The Importance of Participation and Involvement of the Local Structures towards an Improved Service Delivery: a case of the Sekhukhune District Municipality

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ABSTRACT

South African municipalities have moral and legal obligations to involve local communities in determining, prioritising, and realising their socio-economic development needs. This chapter explores the importance of local structures' participation and involvement to improve service delivery for development enhancement. The focus of this study is centred on the involvement and participation of non-governmental organisations, traditional leaders, local municipalities, and business sectors in the Sekhukhune District Municipality. The aim is to explore the importance of participation and involvement of these structures in improving service delivery at the local level. Phenomenological and descriptive methods were used embracing purposive non-probability and non-statistical sampling procedures. An Atlas TI software program was used for data analysis. This paper postulates that a lack of resources and coordination among the local structures compromises development while service delivery is collapsing. It is envisaged that more resources need to be mobilised whilst the local structures are well coordinated and are at the centre of their own development. This chapter addresses the policy gaps by local government resulting from a lack of involvement and inclusivity of local structures on development initiatives through participatory democracy. Conversely, the chapter makes a meaningful contribution to the body of

knowledge on the realisation of the importance of participation and involvement of the local structures in development as the cornerstone of local democracy.

Introduction

Local administrations are constituted by metropolitans, districts, and local municipalities within the borders of the Republic of South Africa which is in line with Section 152 of the South African Constitution, 1996 (Act No. 108 of 1996). There are significant disparities between these municipalities: ranging from world-class, well-resourced and high-capacity metropolitan municipalities to deep rural under-developed, and sometimes almost dysfunctional local municipalities. These discrepancies highlight the type of system of local government established in post-apartheid South Africa since 1994. The mandate of local government in South Africa as envisaged in section 152 (1) of the South African Constitution, (1996) states that the 'objects of local government are:

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

Section 152 of the South African Constitution, (1996) gives effect of and stipulates that local government should promote social and economic development of their local communities. This constitutional enjoinment is in line with the developmental mandate and the imperatives as envisaged in the Development Facilitation Act, 1995 (Act No. 67 of 1995). This was further enunciated in the White Paper on Local Government (1998). The White Paper on Local Government (1998) states that developmental local government is a "local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs, and improve the quality of their lives."

This is also in consonance with the developmental role assigned to municipalities in Section 23 (1) of the Municipal Systems Act, 2000 (Act No.32 of 2000) which reiterates that local government should fulfill and prescribe the use of integrated development plans (IDPs) as a planning tool for integrated planning and it supersedes all planning mechanisms for the short, medium, and long term. This implies that all municipalities are obliged to comply, compile, and adopt IDPs as the basis for informing participatory governance. In its quest to ensure that the short-term imperatives of the IDPs are realised, municipalities are further required to develop Service Delivery Budget Implementation Plan (SDIBP) aligned with municipal budgeting.

Section 6 of the Municipal Systems Act, (2000) obliges municipalities to be developmental and responsive to the needs of the local communities and give effect to the local sphere of government to achieve the objectives of local government as articulated in Section 152 (1). This is consistent with Section 153 which states that a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the communities, and to promote the social and economic development of their communities (South African Constitution, 1996). It is in this context that municipalities should be developmental and provide services to give effect to the South African Constitution, (1996); by facilitating economic development, creating an enabling environment for job creation and income opportunities; setting up of leadership and development programmes; and establishing intersectoral and multidisciplinary forums and action committees. The Municipal Systems Act, (2000) also enjoins that municipalities should build the capacity of communities for public participation in the affairs of the municipality, as well as to focus on employment, programmes, and income-generating opportunities as the locus of economic participation in the community. It further provides that all members of the community must have access to a minimum level of basic services.

Ngoepe-Ntsoane, (2019:825) opines that for more effective service delivery to be realised, citizens should be encouraged to participate in related processes. This is due to the growing acknowledgment that no single sector, or set of role players, can take exclusive responsibility for meeting South Africa's challenges of entrenched poverty and social exclusion (Smith, 2007:3). The provision of public services involving water and sanitation, health care, education facilities, roads, waste removal, housing, and electricity need the technical know-how of the private sector and civil society working together. It is in this spirit that the collaboration of government and the private sector has dominated not only the policy implementation literature but also the practical

reality of service delivery. As such, local structures are regarded as key drivers to development whilst service delivery plays an indispensable role in ensuring an improved citizens' livelihood through their participation and involvement. Slaymaker, Christiansen, and Hemming, (2005:9) underscore the importance of basic human needs. Basic needs are essentially human needs the provision of which falls within the category of human rights that encompasses service delivery and development.

In the democratic dispensation, South Africa places local structures at the centre of popular participation in local government as the sphere of government closest to the people. This is because it is at the municipal level that local decisions are taken. Participatory democracy is important as it enables popular policy shifts and policy reform to support good governance and accountability at the local level. As key players in development and service delivery, the local structures are strategically and better placed to influence policy direction and inform policy reform, options, and choice through their participation and involvement in development programmes in the local government sector. The local structures have been hailed as major players in local development which infuse a positive input towards economic development.

