by the researcher to identify some of the issues that could not come out clearly during the administration of focus groups and interviews of the

respondents such as the environmental outlook and the changes that are visible around the area of study. Primary data was obtained from watching and listening to people in the community under study. The technique enabled the researcher to have first-hand information which is helpful to the study, were the capture of important social aspects like emotions and feelings on the issues to do with service delivery provision and the Councillor Selection process in the Midvaal Local Municipality communities. Observations for this study where conducted in Township Wards, Sicelo and Lakeside as these areas had most challenges with services.

### 3.5 Research Population

Research population entails a group of participants, events of interest and interests under inquiry in its entirety (Sekaram and Bougie, 2013; Charmaz, 2006).It is ascribed as the primary source of facts required to meet the set-out aims and objectives in a research study. Neuman (2003) stipulates that a researcher has to identify a certain segment that is to be sampled and the geographical location, consequently a part of the inhabitants will be asked to partake in the research study. Thus it is essential to select a relevant sample size to ensure that ample information is acquired this in turn, helps to produce reliable conclusions and results. The research population identified for the aim of this research to answer the set-out aims and objectives of this research.

#### 3.5.1 Sampling

Sampling entails the process of choosing a selected few respondents from a large group or large population which becomes a foundation in determining an outcome from the unknown (Gupta and Gupta, 2011). Sample for this study included Ward Councillors, Proportional Representation (PR) Councillors, Members of the Mayoral Committee (MMC) and the Mayor and the Speaker, as these individuals work closely with Ward and PR councillors in their different capacities and political parties within the organisational structures of the Midvaal Local Municipality. For the purpose of this study, the sample was made up of personnel from the Midvaal Local Municipality, specifically Councillors in their different capacities in the Legislature and the executive as well in the committees.

Initially the study had an estimated sample of accessing 30 councillors on the research population based on the Municipalities 15 wards in which each has a PR and a Ward councillor as well as council officials the Municipal Manager, Mayor and the Speaker at the Midvaal Local Municipality. The final sample reduced to 12 respondents made up of councillors the Speaker of the Midvaal Municipality and random sampling was used.

#### 3.5.1.1 Sampling Challenges

The Covid-19 produced a challenge to accessing participants of the study as such the movement restrictions limited the number of respondents available to tackle the questionnaires as much of the respondents had a phobia for the Covid-19 virus. The researcher combatted this and increased the sample to represent all the population through the use of telephonic interviews with available participants who had no access to internet-media devices.

### 3.5.2 Informant Selection

The respondents were made up of members from the DA, ANC and FF+ with 7 females and 5 males most of the respondents were members of the DA which had 7 councillors which consisted of 4 female and 3 males, one of the respondents a male form the FF+ and 3 females and 2 males from the ANC. The informants were chosen on the basis of availability provided by the Midvaal Municipality Speakers office, individual preferences and the various political party bureaucratic processes. The various insights gained from the respondents made it possible to make reliable inferences on issues of councillor competence and service delivery in MLM as they have varying roles in the Council and Committees. Councillors who participated in this study were from different levels within the Municipal Council and Committee hierarchies as well as from different political party and race.

### 3.5.3 Validity

A tool that is used to determine whether the research reflects what it is intended to and how truthful the research results are (Golafshani, 2003; Scholtes, Terwee & Poolman, 2011). Furthermore, Karros (1997) states that in order to ensure the consistency of the research results it is essential to guarantee that the measuring instrument reflects on objectives set out to be measured by the study .Over and above for this study a pilot study was conducted to remove ambiguities as well as a to ensure that the interview questions were in-line with the aims of the research study.

### 3.6 Ethical Considerations

Research ethics involves the interaction between the researcher and the respondents under study (Belmont Report, 1979). According to Neuman (2011), ethical considerations aim to maintain a certain degree of respect for the respondents' dignity. Adherence to this ideal ensured that participants were not used simply as a means to achieve research objectives but

that they also benefit from this research. The researcher got permission from the authorities before the research was conducted, in conformity with codes of ethics participants were informed in order for them to decide on participating or not in the research study (Salkind, 2018). Confidentiality and anonymity were assured for both the political organizations and the respondents. The researcher considered the diverse problems involved in underpinning the data collection processes, securing time on the part of the researcher, as well as respondent's diverse occupational activities thus planned interviews to resonate with participant's availability and timelines. The researcher had to maintain neutrality and observed issues of privacy and confidentiality of research participants via the use of pseudonyms and making sure participants names will not be revealed unless they consent to have their identity released communicated via the consent form issued out before each interview to participants (Salkind,2018). Throughout the interactions with participants in this study ,participants were briefed to get a clear understanding of what the study entails, assured them that the study is voluntary and they are at liberty to withdraw from the study at any point they feel uncomfortable and this is without any consequences.

### 3.6.1 Data analysis

Data analysis is referred to as a process in which data is inspected, transformed and modelled with the aim of plucking out useful information. Data analysis gives room to make a conclusion and to support decision making Burns and Bush, (1998) in (Corbretta, 2003).Data collected went through a process of coding and arranging into themes which ensures ease of interpretation (Braum and Clarke, 2006).Thematic approach adopted for this research analysis ensures flexibility in choosing themes and determine codes for a sufficient and valid research outcome (Kawulich & Holland, 2012). More so, responses generated were coded to generate meaningful descriptions and conclusions regarding information sourced in relation to the objective of the study. The data was then presented in comments and summaries which aimed to explain responses and display insights from participants.

## 3.7 Limitations of the study

The Covid-19 pandemic presented notable challenges on the researcher, due to limited movements the ability to conduct face to face contact interviews was stifled .To cope with the challenge the researcher resorted to alternative methods which involve the use of electronic tools to conduct video aided interviews via online applications such as zoom and WhatsApp. The use of the above methods provided a challenge to the interviewee and the researcher as access to internet data was concerned .However to combat data access challenges on part of

the interviewee the researcher resorted to telephonic interviews which have its downside of some of the non-verbal cues you acquire from a face to face and video aided interviews will be absent from the conversation. Lastly for this study the time allocated to this study collided with the events of local government elections which presented the researcher with challenges to access of councillors as they were preoccupied with election preparation events and in some cases organisational bureaucracies and hierarchies stifled the researcher's access to the respondents.

### 3.8 Covid-19 Pandemic restriction and its Impacts on the research

The covid-19 pandemic brought in an era of travel restrictions, social distancing and stay at home orders which have suppressed face to face research across the globe. This presented a plethora of methodological challenges in conducting qualitative research, this prompted the extensive use of non-contact tools for research. The pandemic prompted the researcher to re-innovate, adopt and embrace the use of remote data collection methods over the extensively used classical qualitative data collection methods (Puppert et al, 2013). In light of the covid-19 pandemic, traditional classical qualitative research methods were supplemented by at a distance remote digital instruments via electronic screen-based mediums (Bampton and Cowton, 2002).Like any other research instruments remote digital instruments posed resource and logistical challenges to the researcher as well as the participant which slowed down the progress of the research.

The covid-19 imposed restrictions that forbid movement has made the exclusion of some of the study respondents due to technological illiteracy .Lupton, (2020) stipulates that the use of technologies stifled the researchers access to respondents due to respondents inability to operate smart devices or have little knowledge of how to use Voice over Internet Protocols (VoIP) .Thus the researcher lost a section of the study due to the pandemic imposed restrictions as those who could not access the technologies were excluded.

More so, proper application and use of technologies have logistical requirements like electricity and strong internet network data connections which is not always guaranteed for South Africa as power cuts and network disruptions occurred. Load shedding led to network glitches which affected the conversations with respondents and led to the rescheduling of meetings which frustrated the researcher as some of the key respondents had busy schedules which made efforts to reschedule futile.

Due to the migration from the use of traditional methods of collecting data, challenges of obtaining research information have increased. Alternative research tools require access to internet data bundles on the part of both the participants and the researcher incurring unsolicited financial burdens on the respondent which drove them to shy away from researchers. More so financial constraints on the researcher as there was need to conduct telephonic interviews with respondents who could not access internet based methods for interviews, telephonic interviews requires airtime which is costly to acquire, and this threatened the viability of the research it lead to a decrease in available participants for the study.

To sum up, the Covid-19 pandemic has brought about a change in the ways research is conducted due to the requirements of social distancing and hygienic requirements which are to be met in the event people are meeting face to face. The above prompted the use of virtual alternatives which presents challenges of obtaining a low turnout of participants as the internet is required to access the various platforms which may be impossible for certain individuals , internet data is quite expensive in South Africa. Financial and time constraints accrued on the researcher as setting up of meetings will be done through electronic mail and reminders were be done via telephone which required airtime and internet data which was costly to acquire. Additionally, not to mention participants not being able to use the technologies or having a poor WIFI connection and the general unavailability of electricity which threatens networks connectivity this hinders the progress of data collection. In essence, the Covid-19 pandemic made it impossible to timely conduct and complete research due to Covid-19 restrictions.

