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Department:
Cooperative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL



Implementation Evaluation of Small Town Rehabilitation Programme
February 2017
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LIST OF ACRONYMS

ACRONYM	DEFINITION
CBD	Central Business District
EPWP	Expanded Public Works Programme
IDP	Integrated Development Plan
KZN COGTA	Department of Cooperative Governance and Traditional Affairs
LED	Local Economic Development
NDP	National Development Plan
NDPG	Neighbourhood Development Partnership Grant
PGDP	Provincial Growth and Development Plan
PGDS	Provincial Growth and Development Strategy
PSEDS	Provincial Spatial Economic Development Strategy
SMMEs	Small, Medium and Micro Enterprises
STR	Small Town Rehabilitation

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EXECUTIVE SUMMARY

The Small Town Rehabilitation programme is aimed at improving the identified small towns' socio-economic status by implementing projects that will assist with creating of jobs, attracting and retain of businesses for investment purposes. In an attempt to meet the objectives of the STR programme, the Department provided funding assisting municipalities to implement the necessary structures. Funding support varied and depended on the nature of project/s to be implemented.

The findings put forward the relevance of most projects implemented, citing that the projects were much aligned to address the challenges faced by the small towns, in order to make them have a more equal competitive advantage, to attract and retain new businesses and address social ills of the past and the current. In order to reach these goals the following common projects were implemented, namely: the construction of roads including pavements and storm water drains in some areas, hawker stalls, taxi-ranks, street lights, bridges, parks and parking lot within the CBDs.

In varying grades the benefits in different towns were commonly extracted and grouped to have been great,

- **Roads, parking and sidewalks** - projects implemented resulted in reduced traffic levels, reduced accidents, attracted new businesses into the town, created temporary jobs and provided safety for the pedestrians as well as the car drivers. The poor quality and lack of maintenance of the roads was highlighted as fruitless and defeating the meaning of improved outlook of the town.
- **Street Lights** – The benefits were generally appreciated and mostly mentioned to have afforded the traders to work till late in the evening and to some extent reduced crime levels.
- **Hawker Stalls** – The structures were built for the benefit of the hawkers and ease of access to the public, this was achieved in most. Further, the beneficiaries have commended the establishment of these facilities to have improved the bad working conditions and created order from what it used to be. For most of the stalls built in different towns the municipalities intended to get revenues through rentals as well but this did not materialise. The main cause for this was largely due to the lack of basic services such as water, electricity, ablution facilities. The traders felt that this limits the scope to offer variety in trading since they are not able to stock in bulks. The challenges of burglary and improper doors (garage type) installed were also cited and needing the municipality to address. In some municipalities, e.g. Mtshezi, Mthonjaneni, Dannhauser and Mandeni the challenge of competition was raised as strongly affecting the market of the hawkers, highlighting that now that there are chain stores and independent foreign shops attracted into the town they are finding it difficult to compete with them therefore requests the municipalities to provide some support to boost their businesses.

- **Taxi-ranks** – the idea to establish these facilities was favoured by most and saw the community reaping the benefits. The benefits were highlighted amongst others as mainly to provide protection for the commuters, the drivers and to create order in the town. There were however a few areas , e.g. Ubuhlebezwe, Umthonjaneni, Okhahlamba and Umtshezi where unsatisfactory remarks were made, ranging from incomplete construction of the rank, no electricity, shelters not provided for, ablution facilities locked at 17:00 whilst the rank is still busy, not kept clean and in other areas not operational. Stakeholders recommended that regardless of the climate change, water should always be available at the public spaces.
- **Parks** – The benefits from the constructed parks and sitting areas were enormous. Not only did it enhance the outlook of the town but memories are created daily for they are used for social gatherings, picnics and weddings. Play area for the kids and gym equipment was also installed in Umuziwabantu.
- **Bridge** - exceptions were found, where the stakeholders engaged felt that the implementation of these projects was fruitless and wasteful. This was experienced in Emnambithi where a bridge was erected on the N11 by the taxi rank. The intentions to build the bridge were good in order to reduce accidents, however due to the design the problem still remains. All stakeholders consulted agreed that the bridge was not designed to accommodate the diverse community needs and to fit the situation. The municipality mentioned that there was a diversion from the original plan. Whereas, citizens and businesses highlighted that the bridge is not user friendly for it is too steep to accommodate the elderly, people on wheelchairs and those carrying groceries. Adding to that, it has attracted crime perpetrators to make it their home and some parts are illegally used as toilets making the area to look and feel untidy and unsafe.
- **Robots** – The implementation of the robots in various municipalities contributed largely to the reduction of accidents, controlling traffic flow and general order in the towns where implemented. The non-maintenance of the robots, like in the case of Umsinga has however left the citizens unhappy since they are no longer benefiting from the services provided.
- **Building infrastructure/s:** the reaction of the new drivers and license testing centre in Okhahlamba became one of the most appreciated projects embarked on by the municipality. The project benefited citizens in many ways ranging from job-creation, improved social life and economic benefit. It was acknowledged as a project contributing to town growth through attraction of businesses opportunity to invest.

The findings from the evaluation visits conducted further confirmed the existence of physical structures, indicating that the funds requested or allocated to the municipalities were used to build structures as allocated. The exceptions were however found like in the case of Mtubatuba Municipality where it was indicated that some projects could not be implemented and funds were returned to the Department.

Even though most municipalities managed to deliver as planned, common challenges were experienced along the way. From the findings common challenges extracted were:

- **Lack of planning skills in the municipality** – this was mostly highlighted as a contributing factor to the delays experienced by the municipality.
- **Lack of maintenance** – As it is the function of a municipality to maintain its structures, some municipalities attested to the fact that they do not have a functional maintenance plan, therefore are not maintaining some of the services. This to some extent caused project benefits to be reaped off and no longer serving its intended purpose and even causing harm in some instance, like in the case of potholes in the roads not fixed and damaging the vehicles. The water leaks were also mentioned as an area that is not receiving much attention especially with the recent drought experienced in the Province.
- **Poor quality of work** – Some stakeholders expressed concerns regarding the poor quality of workmanship stating that established service providers should be used or the municipality should hire specialists to do the job's internally.
- **Lack of communication and consultation** – The challenge was widely experienced, where citizens felt that there needed to be proper communication and public participation.

In measuring the outcomes of the programme, generally the stakeholders engaged confirmed the achievements of the programme such as beautifying the town, reducing traffic and criminal activities, better working environment, contribution towards creating political stability, new businesses attracted into the small towns and temporary jobs created in most municipalities. Even though such achievements were realised the stakeholders were left hungry for more to be achieved, highlighting the need for industries to be established in their areas in order to create “more sustainable jobs”. Some stating that the jobs created had no contribution towards alleviating poverty levels of the small town. Also, they highlighted that whilst it is good that towns were being upgraded and developed, the rural areas and the townships should not be neglected and left behind. Some stakeholders highlighted that more still needs to be done in their municipalities (e.g. in Emadlangeni, Dannhauser and Mtubatuba) in order to achieve most goals of STR.

1. INTRODUCTION

The KwaZulu-Natal Department of Cooperative Governance and Traditional Affairs (COGTA) as stated within the Constitution of the Republic of South Africa Act, Act No. 108 of 1996 and the Municipal Systems Act 32 of 2000, is mandated to support the municipalities to fulfil their developmental local government obligations. Guided by National and Provincial policies, the municipalities' mandates are mainly service delivery with a goal to improve the lives of communities within their jurisdiction. Job creation is one of the key Provincial priorities as stated in the Provincial Growth and Development Plan, 2012 (PGDP). Moreover, job creation "is viewed as a primary mean through which economic growth and transformation can occur, by distributing the benefits of growth more widely and consequently reducing dependency on the welfare system" (KwaZulu-Natal Department of Cooperative Governance and Traditional Affairs - Local Economic Development Handbook).

In response to the above Provincial priority, also linked to other National and Provincial plans, e.g. National Development Plan (NDP), Provincial Growth and Development Strategy (PGDS), and the Provincial Spatial Economic Development Strategy (PSEDS) respectively; KZN COGTA came up with interventions to address "Job Creation" in the Province of KwaZulu-Natal (KZN). The Local Economic Development – Special Initiatives Business Unit, under the Development and Planning Branch has been spearheading these interventions or strategies since the 2009/2010 financial year with an ultimate goal of "increased economic opportunities". The Department intends to achieve the goal by strengthening sectoral development and improving on government-led job creation programmes utilising the Small Town Rehabilitation Programme (STR).

1.1. The goals and objectives of STR programme

The goal of the STR programme is the retention and attraction of business investment through small town competitiveness thereby retaining and creating new work opportunities.

Objectives:

The objectives of (STR) are aimed at making small towns more attractive for investment as part of Rural Development in line with Government priorities. The programme focuses on the creation of sustainable economies that enhance standards of living by:

- Creating wealth and jobs;
- Encouraging the development of new knowledge and technology; and
- Helping to ensure a stable political climate.

2. BACKGROUND

2.1. The roll-out of STR within COGTA

The STR Programme was introduced by KZN COGTA during the 2009/2010 financial year. In the broader context, the Small Town Rehabilitation programme is aligned to the Provincial Spatial Economic Development Strategy, which sets out to: *“Increase investment in the province; build capacity and skills as well as broadening participation in the economy”*. COGTA provides functions to ensure that the following main objectives of the Small Town Rehabilitation programme are realized:-

- *“Strengthen the nodes as focal points*
- *Improve transportation and pedestrian links*
- *Promote local economic development, fight poverty and limit income leakage*
- *Provide sufficient bulk and infrastructure reticulation to support future developments*
- *Provide quality social services and attend to civic development*
- *Provide quality recreational and sport facilities that can lead to growth of the town.*
- *Ensure that the natural environment is protected”*

COGTA dispersed the functions and the objectives in different municipalities within KwaZulu-Natal through various levels of funding. It is important to note that the STR programme was not implemented in all areas of KZN but in selected areas as prioritized in the PSEDS. Priority was given to 25 of the 38 small towns identified during the first four years of implementation. The prioritized small towns or nodes were supported on a phased approach whereby towns to be supported were identified in order of priority. These towns were identified and prioritized based on the following criteria:

- Tertiary nodes in the priority corridors as outlined in the PSEDS;
- Municipalities that have not received any substantial support from the Neighbourhood Development Partnership Grant (NDPG) of the National Treasury; and
- Towns that have a potential for growth and could present an opportunity to provide quick wins to increase confidence in the programme.

Six (6) new nodes, from the identified prioritized small towns list, are added in each financial year to be supported for revitalization. The prioritized small towns are from ten (10) Districts within the Province, namely:

- Ugu District – (Harding)
- Harry Gwala District (Ixopo, Kokstad, Bulwer, St Faiths)
- Umgungundlovu (Impendle, Richmond, Mooi River)
- Zululand (Abaqulusi, Nongoma, Uphongolo, Emondlo)
- Uthukela (Weenen, Bergville, Ladysmith, Winterton)
- Uthungulu (Melmoth, Mbonambi, Nkandla, Ntambanana)

- Umzinyathi (Msinga, Nquthu, Greytown, Kranskop, Cwaka)
- Ilembe (Maphumulo, Ndwedwe, Mandeni)
- Umkhanyakude (Mtubatuba, Hlabisa, Mbazwana, Jozini, Manguzi, Mkhuze, Ndumo)
- Amajuba (Dannhauser, Utrecht).

Noting that KZN COGTA is not the only contributor to the overall economic growth in supported towns and further to the functions it aimed to provide, COGTA has provided support or services under the following thematic areas:

Table 1: Programmes for implementation of STR Programme

Thematic area	Focus
Economic development	Where shopping malls infrastructure is developed, business opportunities are created, sector specific programmes are implemented and support for high impact projects is provided.
Social programmes	This is when the node is supported with social and recreational programmes and youth development is prioritized.
Transportation	Upgrading of infrastructure such as roads, pedestrian sidewalks and taxi ranks.
Services	This part takes care of basic services such as upgrading of water systems in the small town, supply electricity to support private investment and the establishment of traffic and disaster management sectors.
Environment	Waste transfer sites and waste management support is provided.

Other than KZN COGTA and the municipalities, other role players include *inter alia* the agricultural sector, municipal entities, private entities and Small, Medium and Micro Enterprises (SMME's). The municipalities as recipients of the support have been playing a critical role of identifying areas to improve economic situation of small towns. In the process, it is ensured that there is an alignment with municipal plans such as Urban Regeneration plan, Urban design, Business Retention and Expansion strategies and ultimately maintaining the delivered structures.

During the years 2009/2010 to 2012/2013, the Department provided funding support amounting to R 303 435 082.82, with the highest allocated amount of R39 501 000.00 (13% of the overall allocation) to Emnambithi Local Municipality and the least amount of R600 000.00 (0.2% of the total allocation) allocated to Mooi Mpofana Local Municipality. The figure below indicates that most municipalities received funding support of around 5% (giving an average of R15 328 000.00 of the total budget) and 3% (an average of R9 028 216.56).

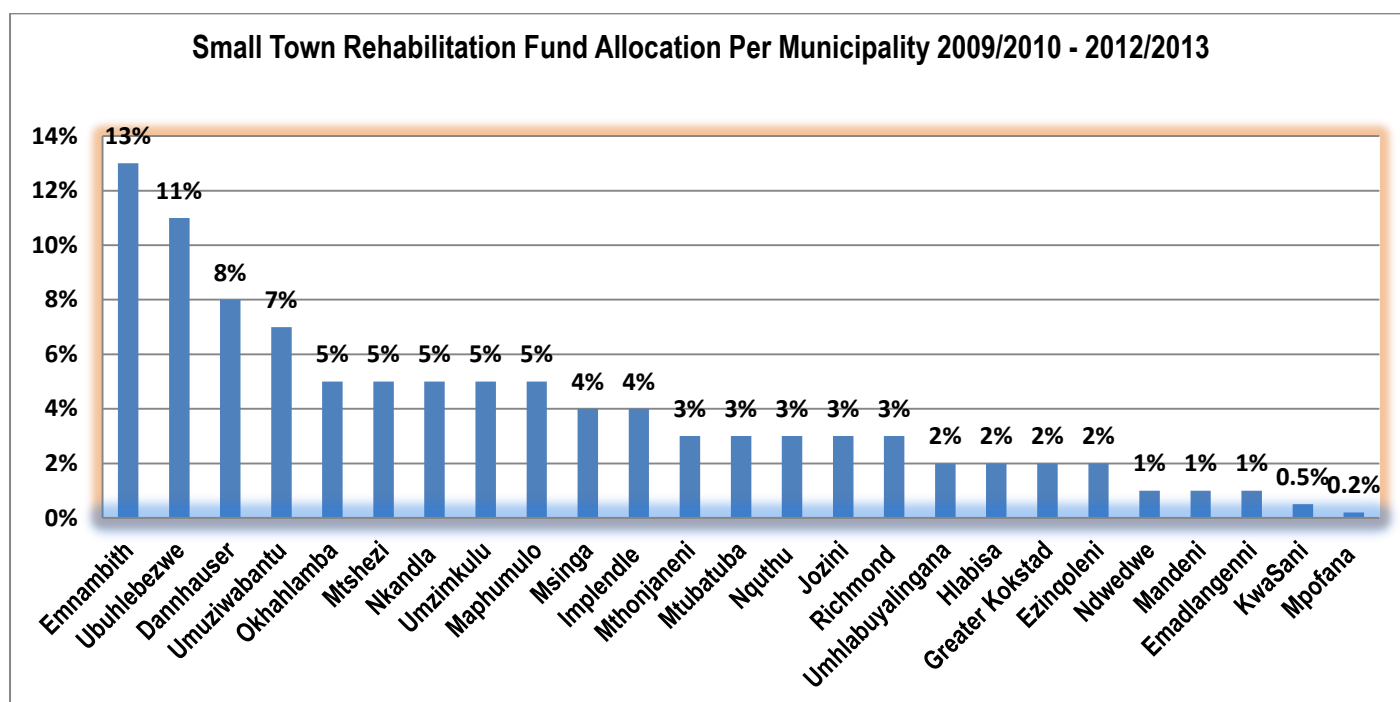


Figure 1: Allocation of funding per municipality

2.2. PURPOSE OF THE IMPLEMENTATION EVALUATION

The purpose of this implementation evaluation was to assess the extent to which the Small Town Rehabilitation programme has achieved its objectives in the Province of KZN. Focus for this purpose was pitched at an outcome level.

2.3. KEY QUESTION

Drawing from the purpose of the study, the key question was:

To determine to what extent have the outputs of the STR programmes resulted in the achievements of the envisaged programme objectives?

2.4. OBJECTIVES AND KEY QUESTIONS

- To assess the level to which the stated objectives have been met
 - o What were the effects of the interventions?
 - o Were the results achieved efficiently?
 - o How did the Department plan to deliver on its support?
- To assess the level of attribution to changes observed
 - o What are the observable changes that were noted as a result of the intervention?
 - o Are the observable changes due to the intervention implemented?

2.5. PROBLEM STATEMENT

In the pursuit of the STR programme objectives, the Department has over the years continued to provide support to municipalities. Most outputs were certainly achieved; however the extent to which the STR programme has achieved its goals and brought about the envisaged change in the lives of beneficiaries remains unclear.