The Municipal Systems Act, (2000) enjoins that strengthening and deepening participatory democracy at the local level enhances development and accelerates service delivery. The Municipal Systems Act, (2000) provides the core principles, mechanisms, and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and ensures universal access to essential services that are affordable to all. Intrinsically, development should be seen as a multi-faceted issue as it does not only require service delivery but also involves multiple resources to achieve it. Most importantly, participation and involvement of the local structures in service delivery are informed by and respond to development aimed at improving socio-economic development and material conditions of the poor and marginalised sections of the population.

In many democracies, governance is generally taken to encompass three sectors, namely the business sector (also referred to as the private sector), the government, and civil society that comprises interest groups, CBOs (community-based organisations), NGOs (Non-Governmental Organisations) and NPOs (Non-Profit Organisations). By placing local structures at the centre of development and prescribing their involvement in service delivery, intending to improve

infrastructure development is a key to realise local economic development. The rationale for this paper is built upon the South African Local Government Association (SALGA, 2016) which articulates that the local administrations play a developmental role by being an instrument of effective and responsive service delivery to prove the well-being of the citizenry. The essence of every government is to be responsive to the needs and expectations of the people. The United Nations Development Programme observes that without the full involvement of major stakeholders and beneficiaries [inclusive of civil society] in design and implementation, programmes shall not be effectively and efficiently delivered (quoted in Naidoo, 2009:168). This implies that public sector governance, especially at the local level, ought to be engineered to be responsive and representative if it is to deliver on the promise of service delivery.

It is hence reflected in this paper through empirical evidence that the socio-economic development process at the municipality is supposed to be responsive to the needs of local stakeholders. The paper encapsulates the following aspects in the discussions: literature review, theoretical implications of local structures, methodological perspectives, analysis and discussion of results, recommendations, and conclusion.

Good governance and responsiveness

Good governance manifests itself in a sound public sector management, in terms of accountability, exchange, and free flow of information (transparency) and provides effective and efficient services to the public within a given locality (World Bank, 2000). Local government is better placed to master the local conditions and be responsive to the needs of communities. Good governance is essential for decentralised governance in that it has numerous advantages, especially in the context in which the central government is failing to fulfill the extraordinary needs of the local community. Local governments and communities know about local conditions and oversee their developmental needs. While decentralisation governance should not be seen as an end in itself, it can be a means for creating more open, responsive, and effective local government and for enhancing representational systems of community-level decision-making United Nations Development Programme (UNDP), 1999:2). Decentralisation functions embrace decision-making including service delivery, accountability, good governance, and development. The paradigm shift in centralisation dominates tight fiscal stance by promoting a high level of accountability and good governance. Chabal, (2009: 4) states that "in its most basic definition, which is the one commonly

used by international organisations, good governance includes accountability, transparency, and formal institutional rule". Alongside other international best practices, the support for democratic decentralisation and experimentation with new approaches to local governance provides new paradigm shifts in terms of policy reform at local level (Maina, 2004:iv). Decentralisation is widely lauded as the component of good governance and development (White, 2011:1).

This implies that local structures have a role to play in taking development forward by participation and involvement in governance matters. The focus is on three conditions on accountability and governance at local development that involve among others: effective devolution of powers to local government, synergy between local government and civil society, and cohesive local government structures (Galvin, 1999). The involvement of communities and community organisations in the matters of local governance is touted as participatory democracy that encompasses accountability by the local structures (South African Constitution, 1996). The development of IDP represents a major policy shift in South Africa, particularly in the local government landscape, and holds the leaders of municipalities paramount accountable in development (Malefane, 2008:3).

Participatory municipal development and planning

The municipalities are facing institutional reform requirements which require them to shoulder the additional responsibility of implementing a developmental planning and participatory agenda (Department of Planning, Monitoring, and Evaluation, 1994-2014:30). An important approach is to synchronise participatory democracy, centred on better coordination and commitment by structures involved in municipal processes to be able to undertake developmental approach (Bekink, 2006:71) cited in (Koma and Kuye, 2014:98). The Municipal Systems Act, (2000) places developmental local government in the centre of participatory democracy, and therefore, the needs for the local structures should be equally catered for.

Fukuyama (2014:6) states that "governments must deliver better results if they were to be regarded as legitimate and needed in a society as it relies on accountability and transparency. The local structures are key to rendering the possible and tangible basic services in effective and efficient manner to the public. As far as service provision is concerned, decentralisation as an ingredient of good governance is fundamental for the empowerment of citizens and for enhancing the

responsiveness and accountability of the state in the delivery of basic services. Good governance is essential for decentralised governance in that it has numerous advantages, especially in the context in which the central is more flexible and responsive to changing public demands". In this sense, the responsiveness of public policy becomes the *sine qua non* of state legitimacy. Reddy and Sikhakhane, (2008:680) state that public participation in local government is crucial for good governance as it enhances transparency, accountability, and responsiveness to the needs of the local community.