### 3.9 Chapter summary

This chapter explains how the research was done. It begins with explaining the introduction of the chapter, research design and justification, study population and sample size, research instruments and ethical considerations. This has all been looked at to give the reader an insight and understanding of the chapter under study.

# CHAPTER 4

## FINDINGS OF THE STUDY

### 4.1 Introduction

This study examined the various councillor selection techniques and procedures used by political parties at the Midvaal Municipality and evaluated their contribution to the effectiveness and the ability of a councillor to deliver services to the people. This was accomplished by assessing the alignment between political party procedures, individual values and ethics in relation to the Mandate of the Midvaal Local Municipality which is to deliver and prioritise standardised service delivery. The interview schedule consisted the following sections Service delivery, Councillor Selection, Human capital and politics.

### 4.2 Service Delivery at Midvaal Local Municipality

In terms of service delivery, many of the respondent councillors and residents reported a good sate of delivery with the Midvaal Municipality as their services are consistent however councillors pointed out to the provincial government stifling some services like housing. This has been the councillor's greatest hurdle especially in township and wards with informal settlements.

Residents reported on unmet housing promises which were never met which has frustrated them, in regard to this councillors had this to say;

"*There is need to teach or educate the people on how local government work we should at least give each household a pamphlet so that they know what a municipality can and cannot do because there is legislation which causes problem on some services and as councillors on the ground we take much of the backlash*"(Personal Communication, March 2021).

The Midvaal local Municipality due to its location within the Sedibeng District an ANC dominated District, most of the local Municipality efforts has been stifled by politics and the conflicts between the ANC and the DA .Important aspects of human life in the Local Municipality especially housing which the ANC uses to de-campaign the DA led Municipality efforts in Housing. Grootes, (2013) stipulates that the failure of a proposed merger between Emfuleni and Midvaal Local Municipality raised tensions between DA and ANC in the district stifling Midvaal Local Municipality efforts to provide housing for its inhabitants as the ANC

is responsible for housing at the Provincial Housing department. Thus it has become a political battlefield at the expense of the citizens who will continue with their unmet housing demands.

### 4.2.1 Bridging the gap between Community and Local Government

The role of councillors in the communities around Midvaal Municipality has been received with various contentions from residents and citizens. The SALGA, (2006) contends that councillors are to ensure and express the needs of their communities, implement policies to meet the needs of the people as well as recommend programmes for community improvement. The Midvaal 2020/21 IDP customer service satisfaction survey proved the residents were satisfied with the service provision within the Municipality but this was determined by ones area of residence ,this corroborates with contentions the researcher gathered from interaction with the residents in their respective areas of residence .In the wards citizens gave mixed reactions which some of them showed some bias towards race and political orientations, but they (councillors) believed they were doing a good job in making sure the queries of the community reaches the relevant officials. On a lighter note Members of the Mayoral Committee attributed the progress and their work efficiency to the councillors as councillors bring all the relevant information queries and complaints from the communities which occurred through councillors following their regiments of reporting and oversight as dictated by the Municipality governing body the South Africa Local Government Association (Midvaal Report 2020/21). Progress at the Midvaal is attributed to the efficiency of systems put in place where personnel with relevant skills are deployed this resonates with ideals promulgated by (Bendix, 1967; Ezoeha, 2011).

The members of the mayoral committee gave much credit to the councillors contribution to the work of the Municipality as they are portrayed as "foot soldiers" the first line of communication between the government and the people through their reporting and contributions in the committee gave relevant ward information to MMCs .One of the respondents contends that "*We are privileged because our councillors in the Midvaal are activists themselves so they are quite active in their own wards in what they do and in most cases public meetings that they conduct feeds with relevant ward information*."

Given that there are 15 wards in the Midvaal Municipality councillors are said to be doing excellent work working in tandem with the Mayoral committee members which enabled the Mayoral Committee to act better and make decisions as they act on feedback from communities which councillors bring in reports.

However in the communities citizens had mixed reactions in relation to their councillors which some of the sentiments derived from a political point of view. A majority of participants in the communities mentioned that the councillor needed more citizen involvement in bridging the gap between the Midvaal Municipality and its people to meet community needs. According to Paradza *et al*, (2010) participation gives the residents a chance to air their views through relevant channels to the relevant departments in the Local Municipality if citizens are involved in programmes to address socio-economic challenges basic delivery problems of the people like, feeding schemes, crime watch and home based care. "*Active participation in these ward and meetings we are putting our ideas and views to be implemented into policy for our own benefit we are also empowering ourselves for the future needs of this community*", (Personal Communication November 2020).

The local Municipality prioritised public participation in the municipalities business through the IDP residents and relevant stakeholders through various mediums of communications including the Midvaal website get notified to participate in the IDP making progress as well through the ward committee meetings the Local Municipality emphasised public participation a clear role of Municipal councillors as stated by (Paradza *et al, 2010*).

As expressed by participants of this study it is clear that those previously marginalised before 1994 have much higher expectations that those in the affluent suburbs whose lives have been portrayed as superior class which is a race bias .Conversely it is a fact that previously marginalised township and low income communities still believe the system is unfair or prioritises services to those living in affluent areas whereas the low income with socio-economic challenges continue to experience inadequate service delivery (Midvaal Customer Satisfaction Survey, 2020; Midvaal IDP 2020/21; Grootes, 2013). Residents expressed challenges with services like schools, water, and electricity as well as delayed response to infrastructure maintenance calls which has been demonstrated by low income community protests.

Moreover, councillors abused their positions in the communities for opportunities of clientelism, fraud ,electoral fraud, vote buying and corruption which are inevitable in local government ,these in turn affects service delivery negatively (Reddy, 2010;Tshishonga, 2015). Hence this calls for individuals and key players in local government to mature politically and prioritise service delivery as mandated by the local government Municipality agendas.

Additionally, it is argued that institutions mirror those at the higher level in South Africa fraud, corruption, clientelism and profiteering is associated with the ANC higher spheres of government. Institutions at local level mimic those in the higher level in the belief that the latter are beneficial either formal or informal which in a way breeds benefits to individuals (Powel and Di Maggio, 1983). Local level leader's councillor tend to carry into informal practices within their party mandates, these practices done mainly for the enrichment of those partaking in the ventures.

The 2020 Corona virus halted the economy in which reportedly affected multitude of South Africans and hit hard on the indigents the government via the Gauteng department of social development rolled out a food parcel initiative to cushion the citizens. In Midvaal the food parcel roll out process task assigned to ward councillors the lowest level in local government, in ward 6 the plight of the poor to access covid-19 food relief became a point of manipulation of the electorate. As stated by Reddy, (2016) local government politics is a sphere of power and influence were local politicians determine the proliferation of available state sanctioned resources to the communities. Government food aid programme to cushion citizens against hunger became a point of profiteering by Midvaal ward 6 councillor, according to the Politics Web (20-April- 2020) "ANC councillor charges poor residents R3 to apply for food parcels". Apparently local level politics of give and take rhetoric and clientelism for the exchange for support to retain power were employed in the food parcel programme (ibid).

Moreover, ward 6 councillor and his team embarked on a corrupt and fraud mission to collect an application fee for the covid-19 food parcel relief which the social development department did not require. Accordingly, these undue informal individual practices are common political occurrences which gives the local government sphere mandates and political party processes negative opinions from citizens (Reddy, 2016).The funds were collected to facilitate the process of sending parcel requests via email, which according to the DA it is a disgrace as councillors are provided with laptops cell phones and allowances for data to assist the residents (DA, 2020).

Additionally, it is alleged that another ward councillor exploited the poor to secure votes making recipients of the aid to "complete and sign ANC membership forms in order for them to receive food parcels. The residents were also required to vote for the current councillor for a second term in the 2021 local government elections" critical allegations of exploitation of the

poor by the ANC during a critical period, this is a general modus operandi for the ANC (Politics Web 20-April- 2020).

Moreover, the ward has been having reports of politicising and commercialising job opportunity placement procedures, which often saw the community unemployment rates not subsiding whilst local Economic Development projects and various projects take place. 2019 saw protests from the youths over unemployment and unfair distribution of opportunities, which they accused the councillor on the use of partisan and monetary exchange basis to secure jobs in projects going on in their communities which side-lined opposition enthusiasts and the poor in the community.