3. METHODOLOGY

3.1. Sampling

This study employed a non-probability sampling technique called purposive sampling, which meant that the evaluator relied on own experience to find participants and specifies a selection criteria to identify suitable participants for the municipalities. Convenience sampling was used for businesses and the citizens, whereby the researcher used whoever was readily available. The sampling was done at two levels namely:

Level 1: Programme implementation level which focused on areas that were selected by COGTA to implement the STR programme. The criterion below was applied for the purpose of this evaluation:

- **Time or period:** - Projects that have been implemented and in operation for a period of three years and above (i.e. completion date from June 2013)
- **Support Provided:** - From the desktop analysis conducted, a total of twenty-five municipalities indicated a completion date of June 2013, and of that number, further categorisation was done to get the final sample. Overall 52% (13/25) of the municipalities were selected for this evaluation. The selected municipalities were placed into categories of the top i.e. most support received (category 1), middle (category 2), and the bottom i.e. least support received (category 3).

The following municipalities were included:

Table 2: Categories of municipalities as per funding allocated

Category One : Most Funding Support Received	Category Two: Medium Funding Support Received	Category Three : Least Funding Support Received
Emnambithi	Msinga	Mandeni
Ubuhlebezwe	Implendle	Emadlangenni
Dannhauser	Mthonjaneni	KwaSani
Umuziwabantu	Mtubatuba	
Okhahlamba		
uMtshezi		

Level 2: Stakeholder and beneficiary level which looked at sampling among the beneficiaries of the STR programme.

The beneficiaries were classified into three categories: immediate, intermediate and the end-users. Immediate beneficiaries referred to the municipalities, intermediate referred to the committee chair per local economic sector (e.g. informal traders sector, taxi and transport association etc.) and the end-users are the actual users of the support provided e.g. informal traders and ordinary citizens.

A sample size of 178 participants was selected for the study, out of 178 participants targeted for the study 171 were interviewed.

3.2. Research approach and data collection

The study was undertaken to evaluate the implementation of the Small Town Rehabilitation projects in KwaZulu-Natal and was carried out through a qualitative research approach.

Both primary and secondary data were collected. Qualitative methods are used to describe the qualities or characteristics of a phenomenon investigated, and aims to get a better understanding through first-hand experience, truthful reporting, and quotations of actual conversations (Madrigal and McClain, 2012). The advantage of this technique is that the interviewer can help the participant to understand the question and additional questions can be asked to collect detailed information.

Primary data was collected through the use of interview schedules that were developed for each category of participants per local municipality.

These categories of participants were municipal officials, businesses, SMMEs and citizens. The selection of participants was random and was based on availability at business, SMME's and citizens' levels. Data was collected over a period of 2 months where appointments were scheduled for each municipality visited. The team of data collectors was divided and spread between participants at a point of data collection within a municipality.

Secondary data was collected through desktop review from existing documents that inform the STR programme. These included: Annual Reports, LED database projects support schedule, Municipal close-out reports for the completed projects, previous Implementation Evaluation Reports, Business Plans for the identified period as the sample guide, Integrated Development Planning (IDP) documents, etc.

4. LIMITATIONS

4.1. Data collection phase

During data collection, challenges were encountered particularly with securing appointment dates with Municipal Managers and when secured, some had to be rescheduled due to unexpected commitments.

Inconsistencies with the information collected were experienced and this was due to cases where interviews had to be conducted with officials who were not directly involved and hands on in all project phases, particularly during implementation. This for instance was when Directors from Technical Section were referred to for interviewing instead of Directors from the Local Economic Development Section.

4.2. Reporting

Lack of consistent and sufficient reporting on the processes associated with the projects was observed from the close-out reports. This refers to reporting on issues emanating from the initial planning of the project to the implementation phase. The information provided was viewed as insufficient for analysis purposes and some was contradictory particularly when it came to funding.

4.3. Documents analysis

Challenges were encountered with receiving all the relevant documents requested including business plans, implementation plans and close-out reports. Out of 15 local municipalities sampled for the study, only 10 submitted the documents and these are Dannhauser, Umuziwabantu, Okhahlamba, Impendle, Mthonjaneni, Mtubatuba, Ndwedwe, Mandeni and KwaSani local municipalities and 5 did not submit at all and these are Emnambithi/Ladysmith, Msinga, Nquthu, Emadlangeni and Mtshezi local municipalities. With the municipalities that submitted, some of the documents submitted excluded close-out reports which were crucial as they contain critical information on the pre and post implementation of the projects and other information relevant to the projects. This therefore has implication particularly with the verification of the information contained in the documents and that gathered during primary data collection. Furthermore, there were municipalities that submitted documents for some projects and left out that of other projects which were also implemented and funded as part of STR.

5. PRESENTATION AND DISCUSSION OF FINDINGS

This section provides for the presentation and discussion of finding from both the primary and secondary data. It first concentrates on presenting the secondary data as it was mainly based on desktop analysis of existing documents. This approach was followed because it was believed that responses given to questions that were posed during collection of primary data will resonate well as deductive analysis is done on the data. This means that primary data will be easily interrogated based on what the secondary data presents. Furthermore, both primary and secondary data are presented according to the categorisation of the sampled municipalities.

SECONDARY DATA FINDINGS

The following section provides an analysis of the existing relevant documents per project in each local municipality. The sections includes an analysis of the Business Plans which captures the proposal and planning phase, Implementation Plans which provide timeframes and activities for which the project were to begin and be completed and Close-out Reports focusing on reporting on the implementation of the project including whether the objectives of the STR Programme were achieved or not.

5.1. CATEGORY ONE MUNICIPALITIES

Okhahlamba Local Municipality

- Fresh Produce Market

A feasibility study was undertaken to assess the feasibility of establishing a Fresh Produce Market in Bergville to serve poor communities and informal traders in particular and to advise the Council accordingly on all the aspects of the project ranging from economics to social related imperatives. The study was conducted through interviews with various key role players in the fruit and vegetable industry where information was gathered and conclusions drawn (Kamagugu Consultants and Andisa Agri, 2013). The findings from the study revealed a great need for the Market due to the underlying challenges faced by hawkers in accessing facilities for purchasing and storing fruits and vegetables and thus improved business growth and small scale farmers facing a major challenge with accessing the market for selling their produce. However, variations in the responses was also gathered particularly from the local commercial and subsistence farmers and other role players involved who expressed various concerns and felt the establishment of the Market was not feasible (Kamagugu Consultants and Andisa Agri, 2013). The concerns as indicated by the farmers included that that the Market will not be feasible if it will be operated in a traditional manner and this particularly relate to commercial farmers who felt there would not be sufficient space to accommodate the bulk of produce they supply; subsistence farmers were said to not have sufficient land and resources to produce enough to be sold in the market and might be

excluded from using the Market; and that there are high risks of sustainability of businesses considering that the concept is new and the anticipated income and cost drivers may not be achieved.

In line with the objectives of the STR Programme and the feasibility study's findings, the Fresh Produce Market was established and a close-out report produced. As outlined in the close-out report, the project was implemented successfully and value for money gathered. Fifteen (15) temporary job opportunities were created and 1 beneficiary trained, skills transfer and development took place and local investment created. A total amount of R8 744 283.93 was transferred and spent towards the building of the Market and the project was completed on the 23rd March 2016 (Project Close-out report, 2016).

- Construction of Vehicle Testing and Licensing Centre

With reference to the Business Plan (2014), previously a centre was built but could not be sustained due to challenges including citizens travelling outside the municipality to Estcourt, Ladysmith or Harrismith to get the various relevant services and also the logistical challenges faced by young graduates when wanting to do drivers licenses and testing. The objectives of the project were therefore to reduce travel costs for the Okhahlamba Municipality citizens, to create sustainable employment, enhance skills development and training and improve law enforcement.

The project budget value was estimated to be R4 000 000.00 with project phases proposed to begin from the 1st March 2013 and be completed by the 30th June 2015.

- Upgrading of Intersection R616/R74

The project came about as a result of the existing intersection requiring upgrading in order to accommodate the increasing traffic flow, to improve safety to all road users, to enhance entrance, to create job opportunities and promote skills development and transfer. The project was said to be completed by in 6 months.

- Upgrading of hawker stalls

The upgrading of the hawker stalls was established due to the condition of the ones that were built and which were becoming dilapidated and unsuitable for business operations. The storage facility was unsafe, there were no ablution facilities, poorly constructed and limited number of storm water drainages and poor institutional arrangement and facilities management. The intended objectives were therefore focused towards the provision of modern and well-built stalls, provision of market accessible for buyers and sellers, encouraging and improving local businesses, enhancing the municipality's economy, skills development and sustainable employment (security guard for the storage and cleaners for ablution facilities). The targeted timeframe for the project was 6 months and the estimated total cost for the projects was R2 500 000.00.

- Construction and upgrading of pedestrian walkways in King Way and the R74

According to the municipality, the project came about as a result of the poor condition of the infrastructure (poor quality of sidewalks and storm water) which raised concerns from citizens and businesses in particular. The objectives of the project were therefore to improve safety and user satisfaction and to increase the number of storm water drainages for the benefit of motorists and businesses. The benefit of the project included the creation of job opportunities, the creation of a safe town, improved and efficient infrastructure and skills development. The proposed timeframe for the project was 10 months with an estimated R2 000 000.00 budget. The project was said to be critical because the municipality was to experience continued deteriorating infrastructure, disturbed traffic flow, less job opportunities and skills transfer.

- Upgrading of Bergville Sewer

As outlined by the municipality, the project was proposed due to the septic tank no longer able to appropriately handle waste and thus threatening development within the area. The existing waste management systems were located within an environmentally sensitive area and were polluting Snadspruit River which flows into the Tugela River. The project's intention therefore were to provide healthy and hygienic waste management systems, to provide communities with sufficient, safe and reliable sewer disposable systems and promote economic opportunities for existing businesses and attraction of new businesses. The project was said to cost an estimated amount of R39 000 000.00 with a proposed timeframe of 30 months (18 months- Phase 1 and 12 months-Phase 2).

- Beautification of Bergville town entrance

The project was proposed by the municipality because of the infrastructure that required improvement to suit the municipality's long term development. The objectives therefore were to enhance the town to make it look attractive and suitable for investment, to create job opportunities, ensure skills transfer and improve economic activities in town. The benefits of the project were said to be experienced by all road users, tourists, businesses and all citizens of the Bergville and Okhahlamba municipality. The proposed timeframe was 6 months.

With reference to the close-out report, the project addressed the initial problem it was meant to address despite and added value to the municipality all which can be identified from the jobs created, skills transferred, beautified town, improved local economy and investment opportunities created. The municipality has also been able to plan for the town and infrastructure development in line with the future town development plans, to look into creating long term sustainable jobs and clearly formalized informal trading activities. Various challenges were experienced and can be associated with a number of factors including absence of a Project Steering Committee, municipality not receiving constant feedback from the service provider on the progress of the project and lacked understanding of the goals and objectives of

the project and therefore did not deliver accordingly. A total amount of R900 000.00 was funded to the municipality by the Department and was said to have been 100% spent. Twenty three job opportunities were created amongst which 8 were permanent (Close-out Report, 2013).

Ubuhlebezwe Local Municipality

- **Upgrading of Centenary and Grant Roads**

The project was introduced by the municipality as a result of the existing road which has 7m dilapidated road asphalt, which has been greatly damaged with cracks and potholes and also because there were no subsoils networks in town. The project was intended to benefit the targeted beneficiaries through job creation in line with the provisions of the EPWP Guidelines. Fifty six contract jobs were to be created, the project also intended to create an environment suitable for investment and make the town more of a tourist attraction destination for economic benefits. The projected cost for the project was R7 398 600.00 covering all phases related to the project with project estimated to take up to approximately 6 months to complete.

According to the close-out report, a total amount transferred to the municipality was R3 000 000.00. As envisaged, the project was implemented accordingly with all the relevant stakeholders in place, various control measures were put in place to ensure the successful implementation of the project including; project progress monitoring, convening of meetings, ensure compliance from Service Providers. Job opportunities (33) were also created and improved potential for investment and growth.

- **Street lighting along R612 and R56**

The installation of streetlights was proposed because of the darkness in town which led to an increase in crime, which made the town unsuitable for investment and business considering that investors become reluctant to invest in town that are not formally organized with high crime statistics and low economic growth. The objectives of the project also focused on the retention existing businesses, attraction of new businesses, and creating entrepreneurial enterprise. The intended benefits of the project were geared towards the creation of job opportunities for local citizens, making the town more attractive and become one of the preferred tourists' destinations in the Province. The estimated cost for the project was R2 508 000.00 with a proposed timeframe of 4 months (STR Programme Municipal Business Plan, 2012).

With reference to the close-out report, the project was implemented as planned, all activities were achieved, the intended beneficiaries were reached and benefited and the objectives of STR Programme were fulfilled. A total amount of R3 500 000.00 was provided to the municipality and the project was completed within the agreed timeframe despite the minor challenges, such as the project exceeding amounts budgeted for experienced (Close-out Report, 2014).

- Rehabilitation of the Dilapidated Old Library Building

The rehabilitation of the Old Library Building came about as a result of the building being vacant and becoming degraded and unused whilst citizens continue to struggle with locating a central library. The project was intended to rehabilitate the building to make it a fully functional library to be utilized by all citizens who are closer to town and those visiting town often. Whilst doing so, job opportunities were to be created, investors to be attracted and entrepreneurship to be encouraged. The project was said to benefit the targeted beneficiaries through the creation of 20 job opportunities including bricklaying, pipe laying, landscaping and general labour. Approximately R890 340.00 was estimated as a total cost for the project with the project estimated to take approximately 4 months to complete (STR programme Municipal Business Plan, 2012).

According to the municipality, a total of R900 000.00 was transferred to the municipality by the Department for implementing the project and was utilized accordingly. The project was executed and managed properly and this was done through the Project Steering Committee formed to oversee the daily activities relating to the project, ensuring that engineers conform to the specifications and that the project was constantly monitored through timeous visits, monthly meetings and submission of progress reports. From the implementation of the project, 12 temporary job opportunities were created and the skills were transferred to the local labourers and which contributed significantly to the objectives of the project (Close-out report, 2014).

- Waste Management

The waste management project came about because the municipality had a limited number of waste management machinery and equipment such as compactor truck and loading skip bins. The project was therefore intended to increase the number of available equipment in the municipality to deal with waste management and cleanliness in town, to ensure that the refuse bins placed in the streets are not exposed to possible refuse spilling. Citizens were said to benefit from the projects from the jobs created during implementation of the project and the municipality to benefit from the increase in potential for investment and putting Ixopo on the map. 101691 citizens were said to benefit from the project, business to benefit from the cleanliness of the town and thus can be retained. The total estimated cost for the project was R2 106 720.00 the estimated timeframe was 4 months.

- Ixopo taxi rank, bus rank and hawkers market

The rehabilitation of the taxi and bus rank resulted from various reasons which the municipality felt needed to be addressed. These include; congestion in the taxi rank, uncontrollable traffic flow within the taxi rank, the taxi rank also did not have shelter to protect commuters, the number of toilets on the dilapidated ablution block is insufficient and has an effect on the health of the commuters. The objectives therefore of the project were to rehabilitate the rank to make it more conducive and accommodative to all

the citizens including the hawkers and to create job opportunities (STR Programme Municipal Business Plan, 2013). The estimated cost for the project was R9 743 000.00 and was said to take up to 9 months. According to the municipality, the project addressed the initial problem and produced the required deliverables. Temporary job opportunities were created, the service provider appointed delivered accordingly, the Project Steering Committee and other key role players played their role and the budget (R3 000 000.00) was spent accordingly.

Dannhauser Local Municipality

- **Extension of Industrial Area**

The project was proposed by the municipality for the provision of services to industrial areas and to further increase the sites with potential to attract industrial investment and thus the creation of job opportunities. Furthermore, the projects were to create job opportunities, initiate skills development and training and improve road infrastructure and safety for all the targeted beneficiaries.

The total estimated budget for the project was R10 000 000.00 and the proposed time frame allocated started from January to October 2014. However, with reference to the close-out report, a total amount of funding provided to the municipality was R7 000 000.00.

The close-out report indicates the successful implementation of the project from the initial stage to completion. According to the municipality, the service provider appointed produced quality work and such was ensured through the submission of monthly report and regular site visit intended to monitor the progress of the project and identify possible challenges with potential to hinder progress (Small Town Rehabilitation Close-out Report, 2015). As reflected in the report, a total of 15 temporary jobs were created and 4 beneficiaries trained on the skills relevant to the project and new sites for investors were identified and secured.

- **Pavement lighting**

According to the municipality, the town in Dannhauser was a highly targeted crime area for criminals and businesses were therefore affected. Furthermore, the existing lighting had not been maintained and was demolishing; making the town looks unattractive and lacking potential for attraction of business. The municipality was faced with a loss of spending power to large towns. The intention of the project therefore was to change the appearance of the CBD to improve potential for businesses and local economic growth, to encourage and increase retention of existing businesses, increase job opportunities and reduce crime rate (STR Programme Municipal Business Plan, 2013).