Participatory democracy is taken as a form of governance in which citizens are actively involved in the decision-making processes of government, (Ababio 2004:277; Fakir 2003:7). When participatory democracy is discussed in the context of local administration of government, it requires active engagement of communities in local decision-making processes (Mogale 2005:136; Pratchett and Wilson 1996). Community participation allows the community to express their views on development projects. Thus, the planning and implementation of these projects should be accepted only after considerable discussion and consultation with communities.

Participation began to merge recently with the 'good governance' agenda. Participation is now understood to be concerned with something broader than just involving "beneficiaries" and "the excluded", with a focus on wide-ranging forms of engagement by citizens in policy formulation and decision-making in key areas which affect their lives (Butcher, 1993:5). Participation in decision-making is central to enabling people to claim their basic or constitutional rights. Most importantly, effective participation requires that the voices and interests of the poor and marginalised sections of the population are considered when decisions are made, and that poor people are empowered to hold policy makers accountable. Through citizen participation, greater accountability and responsiveness can be demanded from service providers as well as other actors (Newell, 2000; Cornwall and Gaventa, 2000; and Goetz and Gaventa, 2002). Citizen participation starts the process toward a more open, inclusive, and transparent society, and it strengthens democratic institutions.

This is because real participatory democracy depends on the 'bottom-up' work of citizens to build 'critical communities' that enter political deliberations as 'conscious and empowered forces (Freire, 1972:23). Community participation and broad civic engagement are crucial for enabling

participatory democracy in the context of developmental local governance (Van der Waldt, 2006). Similarly, Gaventa and Valderrama (1999:4) indicate that community participation involves 'direct ways in which citizens influence and exercise control in local governance'. In this regard, Gonzalez de Asis and Acuna-Alfaro (2002:3) explicate that community participation 'builds collective action between government authorities and citizens, it raises awareness on development responsibilities by civil society, and it fosters involvement in public policy design'.

- Stiefel and Wolfe (1994:1) defined citizen participation as the organised effort by citizens, to increase control over resources and regulative institutions by groups and movements, especially of those excluded from such control. Mhone and Edigheji (2003:220) indicated that participation is usually mandated in four senses:
  - as voters to ensure democratic accountability.
  - as citizens who through a variety of stakeholder organisations can contribute to policy processes.
  - as consumers and end users who can expect "value for money" and affordable services; and
  - as organised partners engaged in resource mobilisation for developmental objectives.

Citizen-centred governance is founded on two principles: responsible governance, and accountable governance (Shah and Shah, 2006:20).

"Good governance … is participatory, consensus oriented, accountable, transparent, responsive, effective, efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimised, the views of minorities are taken into account, and that the voices of the most vulnerable in society are heard in decision-making. Equally, it is also responsive to the present and future needs of society" (Grindle, 2007:57). Although this definition is helpful, it is nonetheless very broad and barely differs from the rest. Other definitions of good governance include the following (Grindle, 2007:557):

- It is characteristically defined as "participatory, transparent … accountable … effective and equitable … to promote the rule of law … ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the

most vulnerable are heard in decision-making over the allocation of development resources (United Nations Development Programme, 1997:12)."

- It implies "ensuring the rule of law, improving the efficiency and accountability of the public sector, and tackling corruption (International Monetary Fund, 2005:1)."

- It refers to the "… key governance capabilities: to operate political systems which provide opportunities for all people … to influence government policy and practice; to provide … economic stability [in order] to promote the growth necessary to reduce poverty; to implement pro-poor policy; to guarantee the equitable and universal provision of effective basic services; … to develop honest and accountable government… (Department For International Development, 2001:9)."

Key justifications for decentralised entities in the form of subnational governments are to bring improved governance, make informed decisions through participatory governance, and improve service delivery and accountability because of the proximity with citizens (Grindle, 2007; Hart and Welham, 2016).

The Local Government Turn Around Strategy (LGTAS)

Following a systematic diagnosis and analysis of local government in South Africa, the then Ministry of Cooperative Governance and Traditional Affairs (CoGTA) published in 2009, the Local Government Turnaround Strategy (LGTAS), which seeks to turn around the sphere of local government in South Africa and mandates the local government sphere to reach for 'ideal municipalities' (Department of Cooperative Governance and Traditional Affairs (DCoGTA, 2009:5). The mandates within which these department is envisioning are as follows: -

- Be responsive to the needs of the local community.
- Facilitate a culture of public service and accountability amongst its staff; [and]
- Assign clear responsibilities for the management and coordination of these administrative units and mechanisms."

The democratic and developmental system of local government in South Africa finds expression mainly through community participation. As has already been mentioned, the statutory and regulatory framework for local government strongly underscores the participatory nature of

development planning. Section 152 (1) in the South African Constitution, (1996), establishes representative democracy and mandates participatory democracy as two objects of local government. Responsiveness to the citizenry's changing needs is high on the agenda of municipal authorities and is affected through transparent, decentralized, and politically neutral structures. Central to that, responsiveness depends, largely, on public participation and transparency; thus, making it possible to communicate the needs of the citizenry and hold office bearers accountable, especially regarding the responsible use and management of resources and outputs. Musitha (2012:102) and Hlongwane (2011:13) also stress the fact that municipal councils are responsible for enhancing local democracy and promoting broad socio-economic development through active community participation.