The aforementioned acts from the ruling party and its politicians often lead to more protests as citizens realise that they were duped for political vote gains and patronage style short term public goods delivery (Zybrands, 2012). Additionally, in South Africa there is demonstrable evidence of nepotism and patronage in local government politics, its characteristics often leads to protests a common conundrum in local government (Booysen, 2012). However, Zybrands (2012), argues that a possible solution across local government Municipality sphere lies the appointment of qualified and competent stuff for the administration, individuals competent, ethical and compliant with rules and regulations in the political arms for a smooth local government operation. In essence, to serve and make the local government efficient it requires firm commitment, passion and high levels of seriousness from the key players and politicians in the communities as well as the inter-governmental spheres which facilitates the needs of the people (Reddy, 2010). More over from the above evidence it seems that local government in itself or the political choices moves made are not an issue, but a particular aspect of involvement which overrides the mandate and party policy becomes problematic. It is of essence to note that politicians can play a positive role in influencing the local government processes, that is if they are devoted to their political party solutions which translates to upholding values, principles and of the constitution (Reddy, 2016).

## 4.3 Councillor Selection

### 4.3.1 Skills, competencies and councillor selection at Midvaal local Municipality

The constitution of the republic of South Africa makes no mention of qualifications for one to be a councillor only refers to a matric, most of the respondents shared the sentiments that for their political party the general entry educational requirement is "*a matric or the ability to read,*

*understand and some fluency in English the universal Language*". One of the respondents revealed that;

"*You don't necessary need qualifications, we will at least look into people that got a matric certificate or something like that. You need to be educated that's the bottom line, then you must be able to speak, you must be able to talk to people, you must be able to convince people. So that is how the processes work, I have the qualifications but you know sometimes very qualified people sometimes can't do the job it is about the person councillorship gives you so many trials and opportunities to transgress*" (Personal Communication December 2020).

Additionally, it is apparent that in each political organisation a grading system is applied in the deployment of councillors and these vary according to a political organisation. More so, the municipality DA run have a grading system which determines to which portfolio a councillor gets assigned to, for the case of Midvaal a mixture of qualifications, personal aptitude and experience came into play on crucial portfolio and Mayoral Committee appointments these ideals corroborates with notions of the iceberg model of competency (Isthiak Uddin et. al., 2012);LM. Spencer 1993).

Additionally ,the need for upskilling of local Municipality personnel and councillors have been at the coalface of the various issues affecting the effectiveness of local government municipalities .The general scholarly panacea on low skills in the municipalities has been upskilling of councillors and calls to reframe councillor candidacy prerequisites (Paradza et al, 2010 ;Reddy 2019).The Municipal Structures Amendment Act of 2003 sets a minimum of 18 years of age and a matric as the only prerequisite to councillor candidacy in local government election this dilemma is not limited to South Africa only. Rahat, (2008) postulates that, most countries have no specific criteria for councillor candidacy selection, preferably they are elected as representatives to represent political party , ward and constituency interests thus these individuals should be capable.

In South Africa political parties determine their own criterion on councillor candidacy selection processes with the African National Congress taking the cadre ship criteria and the Democratic Alliance using a complex of various elements in their candidacy selection criterion. Respondents at the Midvaal Municipality from the ANC and the FF+ made the remarks which corroborates with the Municipal Structures Amendment Act of 2003 that a ,matric and basic literacy skills are sufficient for one to stand for councillorship. The ANC process is characterised by processes in the branch, provincial and national in which votes of confidence

on a given individual suffices their chances of councillorship as they become shortlisted, and as well the ANC provides a platform for the ward residents to vote for the shortlisted individuals through meetings in the communities.

Moreover, political organisations in South Africa have typical procedures in the selection and renewing of memberships which vary depending on the organisation respondents reported having to going through different processes which vary according to the political party mandate and aim. Through interactions with the respondents it was revealed that these range from some which were supposedly more intense than a typical job interview to simple interactions with party comrades in their structures. In the DA there is a selection panel that interviews applicants, aspiring candidate councillors who will be selected on the basis of their political acumen as well as technical and educational skills.

One ANC councillor had this to say;

"*We call on all residents of the wards and then to all the residents of the ward we present four shortlisted candidates aspiring councillors that have been vetted by the ANC in the provincial and branches in this case we don't have a regional panel for candidate selection for this process of vetting. In the public meeting that's when we get a people's choice candidate, in this public meeting we will see if people are not satisfied or satisfied with a candidate" (Personal Communication Dec 2020).*

However the vetting process is characterised by a complex of cheating and unscrupulous ways in which resources connections and funds are used to secure ward councillorship positions within the ANC controlled areas for Councillors with the same ideals within the Party. Over and above the ANC systems of Councillor selection are synonymous with the ideals of social capital in which close networks are used to advance group agendas, "a collection of agents who do not only share common properties either perceived by the observer, others or themselves but who are also linked by permanent and useful ties" (Bourdieu, 1980 in Harrison, 2003:44).

Conversely, the Democratic Alliance principles consists of a variety of processes in which candidates apply to be councillors submit their qualifications through the DA website ,gets shortlisted called for interviews conducted by the electoral college in which ones technical expertise and other personal values will be evaluated. More so, during this process shortlisted candidates will be enrolled for the potential candidate programme (PCP) in which skills to equip them for the councillorship will be offered in various modules .The DA's PCP

programme have been praised by councillors at the Midvaal local Municipality for making their transition into councillorship smooth.

"*The PCP is an important aspect on DA councillor selection, it helps a lot in terms understanding your role as a councillor what the party stands for, and the party manifesto. Basically all those processes involved between makes ones understanding of what the party expects of a councillor basically easy."* (Personal Communication March 2021).

From the above it apparent that political parties have different processes which are different according the party mandates and manifestos an interaction with one respondent revealed that you have to apply and get accepted .To apply for a councillorship position where you get accepted you have to be popular within the party structures, prove display, show good leadership characteristics, good ethics and certain values as well as good working relationship with the party structures as well as some sort of impartiality in your political decision making and community involvement.

Respondents at the Midvaal Municipality reported having qualifications which tallied well with their relevant portfolios which is an advantage in making oversight and informed decisions in their departments with Members of the Mayoral Committee, being strategically placed in positions informed by their expertise and some form of expertise. DA councillors at the Midvaal local Municipality postulated that their deployment to certain portfolios were inspired by their knowledge and expertise which made it easy for them to understand their roles within their committees the same sentiments were also shared by Members of the Mayoral Committee which are DA councillors. Respondents reported having their qualifications being matched with their assigned portfolios some of the respondents had this to say;

"*In my case the committee assigned me to this portfolio because of my knowledge and experience in the field of real Estate, you see in the DA when we apply to be councillor we submit our qualifications and a 'Resume' so the mayor and his team will take time scrutinising them and upon seeing qualifications they will find a department that requires your expertise. So my qualifications helps so much to my assigned portfolio as I can easily relates with the terms and jargon used in these fields and in many cases with my expertise and knowledge I'm in a position where I can question some of the queries and developments being brought to me for approval*" (Personal Communication ,January 2021).

A member of the Mayoral Council also shared the same sentiments that "*my qualifications, expertise and involvement in my previous employment actually awards me a better position in*

*the Municipal council to make relevant decisions on council matters, though matric is the basic entry requirement to councillorship post matric qualifications helps in my oversight given that i have to interact with experts I have to be in a position to know what is happening in order to assess and evaluate what is on the given projects and to be able to explain and report*" (Personal Communication ,February 2021)

Educational qualifications though not a requirement for being a councillor but it serves one the hurdles in conducting the day to day dealings as councillor, which makes an individual excel in the portfolios where they are assigned. Which is evident with a bachelor degree holder adding sentiments that their degree and experience helps in making their council day to day tasks easy in supervising projects and working with contractors and subcontractors as he already have the knowledge and experience which is beneficial for the organisations efficiency. This corroborates with the notion of merit on organisational deployment practices which breeds efficient institutions with skilled individuals in positions where their skills and expertise are needed (Ezoeha, 2011). Thus it is essential for councillors to have qualifications as it will help influence their understandings of their oversight roles within their wards as well as within the committees they are deployed to moreover brilliance of councillor's helps organisational performance and service delivery.

### 4.3.2 Skills, capabilities and political acumen qualities of a councillor in local government Municipalities

A councillor a "foot soldier" for the municipality and the political party as mentioned by one respondents you have to poses a variety of skills and abilities in order to properly serve the community these consist of a variety of personalities ,political acumen and good ethics amongst other inter-personal skills. Councillors should have skills in communication as communication makes most part of their role in council, portfolios and community. One councillor pointed out to participation in community programmes, which uplifted them to participation in politically organised programmes in which they were hand-picked due to their brilliant leadership and public speaking skills and a political career grew to councillorship.

Fundamentally, good interpersonal and leadership skills are of essence for a public representative. These sentiments corroborates with ideals of the iceberg model of competency which is not only limited to technical skills but delves into personal qualities like charisma which is an instrument in gaining the audience of the people but it is invisible when technical

skills are applied to an organisation's selection process (Isthiak Uddin et. al., 2012);LM. Spencer 1993).