The projected budget for the project was R1 500 000.00 and the proposed time frame attached to all phases of the project was between 01 August 2012 to 27th February 2013 (6 months). However, based

on the Corridor Development project plan, the project phases were to begin from the 21st January 2013 to the 06th September 2013.

With reference to the close-out report, the projects were implemented accordingly, that is, the Project Steering Committee was formed, all processes and stages of the project were monitored and budget of R1 500 000.00 spent accordingly, job opportunities were created with 08 temporary jobs created, crime rate reduced and investors attracted into the municipality.

- **Construction of Mini Shopping Centre**

According to the municipality, the informal traders did not have permanent structures for doing their business and were trading on the pavements, in the taxi rank and bus stops. This resulted in destruction of formal businesses and difficulty in keeping the town clear and organised. They were also challenged with finding permanent structures for storing their goods overnight and were faced with burdened of returning home with the goods on a daily basis. The project was therefore directed at creating formal trading and improving informal trader's entrepreneurship skills in preparing them into becoming commercial businesses (STR Programme Municipal Business Plan, 2012).

The project's budget estimation was approximately R1 500 000.00 and projected timeframe was 12 month beginning from 01st August 2012 to the 30th August 2013.

Umuziwabantu Local Municipality

- **Infrastructure to facilitate the new mall in Harding, Ward 3**

The project was directed at developing the town and enhancing the living conditions of the citizens residing in Harding by upgrading and provision of quality, functional and economical infrastructure. It was also intended to make the town look more attractive to citizens and suitable for investment and businesses. The benefits therefore included the creation of 125 job opportunities, skills development and transfer and supporting local suppliers. The project was said to cost approximately R12 000 000.00 and to be completed with 24 months (STR Programme Municipal Business Plan, 2012).

With reference to the close-out report, the project was executed accordingly despite the delays experienced in the middle of the project, the Project Steering Committee was formed and played its role and the quality management system was implemented to ensure delivery of quality product. The project was completed within the agreed timeframe and a total amount of R1 000 000.00 was spent. The project also added value to the town through the improved infrastructure which has also improved the image and appearance of the town. 46 job opportunities were created, 1 business premise created and training opportunities were also created (Close-out report, 2015).

5.2. CATEGORY TWO MUNICIPALITIES

Impendle Local Municipality

- Upgrading of parking, sidewalks and storm water: Mafahleni Street

The purpose and objectives of the project was to create job opportunities during implementation and in the maintenance of the project, to create order, cleanliness and beautify the town, to provide proper and secured spaces for informal traders to utilize and to comply with the provisions of the Provincial Informal Traders Development Strategy.

Due to the existing challenges the municipality is faced with, the project was intended to eradicate poverty and create a sustainable environment.

The estimated budget for the project was R600 000.00/R15 925 000.00 and the proposed time frame for the project, from the initial stage to completion was 15 November 2011 to 30 July 2014.

As indicated in the close-out report, the project was implemented successfully and addressed the problems intended to address. Evident, was the increased business confidence through the improved infrastructure including controlled traffic flow, properly functioning drainage systems and road infrastructure, enhanced image of the town and the total number job opportunities created. Furthermore, in ensuring the production of a quality product and that time lines are met and budget used accordingly, various measures were put in place. Prior to the implementation of the project, the municipality received a total amount of R17 275 000.00 with an amount of R15 925 000.00 received from the Department and an additional R1 350 000.00 transferred from the Municipal Infrastructure Grant required due to additional costs emanating from the additional work discovered on site (Small Town Rehabilitation Project Close-out report, 2014).

Mtubatuba Local Municipality

- Rehabilitation for improvements of the roads within the Mtubatuba CBD

According to the municipality, the status quo indicated the degrading of the roads within the CBD and required constant maintenance and repair. These therefore resulted into the introduction of the project directed at improving access to the CBD and also ensure safety of the pedestrians and motorists. The project was also said to bring about growth to the municipality's economy through the attraction and retention of business. The projected cost for the project was R5 500 000.00 and the execution of the project to be completed in 9 months (STR Programme Municipal Business Plan, 2010).

Mthonjaneni Local Municipality

- Melmoth CBD Rehabilitation Project

The rehabilitation of the Melmoth CBD includes purchase of waste collection truck and skips to provide commercial waste collection services, rehabilitation and upgrading of hawker stalls, establishment of the taxi rank, installation of sidewalks, upgrading of storm water drainage, construction of off-street parking

and rehabilitation and upgrading of major roads. As outlined in the Municipal Business Plan, the projects were introduced to the municipality due to less provision of waste removal impacting on health and business operations. The municipality constantly received reports on accidents due to poorly constructed sidewalks and other parts of town not having sidewalks, informal traders were operating on the sides of the streets and did not have formal shelter for doing their businesses and the town did not have a formal structure (taxi rank) for the operation of public transport. Furthermore, the storm water drainage system were poorly constructed and needed to be restored and more added and there was inadequate parking causing disruption in traffic flow (STR Programme Municipal Business Plan, 2011). The objectives of the projects were to enhance the competitiveness of Melmoth and for attraction of investment, to retain and attract businesses and create new enterprise.

Overall the projects' were to commence from the year 2011 to 2012 with the purchase of waste truck and skips to be completed in 4 months at an estimated cost of R900 000.00; market stalls, pedestrian sidewalks and taxi transfer area completed in 13 months at an estimated cost of R5 187 8000.00; roads and parking areas completed in 16 months (phase 1 and 2).

5.3. CATEGORY THREE MUNICIPALITIES

KwaSani Local Municipality

- Uniform signage through the CBD area

The project was introduced as a result of the various cluttered sign posts along the Main Road that were unattractive and causing confusion especially during peak seasons due to unclear identification of amenities. The objectives of the project were to enhance the town beautification, greening, to create safer traffic or pedestrian activities through the CBD and to contribute towards the upgrading of infrastructure in Underberg.

The project was intended at providing support to local businesses in terms of social and economic infrastructure and to contribute towards improved physical environment. The project was also directed towards increasing the municipality's competitiveness, creating an investor friendly environment and creating job opportunities in terms of the EPWP guidelines with an approximate number of 10 jobs to be created. The total number of beneficiaries intended to benefit from the project was 61 local businesses including Hospitality and Tourism businesses and the community at large.

The total estimated budget for the project was R425 000.00 and the duration for the project was 4 months.

- Underberg seating areas

The intended purpose and objective of the project was to provide safe and clean public spaces and seating within the Underberg CBD, to improve the retention and provision of support to existing businesses within upgraded infrastructure with the intention to promote tourists attraction.

The project was meant to contribute towards the creation of job opportunities with 8 temporary jobs created, to support and improve local businesses, to increase the municipality's competitiveness and improve potential for growth and investment.

The project was envisaged to be completed within 16 weeks and the total approximate budgeted was R150 000.00.

- Landscaping and greening

The project was introduced to the municipality due to the very little landscaping within the CBD and which does not support the natural beauty of the environment.

The objective of project was to beautify and green the CBD for the purpose of uplifting and improving the image of the main road going through the CBD.

Due to the deteriorating and unappealing image of the town, the project was meant to provide support to local businesses in terms of social and economic infrastructure and to improve physical environment, to create potential for growth and investment and create employment opportunities with 1 permanent and 6 temporary jobs. The beautification of the town will overall assist with putting the municipality on the map and increasing competitiveness in particular.

The total estimated budget for the overall processes, including the overall design to completion of the project was R190 000.00 and the projects was envisioned to be completed within 16 weeks starting from the 01 September 2011 to the 16th March 2012.

- Installation of street lights

The streetlights were critical because the town was dark and unsafe for business and citizens. The streetlights were meant to beautify the town to make it more appealing, to create a crime free and safer environment particularly for businesses and citizens by allowing businesses to extend operating hours. The intended benefits of the project as per the Municipality's Business Plan was to create a safer environment, create job opportunities with 5 temporary jobs created, to contribute towards the upgrading of infrastructure and increase opportunity for investment and municipal competitiveness. The project's estimated completion time frame was 16 weeks with an approximate amount of R600 000.00 from the initial planning to completion.

- Underberg entrance upgrade

The Underberg town has a site comprising of 1 table and seating with dustbin, raising safety issues from being situated on cliff edge and is without fencing. The project therefore was intended to improve beautification of the town, improve infrastructure with the potential to attract investment and develop the face of the town to make it more attractive. According to the municipality, from the implementation of the project,

10 temporary jobs and investment opportunities were to be created and increased competitiveness and improved beautification to also be created. The proposed budget for the project was R600 000.00. The estimated timeframe for the project was 16 weeks from the initial planning to the close-out of the project.

No close-out report provided.

Mandeni Local Municipality

- Rehabilitation of Thokoza and Nkonjane Road, in the Sundumbili Township

According to the municipality, Thokoza Road serves as a corridor for the municipality and therefore the main objective of the STR project was to upgrade the road surface and traffic calming measure and thus improve and strengthen the socio-economic and physical link between the respective predicts.

Through the implementation of the project, the municipality intended to increase economic regeneration, the growth and development of the Sundumbili Mandeni Primary Node, to integrate and strengthen linkages known to stimulate local economic development, to compliment movement of public transportation and reduce likelihood of the occurrence of accidents resulting from the road having potholes.

The estimated total budget was R5 510 000.00 requested as funding for the project and the proposed dates from the initial stage to the completion of the project was between 19 November 2012- 17 April 2014.

With reference to the close-out report submitted to the Department by the municipality, the project was well planned for with Terms of Reference for the project drafted and adopted by all relevant stakeholders, budget was set but slight challenges were encountered particularly with issues of budget where additional funding had to be allocated due to underestimated budgeting. Buy-in was sought and received from the various critical stakeholders, the project was implemented accordingly and quality product produced. Skills development took place with citizens employed temporarily trained on job and kern brick laying and also being exposed to technology relevant to the project. A further suggestion was made by the municipality for the renewal of storm water drainage since the existing ones were in a poor condition (Small Town Rehabilitation Project Close-out report, 2014).

As captured in the close-out report, a total amount of R7 828 238.23 was spent towards the implementation of the project and projects completed with a total of 45 job opportunities created. The project was implemented starting from the 19th November 2012 and was completed on the 17th April 2014.

Ndwedwe Local Municipality

- Installation of streetlights and high mass lights

According to the municipality, the main purpose for the installation of the streetlights was because the existing streetlights do not cover the whole town and which implications on the safety and security of citizens and businesses in particular. There was therefore the need for installation of more streetlights. The

objectives of the project were directed at unlocking the development potential of the town, ensuring an enabling environment for investor attraction, providing improved services and facilities and building partnerships with key stakeholders. The intended benefits includes the strengthening of infrastructure considering the municipality's role as a rural service town and providing goods and services ranging from the public to private sector. The estimated total budget required for the execution of the project was R4 000 000.00 and the proposed timeframe was 7 months starting from the 15th February to 30 August 2013.

5.4. OVERALL ANALYSIS

A critical analysis can be made with reference to information provided and gathered from the business plans, implementation plans and close-out reports submitted by the municipalities to the Department relating to all the projects that were implemented. Overall, the close-out reports contained in them various gaps with some of the critical information provided identified to be contradictory and also information provided lacking an in-depth discussion covering all aspects of the projects. Drawn from some of the information provided, there were no clear reflections of correct total amount of funding allocated to some of the projects as captured in the close-out reports and that captured in other relevant documents. Furthermore, the information provided on the processes associated with projects including that from the initial planning to the implementation phase was not sufficiently and thoroughly captured to provide a clear picture and a broad understanding on the underlying factors contributing towards the successful or unsuccessful implementation of the projects.

Drawing from one of the municipalities, an indication was made on the undertaking of a feasibility study and a report provided, however, it was not clear whether feasibility studies were undertaken in all other municipalities as there was no information and evidence provided.

5.5 MUNICIPALITIES ECONOMIC PERFORMANCE

To supplement the qualitative study, secondary data is used in order to understand economic and employment trends in towns classified for rehabilitation. The figures are a representative of the picture at the time but no attempt in this study was done to establish the scientific link to the growth or decline of economy that can be directly attributed to the establishment of Small Town Rehabilitation Programme.

Category One municipalities:

The figure below shows the unemployment rate in the mostly supported municipalities, the highest is Dannhauser local municipality with an average of 38% overall, followed by Okhahlamba with an average of 31%, Emnambithi and Umuziwabantu indicating a more static average of 25% and 26% respectively. Ubuhlebezwe indicating a steady decline in the numbers between 2012 and 2014.

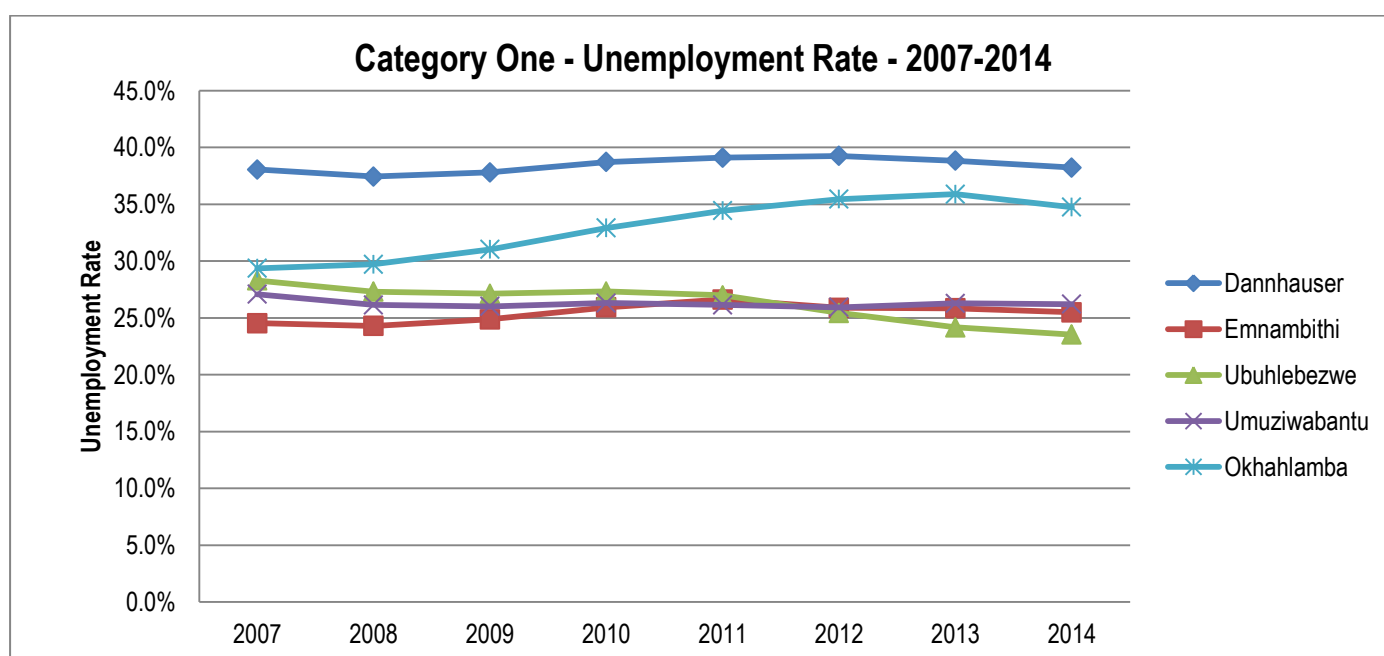


Figure 2: Category One Municipalities' unemployment rate (Source – KwaZulu-Natal Economic Development Dataset –May 2016)

Figure 3 below represents the Growth Domestic Product indicating the total monetary value of goods and services produced in a municipality per year. It is used to measure the economic health of the municipality. The global recession that hit the Country in 2009 is showing in this picture with all municipalities reaching the negatives with the exception of Emnambithi with a low positive. Dannhauser is depicted as the mostly affected and with the most poorest, and negative to no growth in most years. Ubuhlebezwe is reflected better comparatively followed by Emnambithi and Umuziwabantu respectively. Dannhauser is the poorest under this category and had high unemployment levels and negative growth. More resources need to be allocated in order to stabilize the situation