Chapter 4 of the Municipal Systems Act, (2000) requires municipal councils to establish and inculcate a culture of community participation. According to the Municipal Systems Act, (2000) councils should facilitate the mechanisms, processes, and procedures for community participation. This includes mechanisms to communicate information and give notice of public meetings. It is in this context that Chapter 4 of the Municipal Systems Act, (2000) also deals with the admission of the public to meetings and sets regulations and guidelines for consultations while Section 21 of the Municipal Systems Act, (2000) further stipulates the way communication to communities should ensue. Mass communication media such as local newspapers, radio broadcasts, official notices, submissions, and representations to councils are used as notices. In respect of establishing participation mechanisms, the Municipal Systems Act, (2000) requires municipalities to take into account the special needs of people who cannot read or write, people with disabilities, women, and other disadvantaged or marginalised groups.

Within an arena of events, the Municipal Systems Act, (2000) provides procedural guidelines for community participation through IDP processes. One of these is the National Policy Framework for Public Participation, Department of Provincial and Local Government (DPLG, 2007) which outlines the principles of public participation, including inclusivity, empowerment, trust, transparency, flexibility, and accessibility. Furthermore, the South African Local Government Association (SALGA, 2011) Guideline Document on the Roles and Responsibilities of Councilors, Political Structures, and Officials, emphasises the need for a responsive, transparent, and unbiased administration that fosters participation in local decision-making.

Context of the study

The Sekhukhune District Municipality is a dry region situated in the most south-eastern part of the Limpopo Province of South Africa initially known as Northern Province. The district was formed in the year 2000 and is one of the five district municipalities in the Limpopo Province. It shares boundaries with Capricorn in the north and Mopani Districts in the east of the Mpumalanga Province with the Ehlanzeni District Municipality and the Waterberg District in the west. The district is largely rural in nature and is made up of five local municipalities, namely, Elias Motsoaledi, Ephraim Mogale, Makhuduthamaga, Fetakgomo, and Tubatse. The district is constituted of 117 wards with a total of approximately 811 villages (Sekhukhune District Municipality's IDP, 2023). There are almost 74 traditional leaders within the district. Additionally, these leaders are mostly concentrated in Fetakgomo, Tubatse, and Makhuduthamaga, the eastern extents of Ephraim Mogale and the southwestern extents of Elias Motsoaledi municipality (the former Moutse area in KwaNdebele). The Sekhukhune District Municipality has a total population of 1.2 million people, which contributed 20.4% of the total population of the Limpopo Province in 2018 (Sekhukhune IDP, 2023). The Authors did face-to-face structured interviews with a diverse stakeholder group consisting of non-governmental organizations, focus groups, local forums, traditional leaders, municipal officials, and the business sector within the Sekhukhune District Municipality. The map below depicts the local municipalities constituting the Sekhukhune District Municipality:
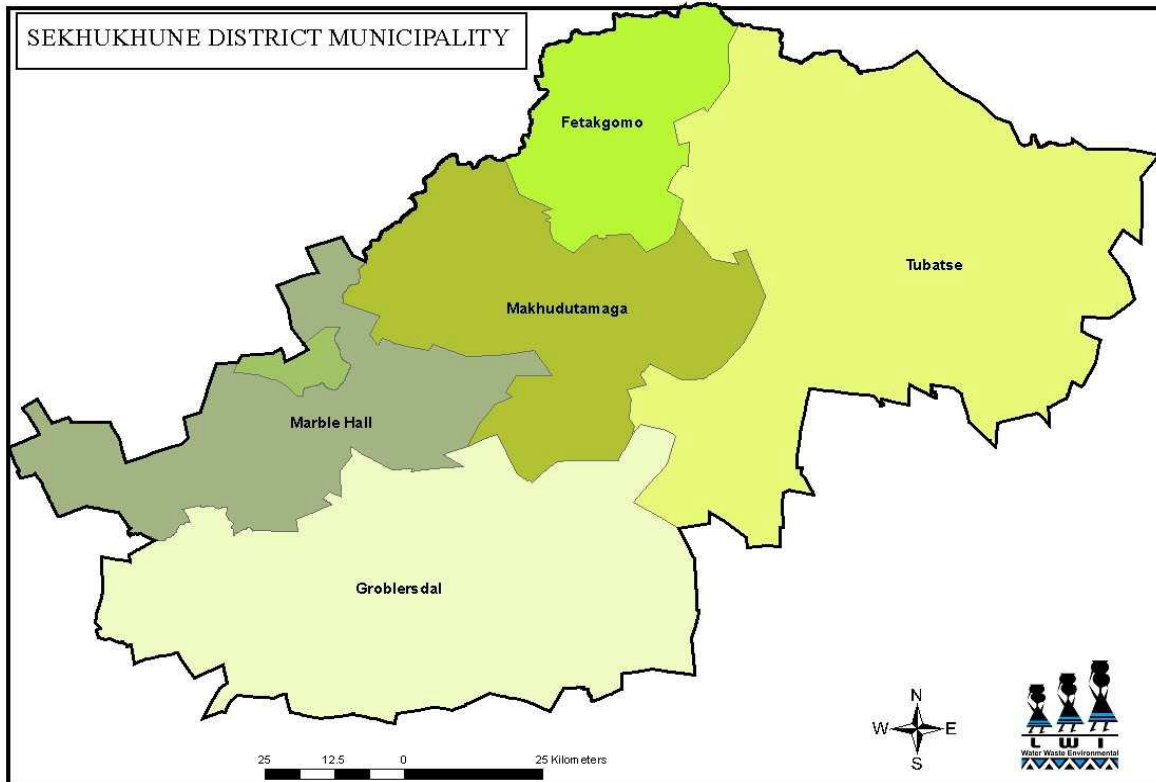
: Map 1: Map of the Sekhukhune District Municipality and its local municipalities (Sekhukhune District Municipality's Draft IDP 2010/11)