### 4.3.3 Politics of Councillor Selection and Oversight in Local Government

Politics plays a pivotal role in Local government, thus one should be abreast in what the political party is about including its mandates and programmes prove knowledge of the political party they are in or interested in makes an individual a suitable candidate for councillorship. Politics is of essence in councillor selection especially in cases of the liberation party in South Africa the ANC, your proven good track record working and participation within the party structures in their different spheres of influence in branches provincial and national helps one getting noticed and gain popularity which increases chances of being voted in when your name in tabled for selection.

On the other hand politics in the DA has little part on someone becoming a councillor as in their manifesto one can apply and get accepted to candidacy without party membership, Additionally, for the Mayoral Committee positions in the Midvaal ones expertise knowledge and experience plays a vital role in securing the position, as the Mayoral Committee, members are assigned to department which has people with technical expertise. The above makes the role more biased towards experience and technical expertise given that the politician will oversee a department full of experts.

Moreover, politics can be detrimental to the functions of a councillor especially if one gets elected due to too much political connections within the party branch and structures. One becomes consumed in full-filling mandates of the political party and end up following ways which leads into pursuits for personal gains which is often one of the usual traps within the local government sphere of governance. One of these cases often leads to suspension from the council business for instance, of one councillor who had gone astray from ways of the council to ways of personal aggrandisement which led to the alleged being relieved of their duties. More so in the same Municipality some councillors are alleged to be selling a public goods in exchange for support in securing their position as a councillor in their wards.

Therefore, politics being at the forefront of councillor selection biases oversight roles of councillors especially ANC councillors who in most cases get selected to represent factions or groups within the main political party and take into personal enrichment ventures using their position of influence (Mkandawire, 2015). Conversely, political acumen occupies a limited role within the DA selection processes this gives space for panellists to look at other personal

qualities and capabilities which can add value to their organisation, this corroborates with ideals of the iceberg model of competency (Ezoeha, 2011; Harrison and Kessels, 2004). Thus free, fair and merit based selection of councillor's breed's organisational excellence as individual get deployed to departments where their skills are applicable.

### 4.3.4 Selection strategies and Councillor Capabilities

The selection strategy used by the political parties proved to be a mixture of excellent leadership qualities knowledge experience as well as good ethics played well in the councillors in fully exercising their roles in committees. One respondent mentioned that the Mayor and his team looks at your qualifications and they will match that with a certain committee they know will require your expertise. Another respondent pointed that the system of councillor selection is quite strategic, even in the political parties they take people with different qualities and they try to match them with relevant needs of their party,

"*political parties do this even if you don't have a matric they take you for your other qualities but if you have a PhD or some other post matric qualifications they see you as an asset to the organisation and your rise to better higher position within the party structures will be quite easy as they see you as an asset beneficial to the organisation*" (Personal Communication February 2021). This is quite true of the Midvaal Mayoral committees at the Midvaal local Municipality, councillors were placed in areas they have expertise even those in the chair positions in Section 79 and 80 were placed in accordance with their technical skills and expertise. This simultaneously brings an efficient organisation as individuals are placed in positions they can properly manage with their knowledge, skills and experience.

One of the MMC shares the same sentiments he mentioned "that *the reason we as Midvaal have this Municipality which works efficiently is because of the strategies we picked up the best in the fields and our councillors must have knowledge and they have knowledge and experience for instance let's say in Finance we can't have someone who does not have any idea in finance leading a team of people with a variety of expertise in the financial field .This is strategically done to reduce cases of in consistencies because, sometimes when the one leading have limited information and knowledge on the subject matter, then they can be duped or led astray into signing or approving dodgy deals and actions which can have great implications on the finances of the Municipality and the integrity of the Committee" (Personal Communication February 2021).*

More so if one is an actual expert or has knowledge in the area they can sense and pick up all the wrongly done things and will point out how it is to be done which saves the committees from going totally off from the original course which saves the Municipality from malpractices. This corroborates with sentiments that no one should partake or venture into a certain field or areas of work where they are uncertain of their own competence, because embarking in tasks with uncertain competency jeopardises the duty of care they have for others. Nor should they stand silently by in occasions where that duty is jeopardised by the incompetence of others (Harrison and Kessels, 2004).

From the above it can be said that principles employed by the Midvaal Municipality in the committee member appointment largely depends on ones area of expertise which makes the Municipality attain efficient oversight and good service delivery reviews .According to one respondent "*we are committed to working people who know what they are doing people with the knowledge and expertise in their relevant position this makes a Robust team across the political and administrative wings of the Municipality"* (Member of the Mayoral Committee, March 2021).

### 4.3.5 Councillorship mandate of the Midvaal local Municipality and politics

Respondents gave emphasis to so many red tapes in the party processes especially in the terms of getting things approved for the use of the work of a councillor which contributes to proper service delivery .Party procedures seem to be affecting only the people at local government whilst at the national and provincial there are fewer red tape procedures seem to progress way faster. These challenges and red-tapes brings back the councillors back to the drawing board or they will go back to the community and report on the blockades caused by higher politics which are causing backlogs in some aspects we have projects that are many years behind because of the complexity brought by people at the higher positions. In some cases they will be protecting their group interests over the interests of the residents in the communities who are eagerly waiting for services for instance, housing which has a huge backlog in the Municipality is a highly pollicised matter within the Midvaal Municipality.

## 4.4 Human Capital and Politics

### 4.4.1 Councillor challenges at Midvaal local Municipality

Respondents in their positions in the council and committees gave references to red-tapes, budgetary constraints, lack of resources and legal processes that have to be followed especially

within the Municipality and from the provincial national government for the councillors to get their requests in information and resources which are needed by the residents in their Wards.

*"I think in local government there are processes that these people at national, I feel like they always make laws, easier for them, and more difficult for us at local government so much legislation gets in our way of delivering services on time. There would be certain issues that requires that we respond immediately, but then the system and its processes places red tape or legislations that does not allow us to respond immediately as we lack power. So you end up having to go to the back to the community and say, we can't build that road because we are still waiting for this other person in this department to approve and that other one and try to explain the whole processes involved to the residents. The community on the ground doesn't understand the long processes involved in bringing services to them, they think you just come in and lying to us over and over* (Personal Communication, April 2021).

Councillors in the decision making positions at Midvaal pointed to the issues of legislation and budgetary constraints and some cases where both politics and legislation plays a part in barring the completion of service delivery tasks, one laments that some of the solution they see possible being proved to yield results in the private sector the Municipality legislation may propose different and long processes to solving the simple matters. More so respondents laments the different codes which stipulates their areas of operation which greatly limits the councillors ability to act on issues at hand ,a housing project was recently halted due to its location in the precinct of farmlands where the surrounding farm owners vowed to cut the project access to water as the infrastructure for water passes through their properties .Further it is a result of a mixture of politics and personal aggrandisement played part in the housing projects failure.

Additionally, most residents in the community fail to understand the differences in government and who controls which resources and the councillors have to deal with such as they bear the brunt of politics personal interests made by their superiors and another sphere of governments' failure. More so ,the community will not understand as to why the municipality is prioritising that project whilst not attending to the other when a councillor explains the legislation the provincial code and the local government codes .According to one respondent it is common that residents and citizens lack an understating of how the local government operates especially in the provision of services like water and housing, with housing being the most controversial and sensitive aspect of service delivery lacks in the local municipality area.

Another respondent corroborates with the above sentiments and noted that especially in regard to housing the Municipality have everything set the land is available and serviced but the government people who are supposed to sign the documentations and release funds for the housing projects are not doing their job. Thus, councillor's gets the backlash on failure to meet the election promises in which other spheres of the government are not doing their work. Legislation sometimes becomes muddled with politics especially on crucial mandates like housing. "*Legislation and red tape, and all of those kind of things prohibits a lot of things and it makes it difficult for us to complete our work, legislation from the government even at the municipality here some laws makes our work hard and slows down the desired service delivery to residents. I know these rules procedures are there because other people have abused the resources of government. But I feel there are instances where local government should have some legislations relaxed"* (Personal Communication February 2021).

Additionally, communities in the Midvaal experienced political elements who aimed sabotaging community service delivery programmes as well as the processes which are carried out in delivering the services ,for instance the Lakeside sports facility have had its fence being stolen many times and has been replaced which costs the Municipality and the wards budget .More so, the project time was supposed to be done in a given time frame but when the engineers come and have their processes which they should lodge again the query with the relevant MMC which takes a long time to get them approved and passed to the relevant authorities for approval. These leads to unfinished programmes piling up and new projects to be completed which creates a frustrated citizenry in the wards. One more thing lack of an office for councillors where we can come to plug in our computers and print our work and work on projects printing resources are a challenge especially for those in the township it's a limitation to the work which needs to be addressed.