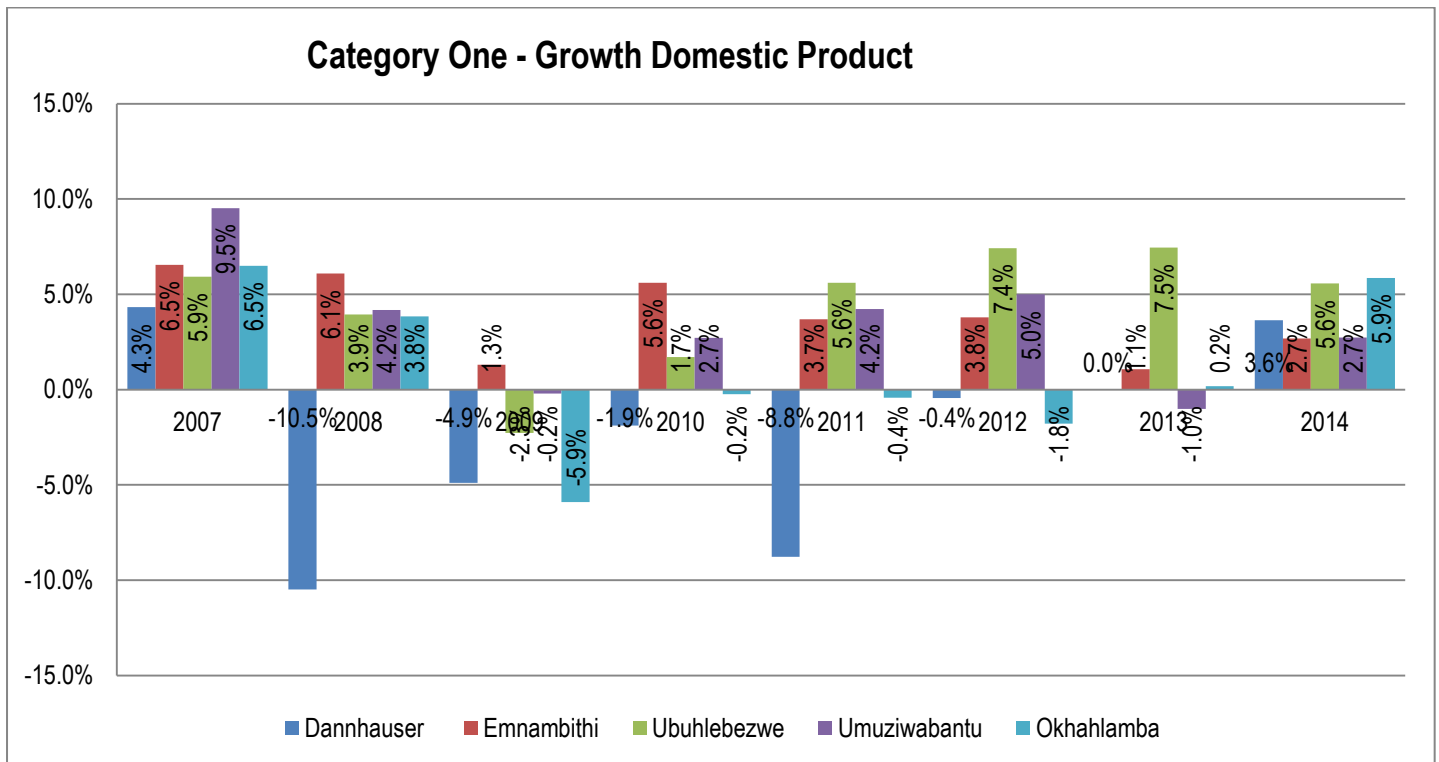


Figure 3: Category one Municipalities' Growth Domestic Product (Source – KwaZulu-Natal Economic Development Dataset – May 2016)

Category Two

Figure 4 below indicates the trends of unemployment over the period 2007-2014, Msinga had been the highest together with Nquthu. However, Nquthu has slowly improved over the years to be amongst Mtubatuba and Impendle. The lowest unemployment trends within this category was at Mthonjaneni which continued to observe a slight decline each year.

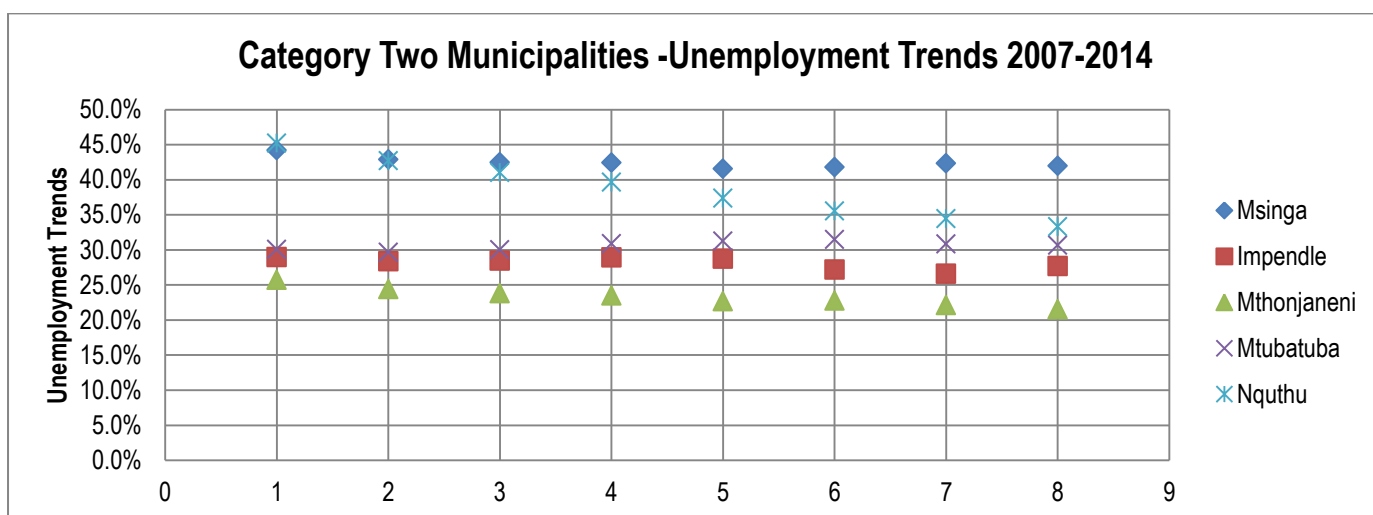


Figure 4: Category two municipalities' unemployment rate (Source – KwaZulu-Natal Economic Development Dataset –May 2016)

Figure 5 below indicates the GDP for the municipalities funded under the medium category. Msinga was comparatively within the category, the best performing municipality in 2007, a slight decline was noted in 2008 and drastic for all in 2009. Mostly have recovered especially Nquthu and Mthonjanenu in 2012, but the rest have been struggling particularly Impendle, Msinga and Umtubatuta.

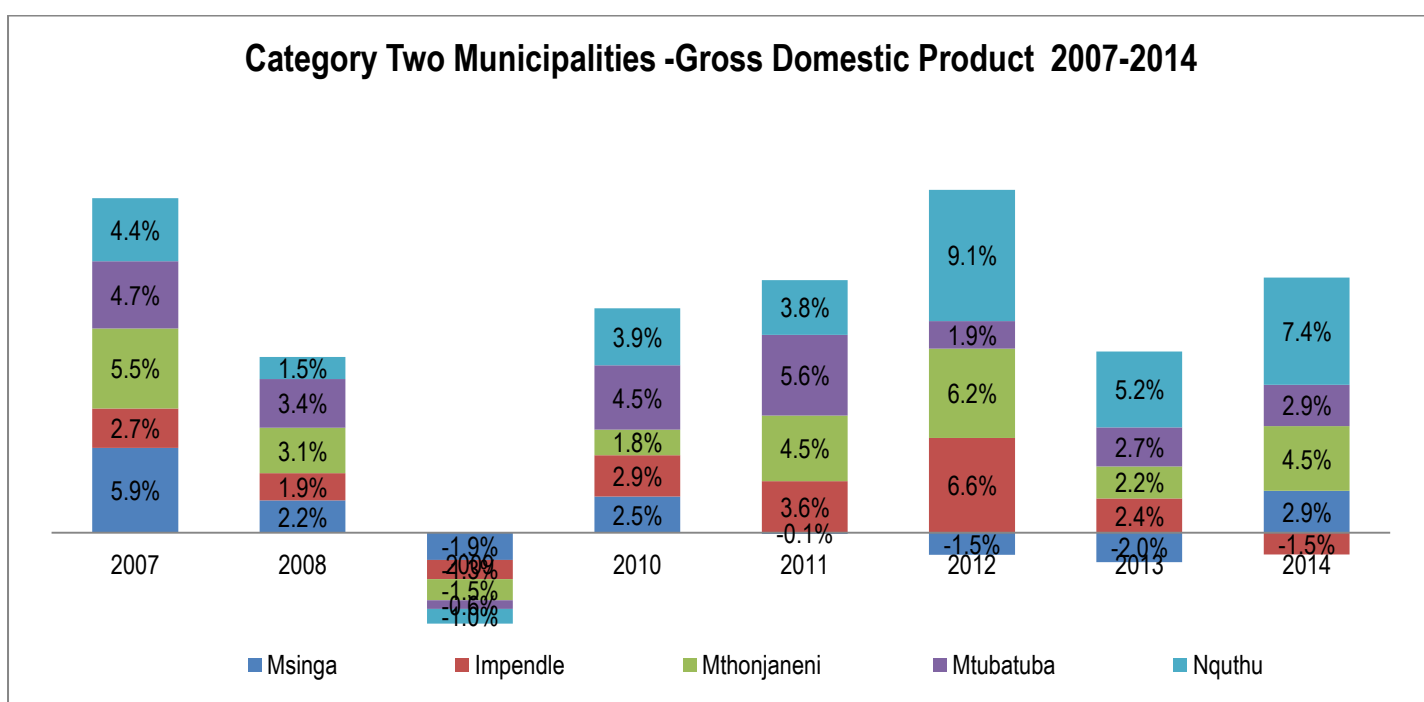


Figure 5: Category two Municipalities' Gross Domestic Product (Source – KwaZulu-Natal Economic Development Dataset – May 2016)

Category Three

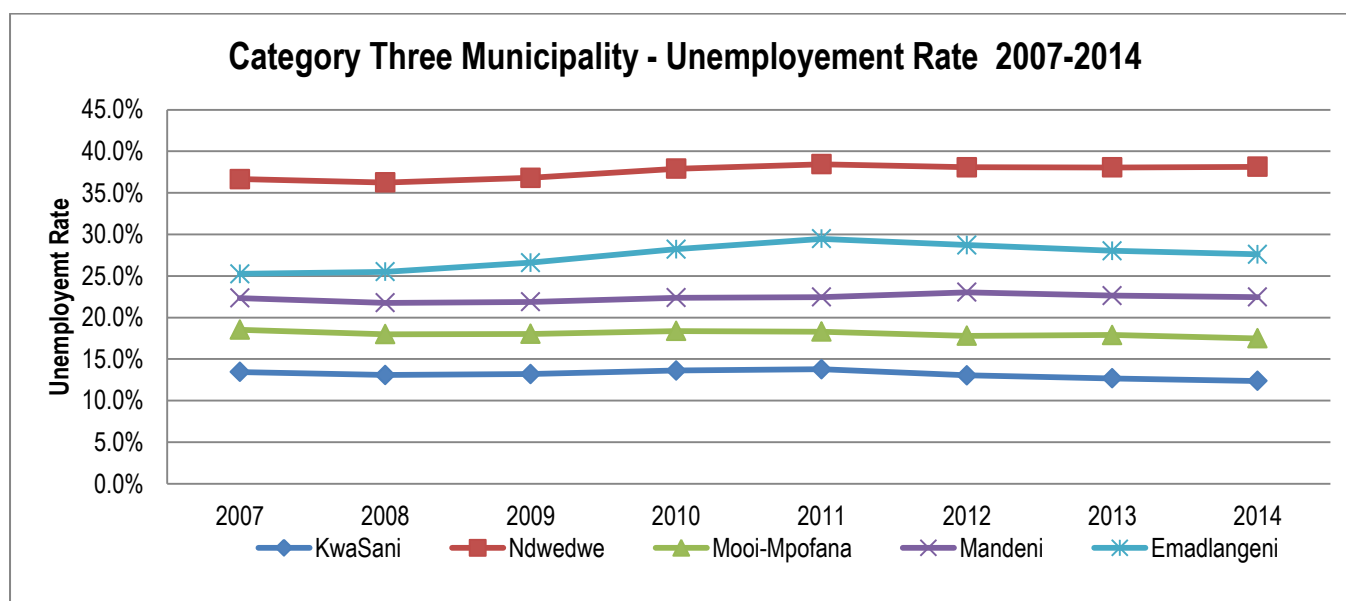


Figure 6: Category three Municipalities' unemployment rate

The figure above represents the average total of the Gross Economic Product under the least supported category. Ndwedwe and Emadlangeni under this category were the lowest.

Overall

Municipalities that remained with the high unemployment figures from all three categories are: Msinga (42.5%); Nquthu (38.6%); Dannhauser (38.4%); Ndwedwe (37.5%); Okhahlamba (32.9%); Mtubatuba (30.6%).

6. PRIMARY DATA FINDINGS

The following section provides an analysis and findings from the primary data collected. Content and interpretive approach was used to analyse data. Content analysis is defined as the collection and systematic organization of information in a standard format that allows for drawing conclusions about the characteristics and meaning of recorded material (Alreck & Settle, 1995). All responses were organized and analysed (interpreted) in a thematic format and conclusions were drawn.

In carrying out the analysis, data collected from local municipalities was grouped according to five thematic areas of:

Relevance

The theme of relevance was intended to evaluate whether the extent to which the objectives of the development intervention are consistent with beneficiaries requirements.

Effectiveness

This theme intended to evaluate the extent to which development interventions objectives were achieved, or are expected to be achieved, taking into account their relative importance.

Efficiency

This theme intended to evaluate the extent to which the outputs have been achieved within the expected project standards.

Outcome

Positive or negative outcomes of projects were determined by the change experienced by a development intervention, directly or indirectly, intended or unintended.

Sustainability

The sustainability theme was concerned with the long term view of projects as well as the perspective of projects continuing to be perceived as a continued benefit and therefore necessitating for them to be maintained properly.

6.1 PRIMARY DATA ON CATEGORY ONE MUNICIPALITIES

Category one was concerned with municipalities that received the most financial support from the Department. Figure 1 presents all municipalities that were sampled within category one. The funding ranged from R16 million up to R39 million and the total funding share for this category was R136 596 000.00. Within this category, Emnambithi was the leading local municipality that received the most financial support of R39 501 000.00 (29%), followed by Ubuhlebezwe R32 720 000.00 (24%), Danhauser 25 375 000.00 (19%), Umuziwabantu 22 500 000.00 (16%) and Okhahlamba 16 500 000.00 (12%).

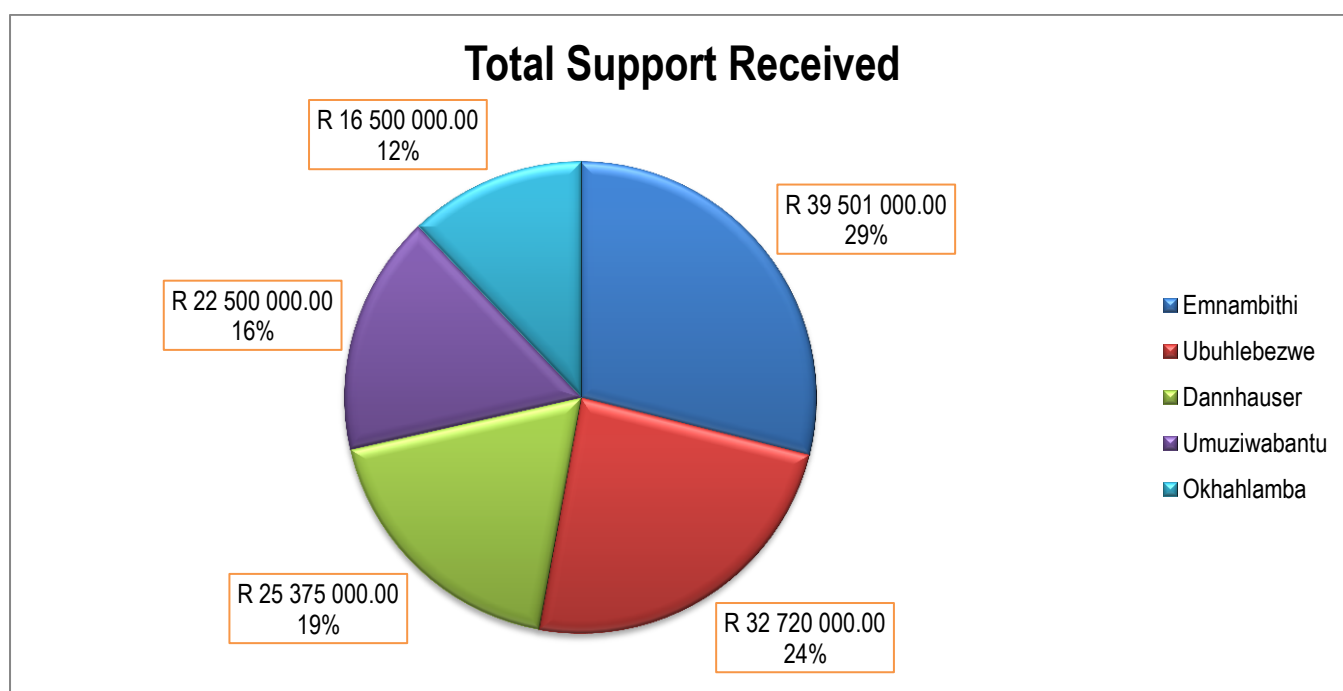


Figure 7: Most funded Municipalities

6.1.1. EMNAMBITHI/LADYSMITH LOCAL MUNICIPALITY

Emnambithi had a total of 11 projects that amounted to R39 501 000.00. All projects were reported complete prior to this study being conducted. Among all these projects, 12 of them reported 100% expenditure with the exception of one having 97.7% b. The following projects were completed: Town Centre Beautification, Midblock Parking, Trading stalls in Queen and Forbes Street, Surveillance cameras, Sidewalks in CBD, Tarring of CBD Roads, Precinct Plans, Design Guidelines (Savings from precinct Plan) and Upgrading of Wimpy and Sondela Park were done. A total of 285 temporary jobs were created during the implementation of the projects. The municipality was visited on the 6th of July 2016. A follow up visit was also done 11th of July 2016.