Method

The study employed a qualitative approach. Participants sampling followed a multi-pronged process that involved collecting data from the following research participants:

- 40 Traditional Council members.

- 30 respondents from the business sector from the 10 mines.

- 45 respondents from the district and 6 local municipalities.

- 30 respondents from 6 NGOs

- 15 respondents from local forums

Overall, the total number of participants/respondents included in the sample was 160.

Case study design

This study is based on the results of a single case study of the Sekhukhune District Municipality. A single case study focuses on a single area of concern, which the researcher then investigates in a bounded context. Yin (2012:7) posits that "if you were limited to a single organisation, you would have an embedded, single-case study".

Analysis and discussion of results

Atlas TI software has been used to analyze the data. This software enabled the electron count of responses during the assessment of interviewee responses. This is due to the flexibility of the coded data. In this way, it has been possible to provide analytical and visualisation tools designed to open new interpretative views on the material. Bazeley (2010:453) proffers that it is important to further note that Atlas TI manages research data effectively by arranging codes alphabetically, presenting the strength of codes, and depicting data graphically.

The analysis below highlights the important contribution of the local structures in strengthening participatory democracy by ensuring that development tops the agenda whilst this happens through service delivery in the Sekhukhune District Municipality. In ensuring that the article achieves its objectives, the analysis below plays an intrinsic role in addressing the corresponding research questions.

Figure 1: Participation and involvement of the local structures at local level
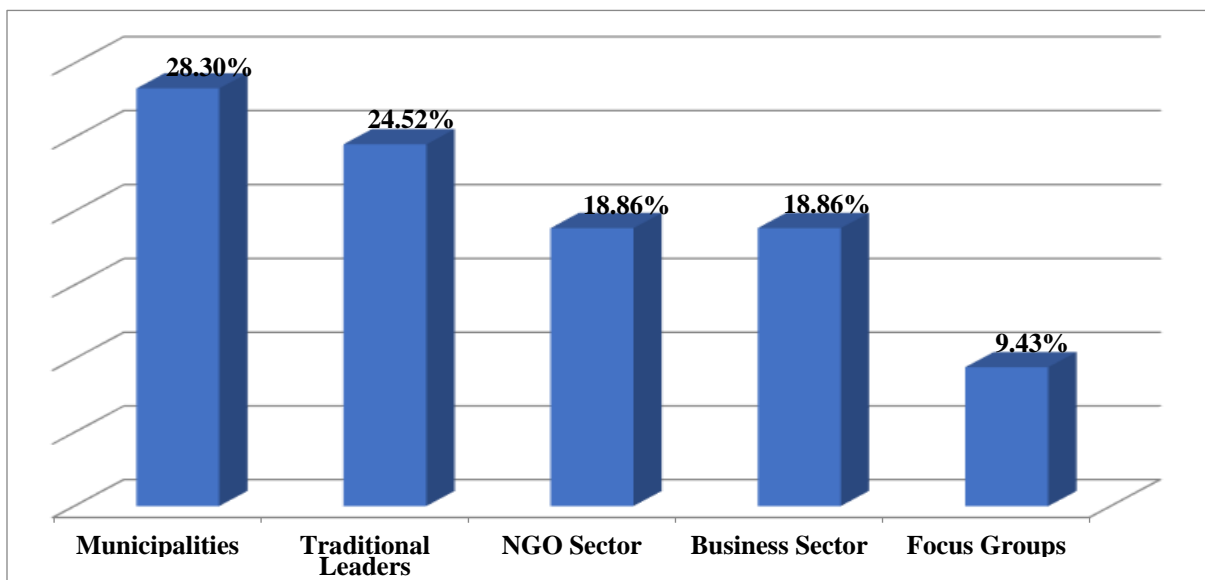
Source: Thobejane, (2019)

The figure above provides an analysis by the local structures' participation and involvement in service delivery and development. The analysis was drawn from the population of the local structures. Results show that close to thirty percent (28.3%) of the respondents are of the view that there is a high level of participation and involvement by the local structures in the Sekhukhune District Municipality when it comes to service delivery to enhance development.

Constraints on participation in local economic development process

The major constraints that hinder the participation and involvement of the local structures in the economic development process are related to resource and capacity challenges. Traditional leaders, that make up a quarter of the sampled population, underline political points scored by councilors who are monopolising resources for the upliftment of their respective municipalities. This is having grave consequences for Sekhukhune District Municipality. Poor participation and involvement of some of the respondents (9.43%) highlight a lack of capacity and appropriate skills.