Most ward councillors reported having problems with the ward committee through their political differences or the presence of factions within the systems these made the interdependence of the (WC) Ward committee and the Ward councillor problematic as most of them have various differences which made their working for the benefit of the community difficult. The WCs reported to be with individuals who are just there for the money failing to do the work they are supposed to be doing in the communities which stifles the work of the councillor in conducting oversight. Political affiliations limiting the functions of the WCs one councillor reported having a Ward Committee with half of the people belonging to the opposition party makes your efforts go to waste because they will see you as an opponent which

is wrong the WCs for the betterment of the community. He added for the success of the Ward in attaining better service delivery the WCS have to work together to meet needs of everyone in the community people must maintain neutrality as it is not about political parties but it about service delivery.

Another respondent shared the same sentiments "*in my ward most members of the ward committee support the opposition party, in the beginning they tried very hard to make my life difficult but over time I have shown that we work for the community interests and not any political party. The duties and functions can be better workshopped to ensure better value out of WC members*." (Personal Communication March 2021).

### 4.5 Chapter Summary

The chapter covered the findings of the research on the councillor's oversight roles and competency. The major role of councillors is making sure the Municipality delivers the basic services to the citizens in the Midvaal area and their abilities to deliver the best of services to the respondents were affected by a variety of factors such as legislations of the municipality .The study found out that although the SALGA emphasised on a basic Matric certificate to be a councillor the Midvaal however strategized the system of making greater use of individuals of great expertise into positions of influence. The initiative of making use of councillor's technical expertise greatly assists the Municipality making it a smooth sailing and efficient local government institution. Majority of the councillors shared that technical expertise gives one a good base for completing their oversight roles and it makes their work easy as they are appointed to areas they have expertise in, in some areas having technical knowhow assist councillors in aligning the visions of their wards with council visions and missions. Politics had little to no impact in the internal affairs of the Municipality .However, councillors reported specific projects were the Municipality is at loggerheads with external politics of the Provincial departments who are not providing their side of the bargain especially in housing which has a backlog in the Municipality.

## CHAPTER 5

## ANALYSIS DISCUSSION, RECOMMENDATIONS AND CONCLUSION

### 5.1 introduction

This chapter focuses on study findings analysis recommendations and conclusions, recommendations will be provided to remedy the shortcomings that emerged in the above chapters regarding competency and oversight roles of councillors at Midvaal Municipality. Data was collected using interviews and literature as primary data and secondary respectively. More so, decades after the advent of democracy in South Africa the glory marked by the independence of South Africa has been replaced by signs of dissatisfaction regarding the delivery of services and the widespread inability of the government to provide. This however varies according to Municipality and political party taking in factors such as how do they run their Municipal business how they deploy their political representatives whilst the ruling party has been associated with failure corruption and dissatisfaction from citizens. This study reflects the secret to the success of the Democratic Alliance run institutions, this section highlights some of the key themes that emerged during research interviews divided into themes from which personal experiences of the respondents from the Midvaal Municipality.

### 5.2 Human capital and its impact on the execution of prescribed councillor roles

During this research, it emerged that councillors occupying crucial positions in the committees and members of the Mayoral committee were strategically chosen for their expertise in their different areas of expertise. Additionally, this resonates with principles of the merit system theory and the Weberian bureaucracy promulgated by (Bendix, 1967; Ezoeha, 2011) appointment of individuals on merit breeds organisational performance. The MLM through its merit based appointment of councillors have attained 7 consecutive clean audits.

More so, councillors reported their roles in their committee were eye-opening as they were a complement of individuals with vast knowledge which enabled them to share ideas which greatly improved their interaction with their community residents on different issues. Concurrently, people are assets of an organisation and derive their economic value from skills, competence, experience and knowledge (Harrison and Kessels, 2004). This view resonates with the current system of the political wing of the Midvaal Municipality where the DA took individuals councillors as assets to bring renowned good organisational performance from a

team of various expertise. It is valuable emphasising training and job-related education is vital in adding value to the human resource development process. More so it is beneficial for any organisation and the employee's organisational members as they upgrade the knowledge and individual skills which trickles down to an increase in organisational productivity (Schmidt and Lines, 2012).

Moreover, the DA run institution took seriously the institution of councillorship that they have programmes to equip the aspiring individual councillors with skills for their councillorship roles through the Potential Candidate Programme (PCP). The above resonates with the notions of providing skills and knowledge and preparing humans with the skill for the tasks ahead Schultz, (1961), DA councillors gave praises on the PCP programmes mentioned that it had equipped them with skills which they can even use after their councillorship reign is over.
Moreover, the DA's interview process and the Electoral College evaluation procedures also take their time to each individual's skills which are outside of the technical know-how. Through their processes, they attempt to evaluate other human capital characteristics which are deep and enduring aspects of an individual's personality using the notions of the iceberg competency model.

Furthermore, these are instrumental to predict behaviour in a wide variety of situations and on job tasks, traits and self-image as technical knowledge represents only the surface, there are other aspects within human skills which are essential to the role of a councillor such as individual thinking styles, self-image, attitude, traits and organisational fit which are behavioural components (Spencer, 1993).Moreover, councillors in the Midvaal Municipality reported using personal social human connections in accessing information after lodging their complaints to meet the queries of their wards. Such social connections use, overriding legislation in the Municipal Systems Act to access the public good has been widely associated with malpractice (Booysen, 2015; Johnson, 2014; Calland, 2014).
Concurrently, overriding legislation and directly requesting information to the officials in the department is often synonymous with acts of corruption and self-aggrandisement which often have grave consequences for the municipality. However, it often ambiguous there is legislation that facilitates for the councillors to meet officials and get guidance from the officials (Svara, 1999; Svara and Mouritzen 2002). It is noticeable that politicians and the administration staff have their roles overlapping as they work in tandem technocrat's needs direction on which projects to implement from the political wing which is on the ground in touch with the residents (Svara, 1999). From the above, it is apparent that ward councillors have a role to full fill being

accountable to the citizens who voted for them thus in the absence of the relevant MMC. Alternatively, when the Bureaucratic processes stifle their endeavours they are bound to omit the Political head because the residents demand a response from the councillors whom they lodged complaints to whilst the councillor depends on the administration who have the technical know-how (Schillemans, 2011).

### 5.3 Recruitment and Selection within the main political parties at MLM

In South Africa, the South African Local Government Association (SALGA) provides conceptual foundations for councillor selection constructed based on the notions of the liberation party ANC ideals. Political parties in South Africa have different councillor selection procedures these vary, they are in alignment with each political party mandate as a multiparty nation has ANC the national liberation party, DA its biggest opposition, EFF, FF+ and a variety of other parties who are concentrated at the provincial level. This section will break down processes used by two main political parties in South Africa the Democratic Alliance (DA) and the African National Congress (ANC).

The debate on local government councillor selection has been based on malpractices and corruption and mismanagement of state resources in ANC run Municipalities in South Africa. ANC has complex criteria which are obscured by manipulation of candidate lists, patronage, social connections and networks within the branch and regional party official structures influencing selection panel decisions. The process is comprised of augmenting procedures like patronage arrangements when nominating candidates on the grounds of factionalism and the prospects of rewards once candidates are elected to office (Butler, 2014). ANC deployment procedures have been linked to the existing institutional malfeasances currently at all levels of government, local government literature points to cadre deployment policies of (1997) as the origin of all the present-day crumbling state of affairs.

Moreover, it a general contention that local government ANC councillors deployment is done without the consideration of technical skills, merit nor management skills required to serve in meeting the developmental state mandate Cameron, 2010; De Visser, 2010; Maserumule, 2014; Mashele and Qobo, 2014; Booysen, 2015). Conversely, skills don't feature on councillors roles compared to officials in the bureaucratic wings of the Municipality (Von Holdt and Murphy, 2007). Be that as it may, skills and technical skills come in handy in interpreting IDP documents and other council related documents that they meet during their reign as councillors, conversely, cadre deployment is ubiquitous in the ANC structures. In 2007 the ANC acknowledged the serious level of lack of professionalism and educational capacity among its

members in general hence, this led to new plans to deploy with skills and expertise (ANC, 2016). Finance, housing, infrastructure and local economic development exemplifies council committees in which councillors need to find innovative and technical solutions for the complex local government systems. Midvaal case put the idea into perspective as ANC councillors being allocated to chair a non-committee–technical due to the scarcity of skills that emanates from the councillor deployment and selection strategy which is largely governed by manipulative individualistic interest seeking narratives. Conversely, the Economic Freedom Fighter (EFF) a minority party with just two public representative seats saw one of their councillors occupying an influential position within the MPAC and being the chairperson. Essentially this elucidates the role of technical skills in conducting effective oversight especially in a crucial committee like the MPAC where political acumen is insufficient to complement the knowledge of financial institutions.