MUNICIPAL PERSPECTIVE

Relevance

The perspectives shared by the municipality is that the relocation of industries from the area due to global force resulted in the municipality observing increased job losses as well as increased unemployment. This could be assumed to have resulted in the municipal economic status dwindling. The interventions of the small town rehabilitation were also aimed at job creation in order to fight unemployment and uplift the economic status of the municipality. The municipality therefore shared that the Small Town Rehabilitation (STR) programme was needed and was relevant to address such issues the municipality was faced with.

The municipality then realised that STR could not just be implemented in the absence of proper structures hence the need to attend to infrastructure was identified. This signalled the broader view of the municipality in that for the successful implementation, there were critical areas to address first hence one of its STR projects was around planning.

Effectiveness

The municipality believe that in terms of usefulness and beneficiation, “the projects have assisted to address the challenges”. From the understanding that STR should address challenges associated with less economic growth, poverty and revitalisation of the small resources of the municipality, the attendance of the municipality to infrastructure is believed to have improved the lifespan of existing infrastructure.

To also ensure effectiveness, the municipality continues to plan and come up with new initiatives as a way of sustaining the current developments and creation of further jobs. According to the municipality, this is symbolised by plans in the pipeline to create opportunities for local caterers to get a chance of catering for municipal events.

Efficiency

The challenges experienced during project implementation were acknowledged as major hindrances and continued to impact on the sustainable outcome of projects. One the project failures acknowledged by the municipality is the pedestrian bridge where it is highlighted that it was forced to take last minute decisions to deviate from its original design.

Outcome

The municipal perspective out of the STR implemented initiatives is its ability to attract new investors such as Dunlop company leading to job creation.

The municipality is also of the view that the implementation of projects was well received by its citizens. It is also believed that the town is looking more alive from what it used to be in the past. The municipality was able to attract

the most popular stores who saw business potential and therefore created jobs. The lessons learnt from the implementation of projects made impact on the side of the municipality. The municipality indicated that it has learnt that proper planning, record keeping and reporting were critical. The municipality also learnt that interaction with the community during project implementation was key.

Sustainability

There are indicators from the municipality that plans to ensure longevity of implemented projects was in place. The 5 years maintenance plans are said to be in place and are aimed at ensuring that maintenance of existing structures are done in advance. This could be symbolic of the municipal pro-active approach to preserve its structural investments.

General view: the municipality is unable to pinpoint how projects practically benefited its citizens and is also acknowledging its failure to adequately communicate with its citizens.



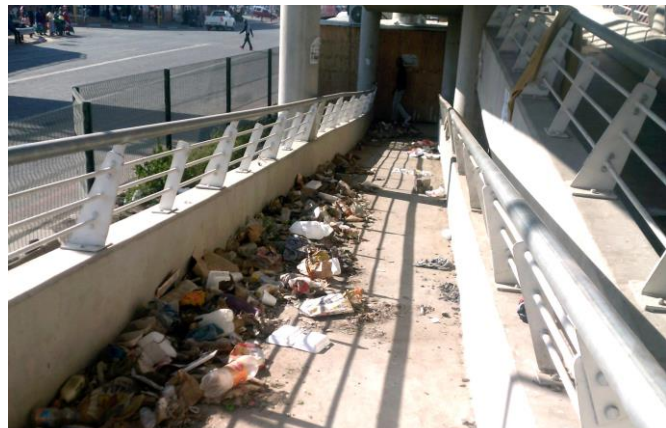
Ladysmith Bridge



Parking lot at Ladysmith



Sondela Park in Ladysmith



Ladysmith Bridge

CITIZEN PERSPECTIVE

Relevance

Data presented for citizens revealed an overall view that projects were needed within the municipality as citizens observed the changes in town and had positive views of satisfaction. Some of the responses were as follows:

- “It is all exciting stuff”
- “yes, as you can see this town looks good and anything of this nature is appreciated”
- “It was good to see such happening in the municipality”

However, there were unfavourable impressions with regards to communication of projects with citizens prior to inception. Participants raised what appeared to be a pattern of an overwhelming concern with non-communication to an extent that some felt that when the municipality consulted with people, it was not a matter of engaging the people but rather telling them of decisions already taken.

One participant said *“I believe there was communication although I do not think it was about engaging people but rather people being told”*.

Participants also indicated there was no consultation at all instead they just saw projects happening and one particular response being that *“perhaps when people asked, it is then they will get to know something about the projects”*.

There were however also participants who acknowledged that they might have missed communication from the municipality especially when meetings are called and it is such platforms they believed information may have been shared.

Effectiveness

Citizens had an understanding of the various benefits of the projects. Views expressed indicated that projects: *“would make the town look beautiful”,*

“make the town look good and life would be easier with intersections and pavements”,

The major benefits or usefulness of the projects for the citizens were when projects created jobs for people. Another project that was seen as mainly beneficial was the upgrading of the park which citizens viewed as contributing more to social events such as people having braai and celebrating religious events and weddings. One family that was interviewed expressed their appreciation to the park as they were celebrating *“Id-Mubarak”* and were having an area where they can privately celebrate.

Less favourable views shared were that projects are being implemented in areas that were advantaged in the past and the poor areas are still remaining in their worse conditions. A view expressed by one of the participants was that *“we come to town and see all these happening, but this creates bitterness among us because when we go back home, we go back to the realities of being poor and our areas being evidence of that”*.

Citizens were unable to give their views and perspectives on some of the projects implemented within the

municipality such as the installation of surveillance cameras and the parking area behind Mica Store. A general view was that these were not benefiting the public at large and were hardly known/noticed by many.

Outcome

Citizens shared that one of the visible change they are observing in town in terms of outcome was that new businesses are being opened and jobs were created through those businesses. It was concerning though for other citizens participants that politics were finding its way with regards to creating a lasting impact of project benefits. One participant expressed that *"jobs were created even though there was no fairness in the recruitment of people because everything was politicised"*. Projects where change was highly felt were mainly the traffic calming intersection, pavements as well as the beautification of parks and entry points to town. Participants reported that there is lesser traffic experienced at the intersection point as well as that while the pavements contribute towards the town looking neat and beautiful, as well as serving as a safety measure for pedestrians. In reaction to the image of town since the implantation of the project, one participant said "definitely, it used to look ugly here without intersection and pavements".

From what was shared by the citizens, some of the projects, although needed were not appreciated as they were perceived as having wasted money and perpetrating crime incidents. Two of these projects that received substantial judgement were the overhead bridge as well as the market stalls built at the back of town. Citizens indicated that there are muggings happening on the bridge and also that for someone carrying too much grocery it posed a risk of being mugged and it was practically impossible to walk over carrying heavy stuff. It was seen as "practical to simply risk crossing the road because you are not going to take long to get to access public transport". With regards to market stalls, views shared were that astonishing criminal activities were being undertaken at these and have even led to some small businesses closing down. The market stall had become a place of drug related crime as well as a safekeeping place for stolen goods.

Sustainability

Although it was appreciated that some projects had beautified the area, from the perspectives of citizens, this was now perceived to be less important when the nature of jobs came into play. The fact that projects created temporary jobs within the area made citizens to view the continued benefit of the projects as less sustainable given that expectation and wishes of ordinary citizens to have sustainable jobs. One participant expressed "lack of hope in changing the lives of people because today you have a job and tomorrow it's gone". The time taken to finish the projects was also raised as a concern by citizens as they indicated a concern of vandalism with other projects while the trees planted for beautification were dying. As much as the citizens acknowledged the environmental impact (e.g. "water shortages due to no rain") on some of the efforts, citizens felt that proper planning was not carried out with some projects. One of these project being the planting of palm trees on an unworked surface alongside the car scrap

business. For them, these posed an issue where money would have to be spent once more to restore the projects or it would just be wasted money by the municipality.

Suggestions on new/further developments within municipality

Citizens were asked to share what they think other developments required in the municipality were. Responses indicated that

- The bridge and the rank needed to be attended to ensure safety as well as curbing criminal activities conducted at these spots.
- Maintenance of facilities and the support to small businesses for job creation were also highlighted.
- The creation of jobs, support of small businesses as well as ensuring safety and security around the bridge area were mostly shared by participants.

BUSINESS PERSPECTIVE

Relevance

Communication with businesses was not consistent throughout projects as there were other who claimed to have received letters from the municipality and others indicated that they were not consulted. One participant in this category went to an extent of claiming that his small business was removed forcefully for the project to start. For those to whom communication about the projects was received, the benefits of the projects were understood for upgrading of roads making it safer for pedestrians as well as control of traffic. The understanding of those benefits communicated were understood as part of municipality striving to do good. As one participant in this category indicated, "I understood it as part of good investment by the municipality". The other indication was that projects were needed as they created jobs and also brought good news for growth of existing businesses.

Business perspectives however shared that some projects were unnecessary and not needed as they only benefited the municipality itself and could not be justified to have benefited the public in general. These included the mentions of projects such as installation of cameras on municipal offices and the parking space. The bridge was viewed as a white elephant by businesses as they indicated that as much as it was meant for pedestrians to cross the road safely, people were still dying as they continued to cross the middle of the road to the taxi rank and not using the bridge.

Effectiveness

Projects such as the fixing of roads and creation of intersections and pedestrian sidewalks were seen as major boosts for businesses alongside those projects because they created easy access by both driving and walking customer. One business participant that owned a saloon indicated that since the road was fixed, he is able to open till late as he realised that more customers drive to town to access his business.

The project of having speed humps was also appreciated as shared views were that there was no safety before as

cars used to just race past the road.

Some projects were seen as not beneficial and not useful to businesses. Perspectives shared included for instance where for the bridge project, 2 shops had to close down because their view was obstructed after the construction and the fact that it became impossible for the shops to be accessed by both pedestrian clients as well as their delivery trucks. Loss of jobs and income emanating from closure of those businesses led to views that the project was not beneficial.

Outcome

Perspectives shared especially where projects seen as needed and beneficial were seen to have brought change especially where business growth was evident. The beautifying of the town entrances were appreciated by businesses as they indicated that often when a town looks dull and does not catch the interest of visitors, chances of businesses growing and surviving become limited.

The other change observed since the implementation of some projects was the ability of businesses to attract more people.

Once more, the bridge was seen to have affected other businesses badly. This was gathered from responses indicating concerns on issues of safety and uncleanliness. One participant indicated that “before I was making money and now people are no longer coming to the side of the bridge where my business is located because it is smelly and the bridge has brought nothing but dirt and drug addicts”. One other concern was that the area was not safe.

There was an indication that outcome of other project inconvenienced businesses. One shared that after the upgrade, his entrance was left dismantled and had to be fixed by the business owner.

Sustainability

Businesses shared that outcome of projects such as the road works led to leaking of water pipes, foundation of the road surfaces were not good and led to the immediate need for maintenance two months after construction. One response indicated that water leaked for almost two weeks before it got fixed and indicated major wastage of the much needed water as well as pipes that had to be again changed. Other perspectives from local businesses shared that the takeover by foreign investors from China and other countries was overwhelming to the local market as businesses opportunities for locals were limited.

There was an indication that political tensions were also delaying the realisation of economic growth and matters took long to be resolved.

Suggestions on new/further developments within municipality

- The municipality needs to have its own water engineers and other engineers to do the job, not to distribute the money in Consultants. There is bribery from the construction guys.
- Council must be more responsive to the applications when one applies it should take about 2 weeks but 4 weeks maximum.

Discussion of findings

The global economic decline as pointed out by the municipality contributed largely to job losses in the town, the statistics confirm this struggle of the municipality to reduce the levels of unemployment. Instead a negative growth from below 25% (24%) as at 2009 has been observed to be increasing over the year to 26.3% latest. The general perspective extracted from the findings indicate that besides the largely criticised ability for the municipality to communicate its intentions, the implementation of the projects created beauty and some attracted business investment and town growth. The temporary nature of jobs created by these projects and political interference finding its way in the process has however left the citizens unhappy. This could be interpreted as short-lived change from which lasting impressions of dissatisfaction dominated. There were fruits borne out of the implementation of some projects, such as, the roads where less traffic jams have been observed, pedestrians safely using the walk ways, business attracting more clients because of accessible parking area and more importantly the speed humps installed which contributed to the safety of all road users by not enabling cars to race on the road.

The bridge outcomes were however found to be unfavourable by all stakeholders, from its design where municipality pointed out that the original design was tampered with. Other stakeholders viewed the implementation of the bridge worth about R4 million to be a total waste. Even though it was built with good intentions to improve safety of the pedestrians, very few are using it for its design is not user friendly, accidents are still being experienced with the recently happened making local newspaper headlines on the 8th of July 2016, attracted crime activities, some have even made it their home because they are staying there, always dirty, it has forced some business to close down since the structure obstructed the visibility of businesses and some businesses were removed forcefully to accommodate the bridge. Similarity to the bridge, market stalls worth R2.2 million are not used for its benefit and illegal activities are being conducted.

Source- Times of Ladysmith -8 July 2016



6.1.2 UBUHLEBEZWE LOCAL MUNICIPALITY

Ubuhlebezwe local municipality had received support for 9 projects namely:- Upgrade of water works; Ixopo Taxi, Bus Rank and Hawkers Market; Rehabilitation of the Dilapidated Old Library Building, Street Lighting along R612 and R56, Upgrading of Centenary and Grant roads, Construction of Storm water infrastructure in Ixopo Town Roads, Waste management, Rehabilitation of Ixopo town roads and Street names and lighting in CBD. 100% reported finished. A total of 250 temporary jobs were created during the implementation. Data collection was done on the 5th of July 2016.

MUNICIPAL PERSPECTIVE
Relevance
The municipality's understanding of small town rehabilitation is that it is meant to assist the town with improving spatial planning and the distribution of economic activities. The current plan of the municipality is perceived to not cater for future growth and vision of the town. The municipality had no lights in town, on both the R56 and R62 and had no pedestrian walking pavements and this was perceived as risky for both pedestrians and motorists. There was also no taxi rank and this posed a threat under rainy weather conditions. And the municipality also embarked on street naming project as there was confusion in this regard. All these projects were implemented.
Effectiveness
Since the erection of lights and pedestrian pavements, the municipality has observed that people walk safely. The municipality also believes that the introduction of these projects led to the town being "revived and reborn again". The projects also led to enhanced look and new investors such as Debonnairs and Pick Pay (to be part of the new mall that is on the pipeline) have been attracted to the municipality.
Efficiency
The municipality experienced challenges where it could not put up lights and erect ablution facilities at the taxi rank. And this is due to projects not delivered within the agreed timeframes (which is applicable to almost all projects). Close monitoring conducted by the municipality assisted for quality assurance.
Outcome
The municipality has observed major changes in relation to the improvement of town and believes there are spinoffs. This has been confirmed through the continued opening of new shops such as Shoprite as well as other shops. The taxi rank has been appreciated and it is used by commuters and the municipality also managed to remove people from the road through its side walk project which at the end minimised road accidents. The municipality has also observed that more people are now attracted to the municipality. One major outcome to the municipality was also the ability to attract funding on its own for market stalls which the municipality believes was influenced by the small town rehabilitation programme implemented.

Sustainability

The municipality indicated that it has a plan in place for the maintenance of the STR projects. With regards to turnaround time of contractors, the municipality has implemented close monitoring which is helping to achieve good outcomes.

Suggestions on new/further developments within municipality

- Apart from more funding that the municipality indicated it requires as an on-going support for infrastructure development, bulk infrastructure for roads and pipes as well as assistance with establishing Office Park, it also highlighted that it would appreciate future support of sending a “delegation such as Deputy Director General responsible for planning and the Chief Financial Officer to visit the projects while under construction”.

CITIZEN PERSPECTIVE

Relevance

Citizen's reported that the projects implemented were needed within the local municipality. Projects such as sidewalks were seen to have brought an element of safety and lessor accidents. The building of the rank was reportedly needed and was welcomed and as a result people were happy. Citizens reported that development was not something they had before so the coming of these projects gave people something to be proud of.

One citizen had this to say “you see where this taxi and bus rank is today, it used to be a railway line which for some time was no longer functional. The roads used to be bad and the town was not looking nice. These projects were now going to create jobs for our people and make our town look attractive”.

Other participants shared that the municipality communicated with them via meetings and added that the leadership of the municipality does its best to communicate with the people but the only thing is that people do not attend meetings. For these participants that attended meetings, communication from the municipality was reportedly adequate. One elderly citizen was frank enough to indicate that he does not know if communication was in order because he was too old now and does not attend meetings. But there were other participants who indicated that communication was not satisfying when it comes to the planning and implementation of projects. These participants felt that they just see everything happening and constructions starting. Some went to an extent of reporting that some of the projects were not communicated or introduced “nicely” because “people’s shacks where business is conducted were destroyed without notice and owners were left wondering with nowhere to go”. One complained that “communication was not enough because as citizens, they were not given enough opportunity to participate in planning”. Other also said there is minimal communication between the municipality and the people.