Capacity of the local structures to assess economic development and service delivery needs

Assessing the development and service delivery needs of the Sekhukhune District Municipality is crucial for socio-economic development. On whether the local structures have the capacity to assess development, this study highlights the following:

Figure 2: Capacity by the local structures to undertake an assessment.
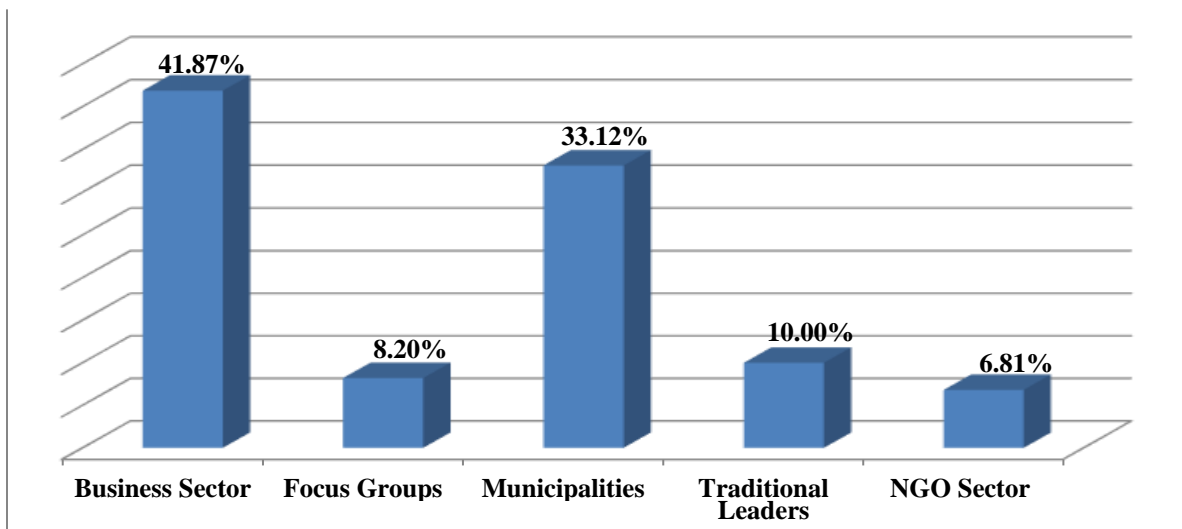
Source: Thobejane, (2019)

More than forty percent (41.9%) of the interviewed business sector participants are of the opinion that the capacity exists in the sector to assess the development needs of Sekhukhune District Municipality. This view is also supported by 33.1% of municipal councilors and officials who also reiterate that they have the capacity to conduct an assessment. However, the NGOs, the focus group, and traditional leaders suggest that they lacked the capacity to conduct development and service delivery assessments mainly due to resource constraints.

**Figure 3: Development and service delivery backlogs in the Sekhukhune District Municipality**
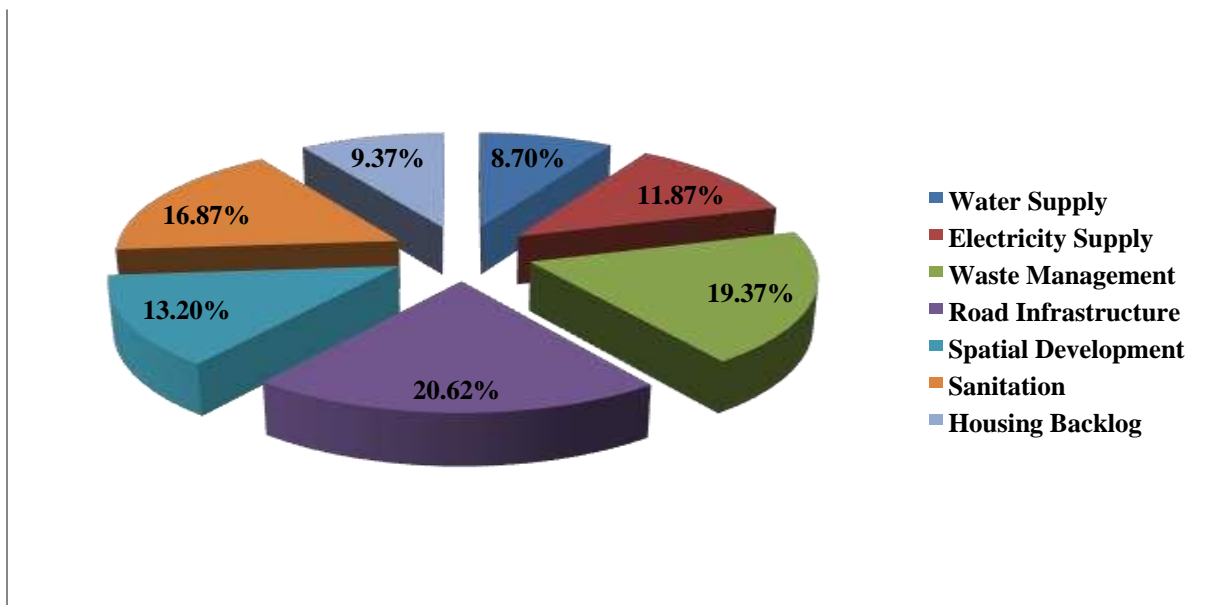
Source: Thobejane, (2019)