Over and above the DA uses a mixed system in the deployment of councillors, unlike in the ANC the DA take pride in the use of fair processes in which political acumen and political popularity is an added advantage, the electoral college and its various processes used to interview potential candidates are vital in selecting competent individuals to councillorship. Conversely, scholars acknowledged the post-democracy atmosphere in South Africa the racial divide especially in terms of technical skills on the segregation of blacks from learning institutions took a toll on the black community whilst it favoured the whites (Southhall, 2013). This largely confers the differences in the technical skill dynamics between the two political two main political parties in South Africa, however it's been over 2 decades after attaining independence there have been great efforts to equalise the educational system which makes the latter system of cadre deployment a mere organisational choice on part of the ANC.

Additionally, technical expertise over other qualities informs the councillor the selection process of the DA as one councillor a former expert in the private sector gave reference to how the interviews in some sort resembled or exceeded that one of their previous employer in the private sector. There is various potential councillor testing procedures involvement which makes those who survive the processes to the electoral stage are exceptional candidates for councillorship. Distinctive to the ANC in the DA one who aspires to be a councillor will have to apply and their papers will be evaluated and elevated to the next stage in the councillor selection (DA, 2021).

Democratic Alliance criterion and system of deployment consists of processes that resemble the same private sector employment processes in which checks and balances are used to deploy an individual with excellent abilities. Furthermore, interviews and programmes in the DA camp breed individual leaders with professionalism vast knowledge which equips them to make informed decisions on council matters which breeds an institution that performs effectively. This corroborates with Visser and Erasmus (2010) who stipulates that the possibility of an institution to deliver efficient services relies on the professionalism of the organisation's individuals processes.

Additionally, while systems in the latter organisational systems, creates loopholes for individuals and breeds chances for individuals to collude and subvert government authority. It is of essence to note that the deployment policies in the DA align well with the National Development Plan assertion to professionalise local government via a hybrid system of politics and merit on deployment (NDP, 2014). The latter helps in subverting the occurrences of neo-patrimonialism and patronage politics evident in African government politics of the Big Man and his allies alluded to by Mkandawire (2015). The single-minded pursuits of accumulating wealth and wealth to purchase the affection of people through mentioned above often inevitably leads to a predatory state of government which is ineluctable to decline (Hoffmann & Hendricks, 2018).

### 5.4 Councillors service delivery, cleavages and inter-governmental relations

The municipal systems acts provide that councillors in their respective wards follow a system in-lodging their complaints from their respective wards accordingly, Councillors at the Midvaal Municipality mentioned their complaints from the wards were brought to the attention of the relevant Members of the Mayoral Committee. There was no other way to supplement the MMC in reporting complaints directly however, the Midvaal has an app and a call centre where residents can directly bring their queries with the Municipality. The research established that the municipality usually gives 21 days to sort the complaints the app registers each complaint with a reference number which the ward councillor can use in the event of failure by the municipality. Following legislation, ward councillors report the complaint to the relevant MMC after 21 days to track the progress of the resident's complaint, in which the MMC will hold the relevant HOD to track progress. In some cases councillors reported overlooking procedure due to the non-availability of an MMC at times interacting with staff in the relevant departments to track the progress of their ward resident’s complaint, councillors reported using

such social connection informal institution to speed up the processes to ensure their accountability to their electorate in the wards.

The areas under Midvaal are still engulfed by a plethora of cleavages that residents and some politician's officials see as relevant to the distribution patterns of service delivery the general race rhetoric has been a buzz word for politicians and political agents against the Municipality. Post-apartheid South Africa is still masked in notions of race and coloniality which the legitimate government has been reluctant to address thus decades after freedom service delivery is still associated with redressing the inequalities of the apartheid (Pottie, 2004). Thus the local government has a responsibility to unmask and destroy elements of the former local government Municipalities has complex issues to redress to clarify service delivery and development (Reddy and Sabelo, 1997; Pottie .2004). Conversely in the event of failures local governments are blamed for failure in this case study housing protests in Sicelo were highly politicised and pinned on racial cleavages and used to take citizens back into painful memories of the apartheid just for votes.

Therefore, these lead to residents erroneously pronouncing the Municipality as lacking in capacity whereas the ANC provincial departments for housing the authority responsible for housing out of the chaos. Generally, in terms of housing provision, this research established that intergovernmental relations were stifled by politics and power struggles between the ANC and the DA which resulted in housing projects experiencing 16-year backlogs and the backlash still comes to the Municipality which has little power but only keeps lodging housing requests which are stifled in the domains of the ANC department of settlements. Further, deceit, lies and hypocrisy are political tools used to reproduce coloniality in the local sphere of governance and used to secure votes as the latter appear to lead decoloniality struggles (Ndlovu, 2013).

The above alludes to that the intergovernmental relations are not working well which is seen by the failure of the Municipality to provide services legislated by provincial authorities which are the domains of the ANC. The legislative environment is complex and burdensome which stifles timely service delivery, protests and land invasions due to lack of public amenities housing occupying top position on the list. Land invasions are politically motivated and targeted on the race rhetoric seeking to destabilise local government authority.

Furthermore, the research established strong adherence to impartiality which strongly helped in moving in line with the principles of "Batho Pele" people first, guided by batho Pele councillors worked in tandem with each other on addressing human capital challenges via social connections with the administration staff and among their close-knit groups as

councillors. Close-knit group's ideals stand towards providing security and opportunity for members in which information will be shared in this case knowledge and skills among councillors to understand reports for effective committee oversight (Winter, 2000).

Moreover, sharing of skills and knowledge using a social connection in close-knit groups helped bridge ideas where councillors proved to be deficient one councillor reiterate that he had no choice but to ask and seek clarity from my fellow councillor with financial knowledge expressed being puzzled by the presence of technical terms. Moreover, MLM fully practised impartiality which is seen in the allocation of position to opposition councillors which served to rule out nepotism on the side of the executive in allocating committees.

In summation councillors at Midvaal concurred that for oversight to be effective skills, ethical behaviour across all boards are essential qualities for a councillor. That corroborates that the capacity and skills of those who carry out oversight determine the outcome the (Pellizzo, 2013). Impartiality good governance enhance effective oversight as councillor's work hand in glove within their committees and communities. Moreover, councillors from the opposition occupied the position in committees MPAC and the Whippery which helped ensuring impartiality among decision making helps when making decisions when councillors contravene codes of the council. Councillor selection based on skills and personal aptitude used by the DA proved superior as the strategy made hybrid politicians well equipped for the technical fields in the Municipality eliminating chances misconceptions, which relatively contributes to effective decision making oversight and service delivery (ibid). Nevertheless, Members of the mayoral committee concurred that legislation sometimes stifles their endeavours in completing their tasks and processing citizens service delivery requests.

**5.5 Recommendations**

- Committee specific training to ensure full participation in Section 79 and 80 committees' councillors it is imperative to provide training to councillors about financial management especially the literate one as councillors are guardians and custodians of public finances in the Municipality.
- Clear specific programmes to roles and expectations from a municipal councillor.
- Sector-specific skilling processes should be paired with the induction processes for councillors to harness the concepts involved in council business and processes programmes to help councillors to interpret audit outcomes and annual reports.
- Relaxation of some of the Legislations which guide the interactions between the councillors and the departmental administration personnel to supplement instances when members of the Mayoral Council are absent as well help councillors with the

interpretation of applicable legislation and municipal policies which is essential on oversight and service delivery in the local sphere of government.

- Executive and their support staff should simplify the reports into a clear language to enable councillors to comprehend, understand and give meaningful discussions and recommendations.

### 5.6 Conclusion

The findings of the study indicated that the Midvaal Local Municipality is doing well in terms of governance and service delivery. Nonetheless, a few bottlenecks have to be resolved relating to private political interests which disputes the service delivery mandate of the council, capacitation of councillors, separation of powers, legislation in reporting as well as legislation on intergovernmental relations. The study found that measures put in place for councillor selection help to select the best and professional individuals in the Mayoral Committees, therefore committee specific skilling is essential for Public representative and ward-based councillors to bolster performance on reporting and committee participation for their oversight duties. Good governance prevails at the municipality however the staff and councillors at the Municipality have to adhere to and consistently practice the policies adopted by the Municipality beyond doubt communities lose faith when long-standing promises are not met there the municipality must prioritise delivery of their promises to the residents in their wards.