Effectiveness

Participants particularly those that reported that they attended meetings called by the municipality indicated a sense of understanding that the projects are a benefit to the community as some contribute to the safety of people on the roads as well as minimising accidents. Responses such as “sidewalks were for safety and less accidents were shared”. Projects were also meant for the good of the community and this point was emphasised through the rank project which according to citizens would ensure that people have a dedicated space to access transport to various destinations. Citizens also understood that projects would attract new businesses and create job opportunities for the local people. One participant responded and said “yes of course, in many ways these projects have benefited the people of this municipality. I have not personally benefited apart from being a citizen. But my wife is also running a mobile clinic here at the rank as you can see and without these developments it would not have been easy”. It must be noted that there were participants who felt that the implemented projects are not what could have been prioritised if engagements with citizens had happened.

Outcome

Perceptions are that through the implemented projects, people are able to take pride in their own town as the town looks much more attractive than before the projects were done. Citizens felt that through the projects, jobs were created. The projects most appreciated were the taxi rank and the hawkers’ stalls and appreciation was indicated through expression such as the access to sheltered rank and people having safe space to buy or sell. What was seen as a lasting impact was the fact that people used to lean against walls with groceries in some instances when it was raining which is no longer the case. Participants indicated that they now have KFC where it used to be Paramount Café, they have new stores where it used to be Village school, the clinic had portable houses and now it looks like a hospital, they had what was called Ixopo Lodge where blacks did not enter, and now there is OK at that space, Lewis and Cedar at the back and there are also churches such as Revelation. Where it used to be Grea Store is now Pep, Save More, Spar, Ixopo Pharmacy etc. and concluded that so many things happened. Participants also shared that there is a new Stadium being built and it going to be called after Zungu. And there is also Morning side hall currently being built and expressed appreciation of these developments.

The effects resulting from views that some projects were not introduced properly or communicated contributed to the negative perceptions that there was no change and projects were done just to waste money.

Sustainability

It was indicated that the continued benefit of projects was the much better look of the town and that people were more content with the ability to have access to the a rank. Citizens felt that the municipality just need to complete the projects that were started so that they can enjoy continued benefits of the projects. Perceptions from people are also that the rank should be kept clean and that and installation of electricity at the rank was seen to carry a critical level of significance towards ensuring that the rank stays functional for longer hours and people are safe.

Suggestions on new/further developments within municipality

Ideas for future developments of the town included

- The need for more shops and building of a shopping centre
- Expand opportunities for hawkers to sell their goods and grow their businesses.
- The rank to be kept clean at all times and to
- Remain functional for longer hours, safety to be ensured in the process.

BUSINESS PERSPECTIVE

Relevance

The business perspective shared was that projects were much needed especially at the rank. They indicated that the municipality called regular meetings where they introduced all projects such as market stalls and building of a new rank. From the hawkers, the understanding was that the projects were going to benefit the business sector by way of having proper places to sell goods from and also being next to the customers as they go around to their different places. The reaction from this business industry was that at least there will be control over who can sell because before anyone could come and sell without paying for a license whereas other people paid. This brought good news to the small businesses. The taxi business indicated that it understood the benefits because they used to park their cars in the sun and work from an open space which there were no markings for the different taxi routes and therefore reacted very happy to the news.

Effectiveness

The perspective shared by hawkers was that they are indeed benefiting as people from small businesses because now their businesses are managed well and they are able to see when people are intruding to sell without licenses. They also mentioned that it is useful because the municipality divided businesses and it is still going to build other stalls for all businesses. For now the municipality started building for those selling clothes and blankets but those selling foodstuff have sites marked. They further mentioned that their business is growing because sometimes the vegetables and fruits get finished in a day resulting in more being fetched. So this sector shared that they think the programme benefited them a lot.

The taxi business also mentioned that they are operating much better and there is less conflict since each one of them knows and understands the operations.

Outcome

People in the informal business expressed that since the introduction of hawkers stalls, their groceries are no longer getting spoiled and the fact that they also had spots where they sell their goods was appreciated. It was also

mentioned that now that they are at the face of their customers, they are able to make profit. They believed that they are also able to contribute to the municipality through creation of jobs, other are able to grow in the business and some are also able to involve their families or rent out their licenses when they can no longer sell.

The taxi business shared that they transport people from early hours of the morning till late to their various destinations and the rank contributes to the safety of people. They however expressed that they are not happy because the original plan was not followed to build the rank. They expressed that there is currently no electricity and no signs of entry and exit on the rank. The biggest concern was also the absence of new toilets as the rank smells and the old toilets were very dirty and not in good condition as they are not cleaned and they also get locked and people start helping themselves wherever around. They also mentioned that there were not public taps.

Sustainability

Trading permits/licenses were viewed as a good way of maintaining less chaos and ensuring that people do not end up fighting among each other. The main concern from the hawkers towards sustainability was the slow implementation of projects because while they understood they had to wait for their chance to get stalls, others were fighting others for opportunities already. They however indicated that their concerns are raised at meetings with the municipality which appealed for patience.

On the side of taxis, it was felt that the issues of hawker stalls must be finalised as they were perceived to be disturbing in between the taxis. Moreover, the taxi industry indicated that they tried several times to raise their concerns with the municipality and the issues were affecting their business very badly. They lamented that things has started to look like it's the responsibility of taxi owners and from their side they have even suggested they put water tank next to the toilets due to water shortages.

Suggestions on new/further developments within municipality

The overall developments needed within the municipality were

- More jobs for the youth
- Municipality should also consider building firms.

Discussion of findings

The implementation of the projects in the municipality responded to the objectives of STR, namely job creation and economic activity improved in the town during the time. The general impression from the consulted was that the town looks good, citizens are taking pride on how the town has turned out to be more attractive. The ability for the taxis to operate till late is an indication of improved safety condition and assisting the citizens who finish work late. Critical to the citizens also was the protection of groceries during rains which is no longer an issue since the rank has shelters. They were also thrilled to share good history on how the town has evolved over the years. Some smaller businesses

also indicated satisfaction in terms of the daily profits and that they are operating in a more organised environment whereby each operating hawker is authorised and has a licence, thus avoiding illegal traders.

Public participation before implementation was highlighted as the key that the municipality has been able to master for most, with a few who however felt that forceful evictions for the shack business owners were very cold especially because there was no prior communication done before these acts.

An assertion made by the municipality that there is no longer term vision for development pose a threat to the future development of the municipality.

Drawing from the findings, the municipality seemed to be confident and positive about the projects indicating their significance and the improvement they have created in the municipality, which can also be gathered from the positive feedback provided by the citizens, the observable growth in the municipality's economic growth and the improved outlook of the town. Despite the challenges encountered, the municipality felt the projects were implemented accordingly, were serving their intended purpose and reached the intended beneficiaries. A similar perspective was gathered from the citizens and businesses with an indication of satisfaction particularly with the consultation process towards ensuring that they are well informed about the projects prior to implementation. Citizens revealed a certain level of satisfaction on the developments through the benefits felt and outcomes



Ixopo Taxi Rank

6.1.3 UMUZIWABANTU LOCAL MUNICIPALITY

Umuziwabantu local municipality had a total of 5 projects namely:- Infrastructure to facilitate the development of a new mall in Harding ward 3, Planning and Design of Infrastructure to facilitate new mall, Upgrade of Hawkins Street, Upgrade of Murchison Street and Park Upgrade. 100% reported finished. Data collection was done on the 4th of July 2016.

MUNICIPAL PERSPECTIVE
Relevance
<p>The municipality understood that the small town rehabilitation programme was meant to implement projects that will make small towns more competitive and attract investors. It acknowledges that the town of Harding did not have enough resources to make it competitive. Moreover, the projects were meant to address the minimal economic and social activities happening in town due to bad infrastructure. The outlook of the town before the infrastructure and road network projects had a gravel road into town. The municipality had challenges with revenue, and the citizens were unwilling to pay rates because of the poor infrastructure. The municipality had to prioritise upgrading infrastructure to improve revenue.</p> <p>The municipality believes that the implemented projects addressed what they meant to address</p>
Effectiveness
<p>It is believed that the implementation of projects in the area has been useful, since their implementation, there has been observed confidence on rate payers and revenue collection has increased. The locals have benefited and the town is in a better condition. The municipality also believes that the community is happy and proud. It however also acknowledges that it still needs to improve.</p>
Efficiency
<p>The municipality experienced delays prior to implementation of projects and this was particularly from stakeholders. The infrastructure project was delayed with getting the designs from the Department of Transport (DoT) approved. The roads project had to be implemented in accordance to the DoT standards and eventually the overall standard was satisfactory. The transformer project was delayed by ESKOM. As a result the projects were not completed on the specified time.</p>
Outcome
<p>Through the implementation of projects in the area, the municipality boasts that investment has been attracted to the area via the shopping mall, community in and surrounding areas are able to gym at the park with no costs and there is even a new route established by Greyhound where the bus now stops in Harding benefiting the local travellers as well as the businesses around.</p>

The municipality registered that Harding town 5-6 years ago was very different from how it looks now. The area now has a new mall built and rate payers are now mostly paying.

Several lessons learnt by the municipality were that:

- Thorough planning needs to be done especially when land does not belong to the municipality and thus permission to occupy the land needed to be obtained first.
- The municipality needed to work with the community.
- It needed to be wearier of what can contribute badly for businesses especially when trying to improve the roads. That keeping communication and providing alternate access routes especially to commercial businesses was important. This was learnt from an experience where one business closed down, even though an alternative was provided and the business wanted to recover costs from the municipality after it closed down. Though it was however unsuccessful because it was learnt that the business was going insolvent even prior to the implementation of project, the municipality takes it as a very important lesson.

Sustainability

There are challenges on maintenance of the structures and negligence from the municipality. Safety issues to the transformer because houses are closer. The municipality is now in the process of finalising maintenance plan.

The municipality also had to set aside its project for robots which was included in the initial scope, because there was not enough money. It then had to prioritise storm water drainage project.

The municipality felt that in terms of programme implementation, communication and reporting had been good. There are signed MOA that serve as a reminder to even COGTA on terms and conditions that must not be bridged. However, the municipality felt that a resolution taken by COGTA to appoint an Advisor or consultant in making sure that projects are being done is not good. It felt that there was duplication and no key person to be accountable for the decisions made because the municipality hired its own and COGTA brought another one. According to the municipality, “conflict was bound to happen and the key question was why can’t there be one Consultant hired to assists with running a project and accountability”?

Suggestions on new/further developments within municipality

The municipality recommended that for smooth execution of the project and accountability

- One not two consultants should appointed for one project to avoid conflict, create a sense of responsibility and avoid conflict.

CITIZEN PERSPECTIVE

Relevance

Citizens had an understanding that the introduction of projects was meant to create jobs and make the town look attractive and beautiful. Citizens alluded to the projects being needed in the municipality. The park was seen to be serving many purposes and the lights were particularly useful as people could previously not move around when it got dark.

It seems from the reaction and responses of citizens that there were differing views on communication efforts. Those that received communication felt that it was adequately taken out within this municipality and indicated that they received communication via various mechanisms. For instance, others got to know about the projects through community meetings while others heard from their colleagues and neighbours. Those that heard about the projects “made it a talk of the town”.

Others indicated that they only saw projects being implemented without any of their prior knowledge and thought that not enough consultations were done. They also indicated that projects were not planned with the people but ideas came ripe to be implemented.

Effectiveness

The projects were beneficial because according to views shared, “a lot of people needed jobs”. The benefits derived from the park were more useful to the people because “people came to have braai, to use the open space gym, children came to play and the park was also used as a place to relax or job. The lights benefited people because they got robbed when it was dark. One participant complained about how he experienced robbery when coming back from work when it was still dark. The park benefited a lot of people by virtue of it being at the centre of four communities of Ghost town, Azalia homes, Green fields and Winterton. There was also a mention that although jobs were of a temporary nature, at least they were created and people became safer for people to use the road.

Citizens however felt that the tar replacement was not needed as there was nothing wrong with the one before it and the municipality just needed to close the potholes.

Outcome

The citizens indicated much appreciation to efforts made by the municipality to create jobs. It was also felt that those using cars benefited a lot because roads used to be gravelled and were slippery and muddy when it rained. Another citizen indicated that people got employed and himself was a direct beneficiary of being employed as a result of the projects. Also, people felt that projects brought about a positive change in the community especially the park and street lights. They indicated that the revamped road linked nicely with the National road, and speed humps controlled traffic flow much better and traffic lights minimised robbery. It was also acknowledged that new businesses are open and jobs are being created. Also, the park was seen as having contributed towards social life improvements given the various reasons people use the park for.

Sustainability

Citizens felt that the projects would make continuous benefit to people because they appreciate that the municipality cannot have houses built without plans to change localities into human settlements and attractive areas.

Trees that were not cut and trimmed alongside the road were seen as making the town look dull especially in winter when trees shed. Citizens felt that although some benefited from the jobs created out of the projects, sustainable jobs to change lives should be created.

Suggestions on new/further developments within municipality

For future projects needed within the municipality

- Citizens suggested that the municipality should concentrate on fixing old buildings in town.
- They also felt assistance should be geared towards children heading households and also
- Opening opportunities towards higher education by building TVET colleges.



Road in Harding



Power grid as part of the new construction for the mall



Park in Harding



Uncovered drainage in Harding

BUSINESS PERSPECTIVE

Relevance

The understanding of projects in town from business perspective was that the municipality wanted to create more jobs and roads were being revamped to attract investment. Business perspective shared that the projects were needed although they felt that “there was nothing wrong with the other tar before”. The road construction and lights projects were needed for other streets that used to be gravel before and had no lights. So there was a reaction that beautification projects were a good idea.

The businesses that shared information were long standing and had been in existence for over ten years. It was revealed that the municipality did consult with businesses but it is believed that communication was also reinforced by the fact that the road construction was going to bring along distractions due to the location of businesses by the roadside. One business owner expressed that he came to know about the road project in particular through a municipal official coming to inform him that the municipality is going to be busy with the road.

Business owners indicated that communication was not carried out effectively since the road was closed for over a year before it was worked and that no consultation was ever done with him. One owner said “I was not told anything about projects; I can basically say there was no consultation with us by the municipality”. Sentiments for other projects particularly road and storm water projects were that there was something happening but because of the delays, storm water drainage are broken and therefore it seems that nothing has ever happened.

Effectiveness

It was indicated that the projects were good and the road construction benefits were the creation of better access to the National road and making the town look attractive when entering it. The lights project benefits were that incidents of robbery were less heard of by those passing and using the road after work as they used to get robbed at the hiking spot. There was discontent however with the experienced effects resulting from the implementation of projects. Participants indicated that they have tried to engage the municipality through writing of letters as well as trying to attend meetings but they feel that they were not listened to and their concerns not addressed by the municipality. Complaints ranged from the issue with trees that were seen to be unnecessarily surrounding the place alongside the road and nearby the business area. It was indicated that some of the trees fall over the cars or get burnt from the bottom. The other complaint was about the flooding issue due to storm water drainage that is not being dealt with properly. Businesses felt that they are paying high rates to the municipality but not receiving any services and assistance.

Outcome

It was felt that the projects did not benefit business that much because there was really nothing wrong with the old road and also the continued storm water drainage causes damage especially with flooding. Only the lights project and shopping centre were without any complaint felt. Business owners shared that they thought their businesses will grow at the point when projects were started. But with the experienced problems, they felt that their businesses were suffering and if they had a choice, they would have left, even though it is convenient for them to stay in Harding. Business felt that projects did not benefit their businesses and they are receiving no support from the municipality and the fact that their businesses are surviving because they had long been established. One indicated that "my business has not benefited at all instead we are faced with problem because we still have water flooding into our store and the condition of the road is continuing to make the situation even worse.

Sustainability

Businesses felt that the sustainability of projects would not be achieved due to problems that are not addressed while efforts are being made. Concerns were that robbery crimes may again be repeated if the trees are not properly attended to and also the continued flooding will cause further damage to the new road constructions. Perceptions shared were that the municipality must just clear the bush to make the place safe and also consult properly and not come with ideas that are ready to be implemented. It was felt that the quality of the work/projects (especially the roads and drainage systems) was very low and this was mainly because the municipality appoints incompetent service providers and this means that the municipality is not accounting for the money spent on these projects. The projects are also left unfinished. It was felt that the development of the town should also focus on developing people. The municipality must encourage businesses to continue operating and remain in the municipality. Shared views were that "if you look around at these roads they say they are attending to, it's just roads surrounded by bushes. What can you say looks beautiful because nothing more was/had been done". Businesses indicated that if they have to, they would consider relocating and were not planning to invest further in the municipality. They further indicated that they are thinking of selling/renting out their place. They felt that their businesses could do better in other areas such as Port Edward and the Eastern Cape. Others felt that they would give it another try by staying for two to three years. Businesses felt that the town was growing slowly and does not benefit businesses. Instead businesses are killed. It was also felt that the municipality is trusting outsiders and does not do much to boost its local people. Only one business was planning to invest longer in the municipality but felt that the municipality must consider improving the road and installing proper working drainage systems that will help reduce flooding on the roads and into stores.

Suggestions on new/further developments within municipality

Suggestions for further developments of the town were:

- Sidewalks must be cleaned regularly and not only when elections are coming.
- The buildings in town must be painted neatly and general routine maintenance must be done.
- Construction of more and properly planned roads and parking spaces to control traffic flow in town was also mentioned.
- The municipality must relook at the processes for appointing service provider to do the projects for them.