This study puts emphasis on development and service delivery. The pie chart above identifies the services and development in question which is crucial in ensuring that the backlog in terms of service delivery which affects development is clearly depicted. It is also illustrated that 20.6% of road infrastructure and (19.4%) of waste management are far better comparatively, and the region struggles in terms of spatial planning at 8.7% and 9.4% of housing backlogs respectively. The Sekhukhune District Municipality is improving well in terms of sanitation (16.9%), housing backlog (13.2%), and water supply (11.9%) as per the pie chart depicted above. Although the Sekhukhune District Municipality is a rural region, it accelerates the provision of infrastructure

development to improve the material conditions of the poor and marginalised sections of the population.

Figure 4: The relationship between the local structures and local development
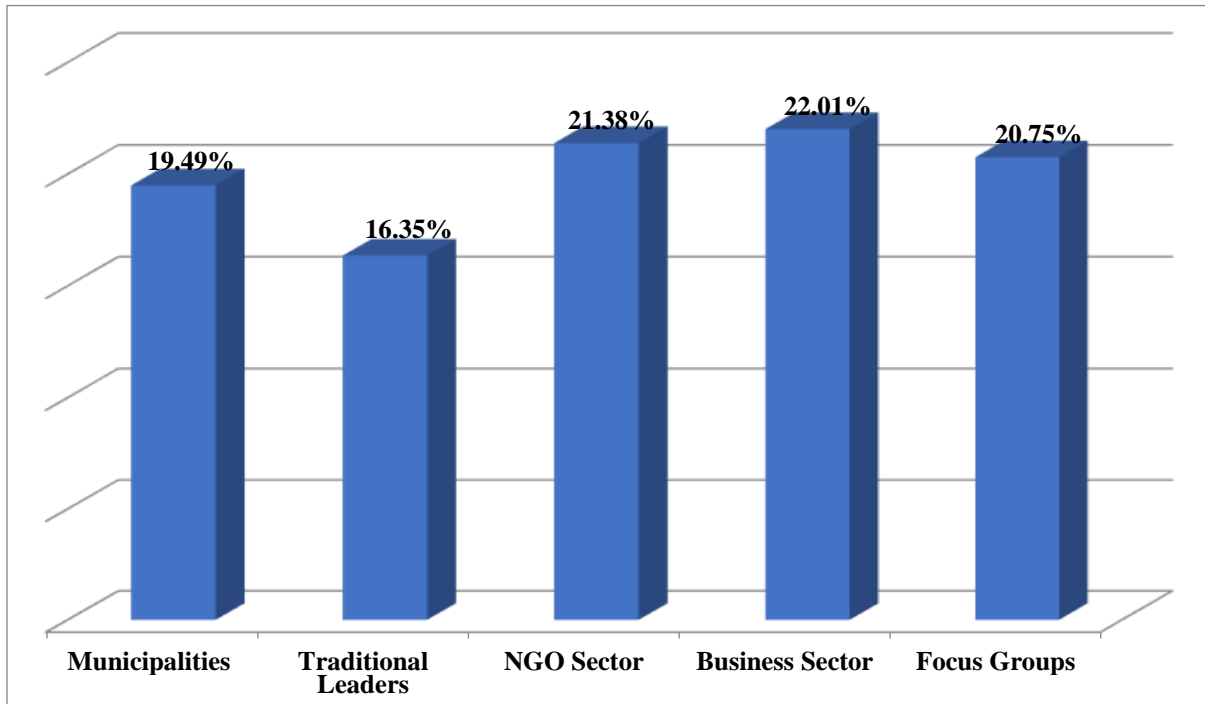
Source: Thobejane, (2019)

It is crucial for local development to be normalised as it translates to a better life to all the people. The graph above depicts the extent to which local development by the local structures contributes to the well-being of the citizens. The respondents from the business sector constituted by 22.%, followed NGO sector with 21.4% respondents, and 20.8% of the total 33 respondents were from the focus groups and are of the view that indeed the local structures contribute to local development. However, the view held by (19.5%) of the municipality as well as (16.4) of the traditional leaders are of the opinion that there is a potential for local economic development improvement if it is well championed by the local structures.