Councillor's selection processes at Midvaal Local Municipality in the DA political party proved to be void on chances of malpractices and other activities which may alter the selection processes to favour an individual. The DA processes have lesser chances of building social connections between the Electoral College and the councillor candidates, the application process creates space for professionalism and incorporates selection and training of councillors which prepares the individual for the coming job processes. The notion of (PCP) on job preparation training as a prerequisite for efficient organisations, corroborates with ideals propounded by Schultz (1961) where he emphasised providing skill to personnel before they are deployed to their positions or on the job training which prepares an individual for the tasks ahead. Despite merit-based efforts to the councillor and staff deployment at MLM which have brought about good governance and has been riddled with challenges to some aspects of service delivery through red tapes imposed on the Local Authority which continues to breed dissatisfaction among the residents. It is apparent that these red-tapes are politically motivated to stifle the Local Authority efforts through the use of issues of race, the race rhetoric has been

time and again applied in the Local Authority areas by political parties to garner support from the low-income township and informal settlements citizens who are faced with various service backlogs. Housing has been a highly politicised topic in which politicians use the inability of the Local Authority to deliver to their advantage whilst decisions and funding for megaprojects like housing are authorised by the departments affiliated to their political parties.

Relations between the MLM and the Provincial government are in shambles, at MLM this is seen by the failure of the Municipality to provide services legislated by provincial authorities which are the domains of the ANC control. The legislative environment is complex and burdensome which stifles timely service delivery and prompts protests and land invasions due to lack of public amenities with housing occupying top position on the list of backlogs at the Local Authority. Land invasions which are politically motivated and targeted on the race rhetoric seeking to destabilise local government authority these corroborates with Ndlovu, (2013) who stipulates that deceit, lies and hypocrisy are political tools used to reproduce coloniality in the local sphere of governance and used to secure votes as the latter appear to lead decoloniality struggles.

The research elucidates that impartiality reigns at the Midvaal Local Municipality as councillors from the opposition parties testified on how the operations of the Municipality is inclusive of their ideas. Eligible councillors from the minority opposition party the EFF occupies an influential position in the portfolios public representatives from opposition ANC and EFF testified that their inputs were appreciated though they are outnumbered at the Municipality. Further, impartiality rules out tendencies of politicisation of the DA ideals and notions as they consider views from opposition politicians, the same criteria of appointing councillors to committees on their skill and technical expertise is applied to acquire befitting candidates for portfolios committee positions.

Additionally, this research managed to bring the assertion that not only towards skills should councillor deployment principles be aligned to, but the fact that there are more prerequisites to councillor deployment than just technical skills and qualifications these are one's behaviour in which one can be a successful councillor as the role requires more from one's characteristics and qualities which qualifications' alone cannot determine. It is apparent in this study that councillors cited their level of interaction within communities as a stepping stone to councillorship candidacy thus one level of interaction and inputs with communities that displays some of their behavioural qualities can be a measure of one's capabilities. In the study

this is noted through the use of social connections of some councillors who lacked technical know-how but proved successful in their roles through their extensive use of their social capital, individuals within close-knit groups enhanced their roles with aid on issues in documents and policies they lacked an understanding from close associates. Councillor noted that in bridging the technical knowledge lacks they used their strong social ties with individuals in the departments and other fellow councillors to help understand their tasks. In this study, the councillors applied social capital connections to help their understanding for the benefit of their roles and the Municipality which is the opposite of general Local government scholarly contentions are that social connections breeds chances for malpractice and politicisation of State resources at the local government level (Pietters and Pierre 2004:De Visser 2005: Reddy 2016).

Finally, it is apparent that Local government operations are characterised by multi-layered competing actor interests, this study revealed that although the MLM is providing the best services to its residents it is stifled of important basic needs of the people by the ANC controlled housing department. Moreover, it also instrumental to reflect on political interests brought about by local governmental relations with Provincial government which brings dissatisfactions and breeds protests.

## REFERENCES


Atkinson, D. 2007. Taking to the Streets: Has Developmental Local Government Failed in South Africa. In Buhlungu, S., Daniel, J. Southall, R. and Lutchmann, J. (eds.) State of the Nation South Africa 2007. Cape Town: HSRC Press.

Akinboade, O., Putuma, M. & Kinfack, E. (2013) Understanding citizens' participation in service delivery protests in South Africa's Sedibeng district municipality, *International Journal of Social Economics*.

Babbie, E. 2007 .The practice of social research. 11th Edition, Thompson Wadsworth, Belmont.

Bampton, R., Cowton, C., & Downs, Y. 2013. The e-interview in qualitative research. In Advancing research methods with new technologies.

Burns, E. 2010. Developing Email Interview Practices in Qualitative Research. *Sociological Research Online*, https://doi.org/10.5153/sro.2232

Beazley, P. 2013. Qualitative Data analysis: practical strategies. London: SAGE Publishers.

Berg, R. & Rao, and N. 2005 Transforming Local Political Leadership (Houndsmills, Basingstoke: Palgrave MacMillan).

Benit-Gbaffou, C. 2011. ''Up close and Personal' – How does Local Democracy Help the Poor Access the State? Stories of Accountability and Clientelism in Johannesburg', *Journal of Asian and African Studies.*

Bénit-Gbaffou, C 2008a 'Are practices of local participation sidelining the institutional participatory channels? Reflections from Johannesburg', *Transformation* 66/67.

Benit-Gbaffou, C 2008b 'The place of participation in South African local democracy',

*Transformation* 66/67.

Benit-Gbaffou, C 2009 'Local democracy, clientelism and the (re) politisation of urban

governance- relaxations from Johannesburg stories', in V Padayache, C Crammer, B Freund, K Hart, and N Pons-Vignon (eds) *The Political Economy of Africa.* London: Routledge.

Brown, M.E. & Trevino, L.K. 2006. Ethical leadership: A review and future directions. *The Leadership Quarterly*.

Cable, D.M. & Parsons, C.K. 2001 Socialization tactics and person–organization fit, Personnel Psychology.

Chatman, J.A. 1989 Improving interactional organizational research: a model of person–organization fit, The Academy of Management Review.

Chatman, J.A. 1991 Matching people and organizations: selection and socialization in public accounting firms, Administrative Science Quarterly.

Cook, B. and Kothari, U. (Eds) 2001 Participation: the new Tyranny? London: Zed Books

Democratic Alliance 2018, Democratic Alliance regulation for the nomination of candidates.

DA website 2020 ANC Councillor charges residents R3 to apply for food parcels https://dagauteng.org.za/2020/04/anc-midvaal-councillor-charges-poor-residents-r3-to-apply-for-food-parcels accessed 10-11-2020

DA. 2020. *Candidate application form: Local government election 2020*. Available (online) http://umthombo.da.org.za/access/content/group/d858be19-a827-4b7b-98f6-cdefdb25f716/LGE%202016%20Informational%20Documents/Candidate%20Application%20Form%20LGE%202020.pdf

Daily Maverick, 19 October 2020, ANC sets new guidelines for selecting municipal candidates ANC sets new guidelines for selecting municipal candida... (dailymaverick.co.za) Accessed 05 March 2021

De Visser, J., Steytler, N. & May. A. 2009. The quality of local democracies: a study into the functionality of municipal governance arrangements. Bellville: Community Law Centre, UWC.

De Visser, J. 2010. The Political-administrative interface in South African municipalities: Assessing the quality of local democracies. *Commonwealth Journal of Local Governance*, x (5), 86– 101. https://0-doi-org.innopac.wits.ac.za/10.5130/cjlg.v0i5.1473

DiMaggio, P., & Powell, W. 1983. The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. American Sociological Review. Retrieved May 8, 2020, from www.jstor.org/stable/2095101

EWN, 30 October 2019, ANC TO REVIEW SELECTION PROCESS FOR COUNCILLORS AHEAD OF LOCAL POLLS ANC to review selection process for councillors ahead of local polls (ewn.co.za) accessed March 2021

Evans M. and Syrett S. 2007. "Generating Social Capital? The Social Economy and Local Economic Development," European Urban and Regional Studies 2007

Gittel, R., and Avis Vidal. Community Organizing: Building Social Capital as a Development Strategy. Thousand Oaks, CA: Sage Publications. 1998.

Granovetter, Mark. 1973. "The Strength of Weak Ties." The American Journal of Sociology.

Greenstein, R., Roberts, B., &Sitas, A. 2003.Research methods manual. Unpublished Source.

Grootes, S. 2013 Battlefield Midvaal: A merger made in Heaven/Hell (depending on who you ask), http://www.dailymaverick.co.za/article/2013-08-08-battlefield-midvaal-a-merger-made-in-heavenhell-depending-on-who-you-ask/#.Ux3diGuAIig accessed 11-03-2020.

Harrison, J.R. & Carroll, G.R. 1991 Keeping the faith: a model of cultural transmission informal organizations, Administrative Science Quarterly, 36(4).

Hanekom, S.X. 1987. *Public policy: Framework and instrument for action*. South Africa: MacMillan.

Hinchcliffe, V, and Helen G 2009. "Social and virtual networks: evaluating synchronous online interviewing using instant messenger." *The Qualitative Report*, vol. 14.