Discussion of findings

The findings reveal the municipality's sense of understanding and knowledge on STR and its purpose and objectives. The municipality also showed an understanding of the significance and need for the projects and their intended purpose for the municipality. In the face of the challenges and shortfalls experienced, the municipality was optimistic about the achievement of the projects and their significance in the development of the municipality, making reference to the increased economic outlook and improved image of the town identified from the various activities (economic and social) taking place. The citizens also shared a mutual feeling on the projects, particularly with the job opportunities created, despite them being temporary as this showed an effort made by the municipality towards ensuring that the objectives of STR were to a certain extent achieved. On the other hand, businesses were not too appreciative of the projects, with a major concern being that of lack of proper consultation and projects having a direct effect on the flow of businesses due to delayed timeframes to which the projects were to be completed. As a result also, the retention of businesses became somehow a challenge for the municipality with some businesses being forced to move to other areas where there was less destruction of business.

Citizens and business were found to have independently questioned the motivation for a portion of the tar road that was reportedly in a good condition but was redone nonetheless. They further emphasised that in as much as the construction of roads assists with short term job creation, no project should be implemented without valid reasons, other costs should be taken into consideration as well.

The jobs created were welcomed by many and the changes in the structures of the town, such as the building of the road leading to the National road, the park which is not only used for sitting but also for social activities such as braai area provided and for recreational (gym equipment for exercising) purposes. The municipality appreciates the support and the recent developments; this gave them an assurance of increased investor confidence and is now more competitive.

6.1.4 OKHAHLAMBA LOCAL MUNICIPALITY

Okhahlamba local municipality had a total of 6 projects. 100% reported finished. Data collection was done on the 4th of July 2016.

MUNICIPAL PERSPECTIVE	
Relevance	<p>The municipality indicated that the programme was intended to upgrade neglected town to attract investors and to improve economic growth. It needed better infrastructure to boost investor confidence. The projects implemented were:</p> <ol style="list-style-type: none">1. The upgrading of town road which was in bad state in the CBD;2. Upgrading of town entrance to make the town noticeable;3. Upgrading of street lights as the town was very dark. There were lights in certain streets and not in other and as a result people were robbed at night. The taxi rank was very dark as well and it is a busy area.4. Sidewalks because pedestrians were walking on the road.5. Testing centre because people had to travel to Ladysmith, Harrismith to access the drivers' licences.6. Fresh produce market
Effectiveness	<p>The municipality believed that the projects were most definitely needed and believed that the community is appreciating all projects including the robots and the hawker stalls as they could not sell when it was raining and that had changed. The municipality also mentioned that their municipality was one of the municipalities that got a bulk of funds from COGTA due to the Municipal Performance. The projects have thus been very helpful for the Municipality and made a big improvement. From its perspective, the municipality believes that projects were directed to the right people such as hawkers and the community at large. The hawker stalls were assisted through the database to ensure proper administering of the projects.</p>
Efficiency	<p>Problems were experienced with the testing ground where a very bad consulting engineers company gave problems and new ones had to be appointed as a result contractor had to be changed. It also mentioned that COGTA sometime delay transfer funds and the municipality had to bridge its finance. Otherwise all other projects were delivered on time and quality of work was not at all compromised.</p>
Outcome	<p>The municipality indicated that its revenue had increased especially as a result of projects such as the testing</p>

ground. Even though the stalls were not open yet at the fresh produce market, the municipality was receiving and processing some applications. It is also planned that stalls will be rented to assist in keeping and sustaining the market.

Sustainability

The municipality indicated that because all infrastructures were new, there no serious maintenance issues and municipality is implementing its internal frameworks in this regard. The municipality commended COGTA for project management and its ability to keep the municipality reporting and also appreciated the support it had been given by COGTA towards changing its landscape for better.

Suggestions on new/further developments within municipality

- The Department to continue providing good support, it is appreciated.

CITIZEN PERSPECTIVE

Relevance

The understanding of citizens on the intentions of projects were that projects were needed to create jobs for people, beautify the municipality and create sheltered space for hawkers and finally make the town to look more appealing. Interviewed community members indicated that the projects were needed within the municipality.

From what was garnered through interviews with citizens, it seems the municipality exhausted its efforts to communicate with its people before the projects were implemented. Citizens indicated that the municipality communicated projects through meetings and adverts. They also said the municipality went around telling people about the projects before they were implemented. Some people indicated that they heard from others such as colleagues and from the committees they belong to. People felt that the municipality did not plan alone and projects took enough time to be consulted with people. One participant expressed that "it was not something they planned today and implemented tomorrow". Different places of the municipality including in Winterton were visited to tell people about the projects. Through all these efforts, citizens felt that the municipality did its best to engage people.

Effectiveness

Most citizens interviewed confirmed that the projects the municipality embarked on were what the community needed. They reported that they went to different places as the testing station used to be small. Some people went to Ladysmith, Estcourt and even as far as Free State (Bethlehem and Harrismith) to obtain their licenses.

Sentiments shared were that people used to travel far to obtain their licenses and when they get there, they stand queues and also spent more money.

The other citizen said "I cannot even explain it in a good way/better way; people used to travel far to obtain licenses

from surrounding areas now they save money and time”.

With regards to stalls, participants indicated that the community needed to buy food from a well organised area. They expressed that people are now able to dine inside the stalls, unlike before when there were shacks.

Outcome

Citizens expressed that the town looked beautiful with new roads and information at the entrances. It was acknowledged that as projects such as those implemented emerge, the town grows and businesses do realise the opportunity to invest. It was expressed that the good outcome from the testing centre was that since the station is in operation, people were spending less money to obtain licenses. Jobs opportunities were also created because through the testing centre examiners of drivers were hired, as well as additional customer care staff and clerks. Traffic schools opened and other staff hired by municipality to work at the testing centre e.g., cleaners.

It was observed as well that the area was growing as the municipality was trying to bring good things to its people. Some of the participants confirmed that they found jobs in town and are now able to sustain their families.

However, other felt that there were no job opportunities in Bergville except when there are contractors for the short period.

Citizens acknowledged that building of the shelters has improved the image of the town, as it looks tidier but also mentioned that the municipality was supposed to put the drainage system in place because when it rains, the area floods to an extent that one “can’t see the wheel of the car”. Also, it was mentioned that commuters cannot access the rank and the stalls without dipping their feet in water which also at times spills over to the hawker stalls. However, it was mentioned that the stalls managed to protect the traders from the dirt as it used to be much dirtier when it was still shacks. It was confirmed that lots of new informal businesses had emerged which was believed to be a sign that people started to generate something of their own.

Sustainability

Concerns were shared by citizens regarding where the road was built. They indicated that the taxis were knocking people off and some had even died. Direct expression was that “this road was supposed to be built on the other side”. Others indicated that it was very messy behind the stalls, the toilettes were closed at 5 p.m. and as a result people used the open space to relieve themselves. Criminals broke into the stalls but this was not reported to the municipality because it does not respond promptly. The other concern was around lack of innovation for business in the stalls as most were cooking with one sowing and the other selling traditional herbs. This worried citizens in terms of sustainability of small businesses.

Suggestions on new/further developments within municipality

For further developments within the municipality, citizens felt that

- The municipality needs attend to sustaining informal sector jobs by bringing firms to create employment for people.

- It was also suggested that the municipality needed to move towards opening of FET colleges and other education institutions for the youth.
- More building of stalls was suggested as it was observed that other people were selling on roads.
- And finally it was also felt that both sides entering town needed to be beatified.

BUSINESS PERSPECTIVE	
Relevance	
<p>Small businesses in Okhahlamba expressed various opinions regarding the implementation of projects. They understood stalls were built to accommodate them from selling from plastic shacks. However, there was discontent that the committee was not consulted and the current stalls have garage doors that are not working well for the businesses. Some expressed that they heard via the grapevine that stalls were going to be built. But also shared that maybe it is because there was chaos already in the operation of stall so the municipality needed to be strategic in how it communicates.</p> <p>It was however shared that it was good that the stalls were created closer to the people as that were the market was.</p>	
Effectiveness	
<p>Participants expressed that the shelters brought protection from the rain, and that they are able to survive during the rainy season and still carry on with their business. Other said it was not bad because they are able to cook and are protected from the wind. One indicated that it is useful because s/he is able to lock the stall and go home at the end of each day.</p>	
Outcome	
<p>The small businesses appreciated the building of stalls for them because they were able to sell their goods and crime levels were lower. One acknowledged that their business expanded from selling sweets to cooking. One said, “this initiative really helped me because more customers are using this rank and I am able to provide for my family. Moreover, the shelters were seen as useful despite challenges. For instance, the other participants indicated that “even though we do not have electricity and water we are happy because there is no rain, no wind”.</p>	
Sustainability	
<p>In terms of sustainability, participants shared that “the businesses need uxhaso (support) where they can be granted loans to expand their businesses”. It was also mentioned that there were electricity meters in every stall but not connected. Others said the project was handed over without proper completion because even water was connected but not available. It was mentioned that the toilets were not at all times operational and “even the guy responsible for them, sometimes locks up all the doors and leaves” which results in people using the back of the stalls to relieve themselves which was unhygienic.</p> <p>Others expressed concerns that the municipality does not listen to the traders. Rank does not have water, no dust bins and the stalls had different plans. It was indicated that during rainy days, water from the road fills up the stalls</p>	

and goods get spoiled. Also there is still no difference because there were no workshops for new business ideas and no sponsorship to help businesses grow. It was indicated that fencing behind the stalls must be done one expressed that even the hawkers were told not to cook inside the stalls but they all do it and others are mostly selling alcohol, in disguise of food.

Suggestions on new/further developments within municipality

- Small businesses recommended that they be supported by the municipality.
- Municipality to be more attentive to the requests of the business.

Discussion of findings

The existence of the projects was confirmed and commended for the great benefits they have brought to the municipality. All projects brought about remarkable changes in the lives of the citizens, such as the new testing station that is closer to the citizens and has reduced costs previously experienced during the process of acquiring driver's licences. The shelters built provided assisted in improving the image of the town and proving the hawkers with better trading environment. Even though concerns relating to the number of shelters built not being enough, the municipality has embarked on a process to expand the number of stalls built. The major concerns however included issues of electricity and drainage systems with some of the stalls not having electricity installed and the drainage systems not maintained hence when it rains, water spills over to the shelters. The speed of the taxis was also raised as a concern especially because the rank is busy.



6.1.5 DANNHAUSER LOCAL MUNICIPALITY

Dannhauser local municipality had received support for 3 projects namely:- Construction of Mini Shopping Centre, Pavement Lighting, Extension of Industrial Area and Dannhauser Electrification Programme. 100% reported finished. A total of 81 temporary jobs were created during the implementation. Data collection was done on the 30th of June 2016.

MUNICIPAL PERSPECTIVE	
Relevance	
The municipality shared that Dannhauser had been neglected for a long time and was heavily dependent on grants as not much revenue was generated. Through this status, the understanding was that the municipality received funding to rehabilitate the town to make it look more attractive for investment through small town rehabilitation projects. It mentioned that the town did not have lights and it was dark. There was no shopping centre and there needed to be rehabilitation of the taxi rank as well.	
Effectiveness	
The municipality felt that the projects were received very well and benefited the people of Danhauser. It mentioned that new buildings were established and shop owners were renovating their stores. Moreover, it mentioned that people were being employed into new jobs.	
Efficiency	
The municipality experienced challenges during the implementation of the projects and it indicated challenges were especially with the service providers. It also felt that the standard was not ok because more fixing was still required.	
Outcome	
With regards to outcome, the municipality felt that crime rate had been reduced in town because of the lights and jobs were created. It also expressed that more businesses have been attracted and the existing ones had been retained even though others moved. The municipality believed that a lot about the municipality had changed. The town looked more developed than it was before.	
Sustainability	
According to the municipality, the facilities were well maintained and the only thing needed was money to implement other projects. A stern warning however was that “prior to the implementation of the projects, the council must also be given an opportunity to raise their opinions to see whether they accept the projects or not”. It was also indicated that communities must also be consulted to get buy-in from various stakeholders.	

CITIZEN PERSPECTIVE

Relevance

Citizens in Danhauser expressed that the projects that were undertaken by the municipality were needed. They indicated that before the projects, "it was dark and difficult to go to toilets or move in town" and more especially because the streetlight that were installed before had been vandalised. They also indicated that the town was ugly and needed to be improved. The fact that the taxi rank will be nearer ("although not working yet") was also important to the citizens. They indicated as well that the roads used to have potholes and as a result, there used to be more car accidents. The other most important thing was that job opportunities were created and was linked to perceptions such as "when I saw these projects happening, my understanding was that people will get jobs and also live better". Although some participants refrained from sharing their views about the stalls as they felt that they are not finished yet, some attributed the lack of understanding why hawkers' stalls were needed to be due to lack of information.

In terms of knowledge of the intentions and why projects were implemented, participants shared that they were not sure but think the municipality was meant to create jobs for its people. Others shared that the municipality was meant to benefit from generating revenue through the new businesses that would be established and also through job creation.

Most participants expressed that they were not consulted about anything by the municipality and also felt that projects were not new but were just taking longer. They indicated that not much effort is being done and one shared that "I don't know whether it's because they do things in town and therefore don't see a need to let those in the township know". Others went to an extent of saying that the municipality is deliberately excluding people and people are deprived the opportunity to develop their skills.

Others shared a different view though to say that those that got to know were told about the benefits of each project, however the feeling was that if the community was consulted from the initial planning other issues would have been prioritised. Political games and nepotism was believed to be riving within the municipality as citizens felt that information is withheld from the rest of the people in order to pave way for hiring of friends and favourites.

Effectiveness

Citizens acknowledged that there were mixed reactions with whether projects benefited the people of the municipality or not. Responses alluded that some people are feeling great but some are not happy citing reasons such as not getting employed. Those that were agreeing that people benefited said there is a need for people to acknowledge that not everyone will benefit at once and also mentioning that people need to appreciate the little government is doing as things were tough during apartheid. Their responses indicated that the projects benefited people because the town looked better with the street lights and were thinking that the crime rate is down. They also indicated that cars were now able to travel better than before when the road had potholes.

For those who were not agreeing, perceptions were that people that needed most out of projects were those in townships who did not benefit out of the projects but the ones that benefited were those in town. Direct responses were that “we also need electricity and streetlights in our townships”. Some expressed that the town was depressing when compared to what other municipalities are doing. Other reasons were that people see things happening but at a very slow pace.

The only project that was not either accepted or rejected was the stalls which were seen as a waste of money “because they are far from the shops”. Some participants did not want to share their views on the stalls as they were saying there was totally no consultation with the people.

Outcome

From what was reported by participants, changes derived from some of the projects were the reduced crime from installation of streetlights, reduced car accidents from construction of the road and that some jobs were created.

With the street lights, it was expressed that people are able to walk freely and see criminals on time. Some said “at least there are toilets in town”.

Negative perceptions were that the jobs created were temporary (finishing when projects end) and people were not fairly hired. Also, people felt that life was still laid back as one said “even goats you see those goats crossing the road freely”. Other views were that lot was still to be done in the town and instead of looking better it was getting worse. There were also views that the Portuguese shops also made the town to look dull and poor.

Sustainability

There were issues associated with sustainability of street lights. Views were that Apollos could have been better because some of the newly installed lights were already not working.

The fact that projects took longer also bothered people who indicated that projects are taking too long. However, it was mentioned that the municipality has put in place security guards to protect the “garages” (hawkers’ stalls). Reference made to the industrial side development was associated with comments such as “projects are started and left in the middle” and for the respondents, “that is an indication when monies were taken into own pockets”. There other worry in relation to sustainability was the operation of hawkers’ stalls as well as concerns that new businesses have not been seen although the view was disputed by others who indicated that there was now a new hospital, clinics and the Department of Home Affairs brought into the municipality.

Lastly the participants shared that what will contribute to sustainability would be “when the municipality wants to hire people for jobs, it must consider people from within the areas of Dannhauser and there must be continuous consultations with the people on the projects to be implemented.

BUSINESS PERSPECTIVE

Relevance

Businesses understood that projects were meant to improve the economy of the town and knew about the projects from the letter received from the municipality. Some said they were told that the projects (roads and streetlights) will bring more into the municipality

I chose to have my store located here because when I arrived there were no businesses similar to this one and I can say that the town was dull and no economic activities were happening.

Some business participants said there was no consultation while others said they heard about projects from meetings called by the municipality. Those that said they did not know shared that it was maybe because theirs were small businesses but those who said they knew understood that projects were to address flooding, install storm water drainage and paving as well as installing lights in town.

Businesses had a longer life span as some were established as early as 1995 while others were established around 2006.

Effectiveness

Businesses shared that the bringing of projects such as lights were good and beneficial for to their business. They acknowledged that paving helped to address flooding and streetlight made working in town safer.

Outcome

Although there were concerns with the lights that were not working, businesses indicated that more people were now coming to buy in their stores. The frequent use of town by people was seen to have emanated from the installation of lights and work done on the roads.