Figure 5: Governance and accountability by the local structures in the Sekhukhune District Municipality

23.27% 20.12% 18.23% 20.75% 17.61%

Municipalities | Traditional Leaders | NGO Sector | Business Sector | Focus Groups
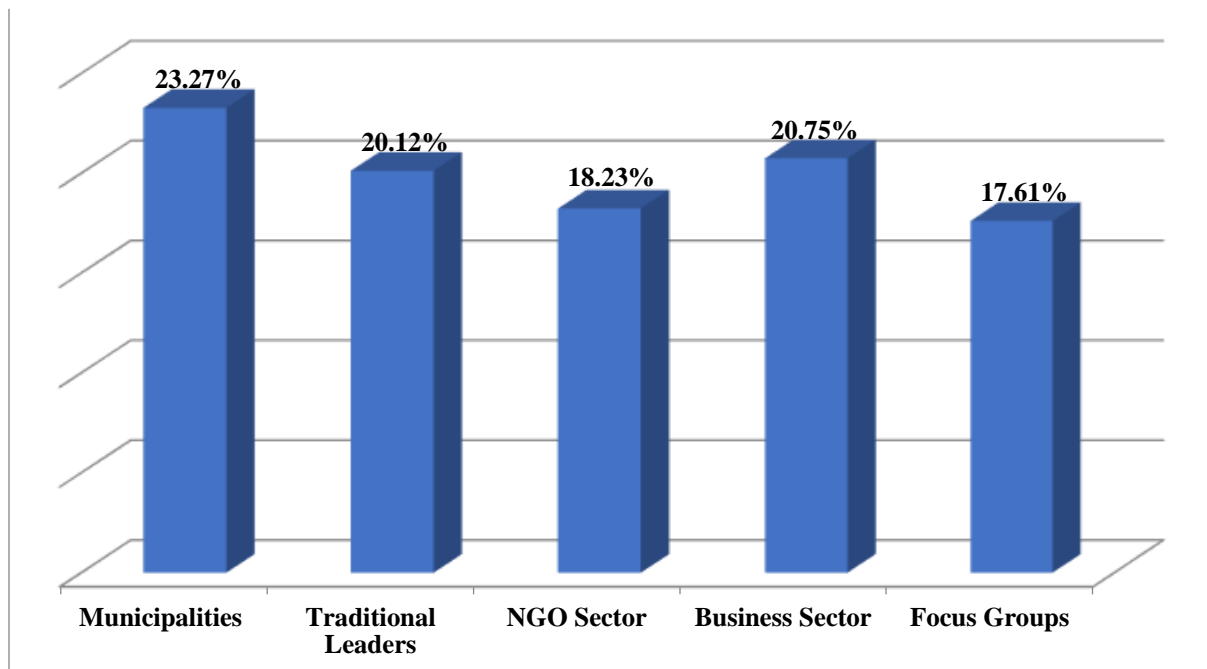
Source: Thobejane, (2019)

The level of accountability by the local structures opens a gap as accountability goes long away with good governance. This means that the graph indicates that 23.3% of municipalities are of the view that the local municipalities are accountable in a quest to promote corporate governance. Yet this analysis highlights how accountability and good governance enhance development through improved service delivery. It goes further to state that 20.1% and 20.85 of both the business and traditional leaders respectively concur that there is an increase in accountability to promote good governance. It is however, stated that 18.2% of NGOs and 17.6% of the business sector within the focus groups respectively, are not convinced that the local structures are doing well in ensuring that accountability yields good governance in the Sekhukhune District Municipality. Notwithstanding the fact that the above graph clarifies the discrepancies, however, the reality provides the opposite of what has been depicted below.

The synopsis of the above presentation succinctly provides a bigger picture in terms of the participation and involvement of the local structures in development. These graphs provided a

scientific analysis of the contribution of the local structures in development and service delivery in the Sekhukhune District Municipality. Each graph provides an analysis that indicates that there is still an extensive need to enhance the material conditions that seek to improve the socio-economic development of the people in the region. It is in this context that the constraints raised by the local structures were deemed to be obstacles to the realisation of local development. Measures taken so far denote that the local structures still require the necessary capacity, resources, and skills to undertake service delivery improvement within the Sekhukhune District Municipality.

Recommendations

The recommendations play an intrinsic role in providing a valuable foundation for understanding local governance within the context of this research. In terms of the analysis, the local structures have the potential towards local development to advance socio-economic development. Contextually, the impact of this paper on service delivery and local development is indispensable for the local structures. The importance of participation and involvement of the local structures in development are of fundamental relevance. There is a need for a policy review on the functionality of the local structures for development and service delivery improvement.

Conclusion

Challenges facing rural development cannot be alleviated solely through resources and coordination of the local structures, but additional efforts are needed from the other spheres of government. Development and service delivery in local government are cross-cutting which require collective efforts. The democratic government in South Africa provides policy shifts in the local government sector. The establishment of the Sekhukhune District Municipality as a Category C municipality in terms of the South African Constitution, (1996) is viewed as an institution that has the potential to play a fundamental role in combatting rural development challenges and service delivery backlogs. Development bottlenecks and service delivery backlogs place the Sekhukhune District Municipality at a critical and conceded stage.

Development and service delivery challenges facing the Sekhukhune District Municipality are in a hostile state. Considerable attention should be given to accountability and good governance for resuscitating the institution. Local government is legislatively and constitutionally entrusted within the democratisation regime of the local spheres of government in the advent of democracy to fulfill

its statutory obligations. Municipalities should always refer to the objects of local government as clearly articulated in Section 152 (1) (a-e) of the South African Constitution, (1996).

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