Irvine, A. 2011. Duration, Dominance and Depth in Telephone and Face-to-Face Interviews: A Comparative Exploration. International Journal of Qualitative Methods, 202–220. https://doi.org/10.1177/160940691101000302

Janghorban, R., Latifnejad Roudsari, R., & Taghipour, A. 2014. Skype interviewing: the new generation of online synchronous interview in qualitative research. *International Journal Of Qualitative Studies On Health And Well-Being*, 9, 24152. https://doi-org.ezproxy-b.deakin.edu.au/10.3402/qhw.v9.24152

Kawulich & Holland, 2012. Doing Social Research: A global context qualitative data analysis, McGraw-Hill Education - Europe (July 17, 2012)

Khalo, T. 2013. Accountability and Oversight in Municipal Financial Management: the role of Municipal Public Accounts Committees. *Journal of Public Administration*, Vol. 48 No. 4.

Knoetze, E. 2014. *Legislative Regulation of the Developmental Functions of Traditional Leadership– In Conflict or Cohesion with Municipal Councils?* http://www.ufh.ac.za/speculumjuris/files/pdf/SJ3114_1.pdf

Lupton, D. 2020 Doing fieldwork in a pandemic (crowd-sourced document). Available at: https://docs.google.com/document/d/1clGjGABB2h2qbduTgfqribHmog9B6P0NvMgVuiHZCl8/edit?ts=5e88ae0a#

Lambony, P 2008 'Space matters: identity, justice and democracy at the ward level in South African cities', *Transformation* 66/67.

Mail and Guardian 2011 DA victorious in Midvaal, http://mg.co.za/article/2011-05-19-da-victorious-in-midvaal Accessed December 18 2020.

Madue, S.M. 2012. Complexities of the oversight role of legislatures. Journal of Public Administration.

Maxwell J.A. 2002. Understanding and Validity in Qualitative Research, in Huberman, A, M. and Miles, M.B. 2002. The qualitative research companion. London: SAGE Publications.

Mouton, J. 2001. How to succeed in your master's and doctoral studies: a South African

guide and resource book. Pretoria: Van Schaik.

McGuigan, B & Harris, B. 2012. What is the difference between quantitative and qualitative

research?http://wisegeek.com/what-is-the-difference-between-quantitative-and-qualitativeresearch. Date of access: 11 November 2020.

Mohan, G. and Stokke, K. 2000 'Participatory Development and Empowerment: the Danger of Localism', Third World Quarterly.

McClelland, D.C. 1998. "Identifying Competencies with Behavioural Event Interviews". Psychological Science.

McClelland, D. C. 1973, "Testing for Competence rather than Intelligence". American Psychologist.

Meadowcroft, J. 2001 Political recruitment and local representation: the case of Liberal

Democrat councillors, Local Government Studies.

Neuman, W.L. 2011 Social Research Methods: Qualitative and Quantitative Approaches. 7th Edition, Pearson, Boston

Netshitenzhe, J 1996. 'The National Democratic Revolution – Is it still on track?'

*Umrabulo*, Fourth Quarter.

Netshitenzhe, J 2012, Competing identities of a National Liberation Movement

and the challenges of incumbency, *ANC Today*, 15-21 June.

Ngwane, T. 2011 Ideology and agency in protest politics: Service delivery struggles in post-apartheid South Africa, Masters Dissertation, Master of Arts (Development Studies), University of KwaZulu-Natal, Durban.

Patton M.Q. 2002. Qualitative Research & Evaluation Methods (3rd Ed), London and New Delhi: Sage Publications

Padgett, D. K. 2008. Qualitative Methods in Social Work Research (2nd ed.). Thousand Oaks, CA: Sage.

Paradza, G., Mokwena, L. & Richards, R. 2010. Assessing the role of councillors in service delivery at local government level in South Africa. Braamfontein: Centre for policy studies. Unpublished.

Pelizzo, R. 2010. Public accounts committees in the Pacific region. *Politics & Policy*.

Pelizzo, R. 2011. Public Accounts Committees in the Commonwealth: oversight, effectiveness, and governance. *Commonwealth & Comparative Politics*.

Pelizzo, R., & Kinyondo, A. 2014. Public Accounts Committees in Eastern and Southern Africa: A Comparative Analysis. *Politics & Policy*.

Powell, D., 2012, 'Imperfect transition – Local government reform in South Africa (1994–2012)', in S. Booysen (ed.), *Local elections in South Africa: Policies, parties and politics*, pp. 11–30, Sun Press, Bloemfontein.

Politics Web, 2020. ANC Councillor Charge's residents R3 to apply for food parcels https://www.politicsweb.co.za/politics/anc-councillor-charges-residents-r3-to-apply-for-f accessed 11-11-2020

Purcell, M. 2006 'Urban democracy and the local trap', Urban Studies 43(11): 1921-1941.

Putnam, Robert D. 2002. The Role of Social Capital in Development: An Empirical Assessment. Cambridge: Harvard University Press.

Reddy, P.S., 2016, 'The politics of service delivery in South Africa: The local government sphere in context', *The Journal for Transdiciplinary Research in Southern Africa* 12(1), a337. http://dx.doi.org/10.4102/td.v12i1.33

Reddy, P.S., 2010, 'Democratic decentralisation and local democracy in South Africa re-examined: Quo Vadis?' *Politeia: South African Journal for Political Science and Public Administration* 29(3), 66–87.

Times Live 09 September 2020, Capable, ethical and experienced - qualities ANC seeks in new rules to appoint councillors Capable, ethical and experienced - qualities ANC seeks in new rules to appoint councillors (timeslive.co.za) Accessed Jan 15 2021

SA SDI Alliance, 2021 .Speaking truth to power: Sicelo enumeration update, http://sasdialliance.org.za/speaking-truth-to-power-sicelo-enumeration-update/Accessed Feb 22 2021

Sacp 2012 Memorandum of demands delivered to the Democratic Alliance (DA) controlled Midvaal Municipality by the South African Communist Party (SACP) Gauteng Province on behalf of the people, working class and the poor of Midvaal, http://www.sacp.org.za/main.php?ID=3784 Accessed January 10 2021

Schuller, T., Baron, J. & Field, J. 2000. Social capital: A review and critique. In S. Baron, J. Field & T. Schuller (Eds.), Social capital: Critical perspectives. New York: Oxford University Press.

Spencer, L.M. Jr and Spencer, S.M. 1993, Competence at Work: Models for Superior Performance, John Wiley & Sons, New York, NY

Sebola, M 2014 "The Role of SALGA in training municipal councilors for development: using the 'knowledgeable' experts", *Mediterranean Journal of Social Sciences,* 5(14).

Shezi, L.G. 2013. *Service delivery protests as a catalyst for development: The case of Ethekwini municipality*. Available (online) http://contentpro.seals.ac.za/iii/cpro/DigitalItemViewPage.external?lang=eng&sp=1021095&sp=T&suite=def

Shields, C. 2014. Ethical Leadership: A Critical Transformative Approach. In Branson, C.M. & Gross, J.G. (Eds.), *Handbook of Ethical Educational Leadership*, 24-42.

Svara, J.H. 1999, 'Complimentary of Politics and Administration as a Legitimate Alternative to the Dichotomy Model', *Administrative and Society*, Vol. 30.

Svara, J.H. 2006, 'Complexity in Political-Administrative Relations and the Limits of the Dichotomy Concept', *Administrative Theory and Praxis*, Vol. 28.

Svara, J.H and Mouritzen, P. E. 2002, *Leadership at the Apex: Politicians and*

*Administrators in Western Local Governments*. Pittsburgh: University of Pittsburgh.

Tshishonga, N, 2015, 'The increased politicisation of human resources recruitment', in P.S. Reddy & M. De Vries (eds.), *Quo Vadis?: Local governance and development in South Africa post 1994*, pp. 129–146, Bruylant Publishers, Belgium.

Uddin, Md. I, Khadiza R, Nahid A 2012, "Competency Mapping: A Tool for HR Excellence", European Journal of Business and Management, 4(5).

Visser, C.B. & Erasmus, P.W. 2002. *The Management of Public Finance: A practical guide*. Cape Town: Oxford Press. Available (online) http://ufh.ac.za/files/APSDPR%20Volume%201.pdf (Accessed 19/01/2021).

Von Holdt. 2011. 'The Smoke that Calls: insurgent citizenship collective violence and the struggle for a place in the new South Africa' (Report, Centre for the Study of Violence and Reconciliation and Society and the Work and Development Institute, Johannesburg, 2011).

Woolcock, M. 2001. The place of social capital in understanding social and economic outcomes. Canadian Journal of Policy Research, 2(1), 11-17.

Yin, K. R. 2011. Qualitative research from the start to finish. New York & London: Guildford Press

Zvavahera, P. 2013. The Effect of Leadership on Service Delivery in Universities. *Research in Higher Education Journal.* Available (online) https://eric.ed.gov/?id-EJ1064695