Sustainability

Sustainability issues were associated with street lights as businesses felt that if not addressed, could bring back issues of crime. It was raised that the robot and the streetlights were not working because there was no proper planning done which led to robots having to be switched off because the bridge was too long.

Other participants in this category acknowledged that their businesses were doing very well to an extent that they were planning to invest further in the municipality. However, there were those that indicated that if opportunities arise (such as "receiving sufficient support") they would expand their businesses by making them bigger to accommodate the needs of the people of the municipality. Some vowed to not leave the municipality because their businesses were doing well regardless of the challenges.

Discussion of findings

The findings reveal varying feelings and perceptions on the projects from the municipality, citizens and businesses. The municipality was confident and felt good about the projects because they had achieved the objectives of the STR in all areas possible including that of making the town look attractive, attracting investors and reducing unemployment in the municipality. Citizens and businesses also shared a similar perspective with an indication of satisfaction on the projects, their benefits and outcomes. The quality of the projects was satisfactory and projects beneficial in changing the outlook of the town and also attracting more businesses and people receiving employment. Nevertheless, other citizens and businesses differed in their view on the projects implying that the significance, benefits and outcome of projects was not felt because projects were implemented without any form of consultation and communication between the people and the municipality, there was fruitless expenditure because some of the projects were not a priority and all this therefore remains a priority for the municipality to ensure that concerns are addressed and objectives and purpose of STR is fulfilled. Overall, the results therefore are an indication for the municipality to create a balance on all critical processes when projects are to be implemented, particularly those directed at bringing development to the municipality and its people.



Road in Dannhauser



Dannhauser Market stalls not yet in use

6.1.6 UMTSHEZI LOCAL MUNICIPALITY

The municipality was supported towards the construction of Hawker stalls, upgrading of the existing Taxi Rank and the Road Infrastructure Upgrade. All 3 projects were completed allocated an amount of R 13 000 000.00 during the 2011/2012 financial year. No financial savings were made. The evaluation was conducted on the 14th of June 2016.

MUNICIPAL PERSPECTIVE	
Relevance	
<p>The municipality indicated that the support provided by the Department was relevant. It was cited that prior to the implementation of the programme, the municipality was neglected and there were no projects directed at improving the lives of the people and to address the ills of the past. The introduction of the projects was as a response to the call made by the locals and the businesses for the taxi rank, the road and the trading stalls to be built with the intention of improving the outlook of the town whilst providing a conducive environment for the hawkers to trade.</p>	
Effectiveness	
<p>The implementation of the projects assisted the Municipality in improving the outlook of the town whilst providing the hawkers with better facilities to trade. Initially the hawkers were selling on the street, moved to wendy houses then later to the current permanent structures. The road was also built for convenience and to allow traffic to flow with ease. The taxi rank was built closer to the small town amenities for access and comfort to the citizens. The municipality mentioned that job opportunities were created during the implementation of the projects. It was highlighted that there were disputes during the process of selecting potential candidates to work during the implementation. The municipality opted to use a random selection of candidates so everyone is given an equal chance to get the job.</p>	
Efficiency	
<p>The projects were initiated in a phased approach, there were no ablution and water facilities closer to the people prior, the municipality managed to secure funding to build these facilities to provide for the rank users and the traders access. The municipality mentioned concerns were raised by the traders regarding the non-installation of ablution facilities and water services closer to them. The municipality reported to have informed the traders that because of the drought situation, new taps cannot be installed. All projects were delivered within the agreed upon timeframes and quality acceptable during the time. However, the status of the roads has detriment because of the heavy loaded trucks using it and requires maintenance.</p>	
Outcome	
<p>Weenen boast with the history of fresh produce and farming. The municipality believe that the road upgrade has</p>	

assisted to attract more buyers into the area, thereby improving the economic situation of the businesses in the area. The municipality believes there has been a positive change in the number of people coming to buy and the growth in the number of newly established small businesses in the town.

Sustainability

The municipality reported to have experienced high levels of water abuse for the taps around the taxi rank. Mentioning this to be a problem especially during the time of drought affecting the country. There municipality has resolved to arrange a workshop for the traders to alert them of the current water situation and how they can assist to ensure that water is not wasted. The road has had difficulty with keeping up with the heavy loaded trucks coming into town. During implementation, the municipality mentioned to have experienced challenges with the water table which made road construction and installation of storm water drainage difficult and even when built, there were still issues with flooding which were however resolved. Other forms of vandalising of municipal structures have been experienced. It was highlighted that training is going to be done for the communities.

CITIZEN PERSPECTIVE

Relevance

Data presented for citizens confirmed that the intervention was needed intervention by the municipality. Some comments were:

- “It was what the community needed because the town was less developed and we had to travel far to access stalls”.
- “I can say it was what we needed because there was nothing in this town and we had to travel-far in order to access a proper town”.

The plan to implement these projects was shared by the municipality through community meetings held. The understanding was that the projects would assist to improve the economy of the municipality and create business opportunities for the citizens.

Effectiveness

The implementation of the projects was welcomed by the citizens, however they were not entirely happy with how the implementation has assisted them to improve or live better. Citing that “only the minority benefited during the implementation of the projects, from being offered temporary jobs”. The only current benefit is that they are able to use the existing structures built even though quality was mentioned as a concern.

Outcome

Besides the jobs created for most and that the structures were built and existing, citizens made an indication that there has been no other remarkable change in the town and their lives as the citizens of Weenen. Further giving indications

that more still needs to be done with the following comments

- “the image of this town has not changed much because most of the structures have not been built”
- “there has been a bit of change but there are still issues with some of the structures because some are still not maintained”.

Sustainability

The citizens expressed some concerns regarding the completion, maintenance and the quality for some of the structures built in town. The views were as follows:

- The taxi rank is too small and cannot accommodate all the buses and taxis and it has been left unfinished for long and, there is also no water and public toilets in town.
- The rank has been left unfinished
- “the roads still has potholes, there is also no water in town. Nothing is really appealing in this town”

Suggestions on new/further developments

- It was recommended that the municipality should invest in agricultural production and establish community forums for when projects are being implemented and establish a bigger market.
- To expand the rank and connect electricity
- To fix the roads and maintain ones that need to be maintained
- To address the issue of the unoccupied land next to the rank
- To allow for the establishment of more new businesses and ensure there is water in town.

BUSINESS PERSPECTIVE

Relevance

The businesses around Weenen shared their perspective that the projects were much needed. They indicated that there was constant communication between them and the municipality throughout the projects lifespan. The hawkers understood the building of the hawker stalls was meant to provide them with more secured structures by demolishing the shacks they were occupying before. The building of the structured was meant to create convenience, as well as to provide a secure space for the hawkers to leave their goods. The road upgrade and taxi rank project were also important for the all sectors of business. The taxi businesses made an indication that the need for the project was to park their vehicles whilst waiting for the commuters. The overall understanding was that the implemented projects “benefits would be more economical than anything else” and the road upgrade was regarded as a necessity for any type of business to succeed.

Effectiveness

Views shared by the hawkers were that the building of the trading stalls has been beneficial in relation to protection during rainy days. The hawkers are much appreciating the structures built, but they felt that that much still needs to be done. They reported that they are not able to leave their trading stock in the stalls because of high levels of break-ins. Some reported that the non-supply of basic services such as water, electricity and ablution facilities is not good for them especially for the elderly traders who are expected to walk long distances to use these facilities located by the taxi-rank. Concerns were raised around the businesses not having the bank, mall and post office in town. The roads were regarded as small and the storm water drains are not serving its purpose. They mentioned that when the rains are heavy the cars are not able to drive because of the water all over. The poor quality of the roads constructed was also mentioned, citing that potholes started to show within three months of project completion.

Outcome

Small traders operating in a formal sector such as Chinese Supermarket have been attracted to the town. This according to the view of the informal traders has hampered their profit since most customers are buying where there are cheaper prices. The established business reported to be happy and they have noted an increase in their clientele, contrary, the small businesses mentioned that there has been a decline in profits since the Government stopped the illegal payments of pension pay-outs.

Sustainability

Business raised concerns around the roads citing that it still need to be fixed because they are not maintained and have potholes. The municipality must also try to explore and strategize on how they can introduce industries in the municipality for creation of jobs. We want to see more shops owned by local people and also support provided to small businesses.

Suggestions on new/further developments

The following was suggested

- The municipality to make land cheaper for the local citizens to buy and own since rental is too expensive.
- The roads needs to be maintained properly
- The need for the bank to be built in town was identified.

Discussion of findings

Drawn from the findings, the projects were of great significance and relevant towards developing the municipality into becoming a well-established and fully functional municipality greatly impacting on the lives of its people. The municipality showed confidence on the project and their outcome indicating creation of jobs, enhanced image of the town. Citizens and businesses shared a common perspective with the municipality in terms of the relevance and outcome of the projects but were not happy with maintenance, sustainability and long term benefits of the projects and which much attention was required.



Weenen Projects

6.2 PRIMARY DATA ON CATEGORY TWO MUNICIPALITIES

Category two includes a sample of medium funded municipalities with funding allocation ranging from R9 million to R12 million, amounting to 52 936 000.00 in total. Msinga Local Municipality was leading with R12 676 000.00, followed by Impendle Local Municipality with R11 300 000.00, Mthonjaneni Local Municipality with R10 600 000.00 and lastly Mtubatuba Local Municipality with R9 360 000.00.

The figure below presents a graph of the range in funding received as per each municipality.

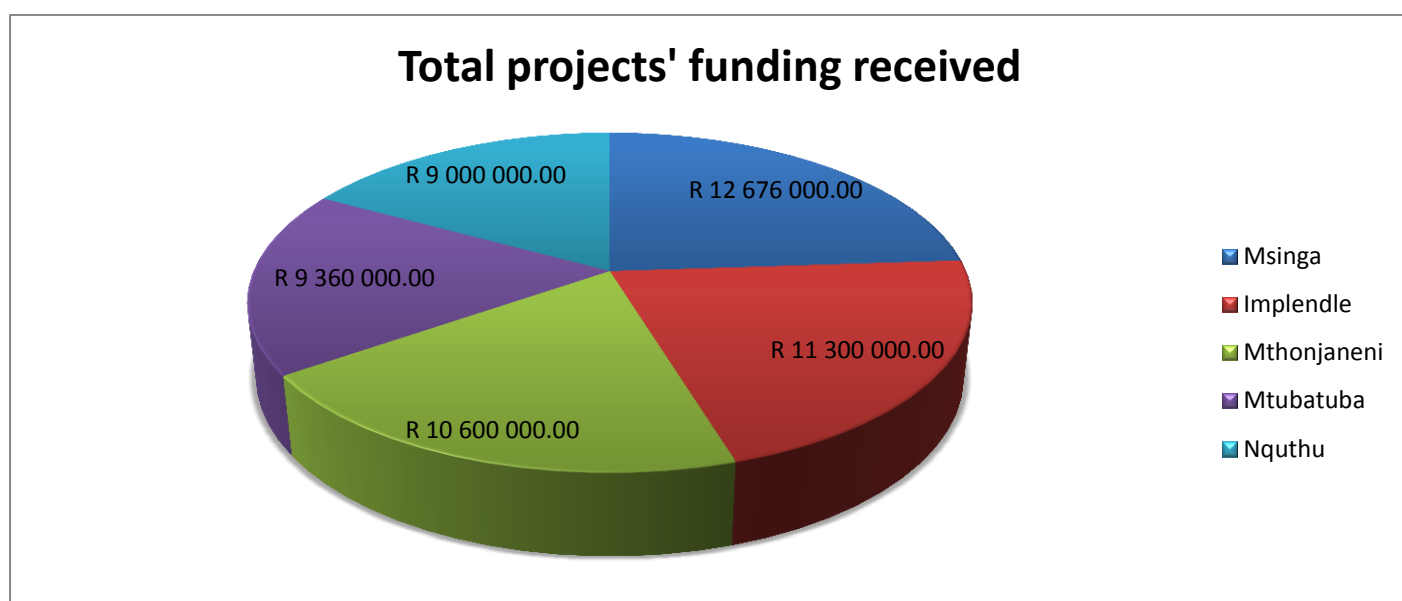


Figure 8: Average funded Municipalities

6.2.1 IMPENDLE LOCAL MUNICIPALITY

In the Financial year 2011/2012 and 2012/2013, 9 projects were reportedly implemented were funded a total amount of R11 300 000.00. Construction of edge beams, asphaltting, surfacing hall to clinic, storm water piping, kerbing for parking and sidewalks, bus shelters and informal traders shelter, signage and road markings, sidewalks, landscaping, grassing and trees and building repainting. All projects were reported completed with 100% spent of the total amount allocated. During the implementation of the projects, 81 short terms job opportunities were created amongst which were men and women and the youth. Data collection was done on the 23rd of June 2016.

MUNICIPAL PERSPECTIVE

Relevance

Drawing from the municipality's perspective of the STR and the related projects, the projects were introduced in order to address the poor conditions of the main road, to have parking built on the sides of the roads to create order and to install cattle greed to prevent livestock from roaming around town. The projects were also introduced to control flooding by installing storm water drainage due to the adverse implications they had on businesses especially during the summer seasons. Overall, the projects were meant to develop the town to make it attractive to investors and citizens from within and outside the municipality.

Effectiveness

The effectiveness of the projects can be linked with the benefits drawn from various developments. These include the reported improvement in the image and confidence of the municipality through positive feedback received from the people regarding the usefulness of the structures. Since the implementation of the projects, the municipality managed to install the cattle greed block livestock from roaming around town and to secure land more land for the implementation of other development projects.

Outcome

Since the implementation of the projects, a number of developmental/ investment applications from investors seeking opportunities to invest into the municipality. Investors were seeking to establish new businesses, create job opportunities and contribute towards the economy of the municipality. The response from the municipality was that

"The municipality has been and is receiving applications from investors and some of the people who were employed during constructions have been employed permanently".

Reported also was an improvement in the ways in which the municipality generates its revenue and this included the collection of lease and rates fees from the newly established businesses in addition to the already existing businesses. Furthermore, a total number of 81 short terms job opportunities were created amongst which both men and women as well as the youth were employed and from where others were retained to continue working on other municipal projects such as the Expanded Public Works Programme (EPWP). Overall, the projects assisted the municipality to realise its improved the economic outlook.

Efficiency

The efficiency of the projects was to a certain extent compromised due to the challenges encountered during the implementation of the projects including lack of proper planning, uneven distribution of funding and delays in the administration from the contractor's part. The challenges as stated by the municipality were as follows:

"The challenges experienced were more on the revision of the financial scope as a result of lack of proper planning prior to the implementation and other expenses that came on the side".

However, the municipality played a critical role in ensuring that the projects were completed within the agreed

timeframe and the standard produced was satisfactory. For the successful implementation of future projects, the municipality therefore requires the Department to provide a funding model that takes into cognisance the dynamics that exist within the municipalities. The Department to also consider the establishment of committees comprising of various stakeholders with relevant expertise on the projects to be implemented to reduce unexpected challenges and also for the Department to invest in the construction of hawker stalls.

Sustainability

Due to the standard and quality of the projects, the municipality felt the projects required no maintenance and were continuously benefiting the intended beneficiaries. The response was as follows:

“There is no need for maintenance because the projects were of good quality”.

Lessons learnt

According to the municipality, the lessons learnt included amongst others the identification and engagement of various stakeholders in ensuring that projects are implemented accordingly and challenges encountered are dealt with accordingly.

CITIZENS PERSPECTIVE

Relevance

The citizens showed appreciation and satisfaction on the projects and indicated that they were needed because the condition and image of the town was unsatisfactory and now from the implementation of the projects, the image of the town has improved, the structures are working in their favour and are playing a significant part in development. On the other hand, there were indications of dissatisfaction and a feeling that the projects were not needed and not playing any significant role because they are only focused in town and exclude the villages.

Despite the indication for the need of the projects and their intended objectives, citizens were disappointed at the municipality's approach in ensuring that people were informed about the projects prior to implementation. Citizens indicated lack of communication and consultation by the municipality to the citizens regarding the projects as they only knew about them through their own observation.

“I saw it happening. There was no communication between us and the municipality about such projects or any other project for that matter”.

The statement above is an indication of lack of consultation, public participation and the exclusion of people, not only based on the projects under evaluation but on other development initiatives directly affecting them.

Effectiveness

The effects of the projects was somewhat positive and citizens were happy and indicated that sidewalks have assisted with the reduction of accidents, the construction of the road and parking has created order in town and businesses have also benefited because people prefer the town and are frequently coming to do their shopping.

Citizens also felt that the projects contributed positively in improving the image and status of the town from the conditions it was prior to the implementation of the projects. Having experienced the benefits of the projects, the citizens were happy and appreciative because they can see improvement in the municipality. However, others were not entirely satisfied with the process of consultation. The statement below indicates the citizens' responses regarding their dissatisfaction with the projects.

"I was not too happy because we were not told about anything and we therefore could not even engage the municipality on the decisions taken".

Outcome

The outcome of the projects was widely felt by the citizens through the short term job opportunities and skills development created from the implementation of the projects. Drawing from the citizens' perspectives, the projects have led to the attraction of the working class and encouraged establishment of black owned businesses and wholesale businesses. Furthermore, the image of the town has improved and there is now easy access to government services such as clinics, the municipality and a Department (Department of Home Affairs). Citizens were also aware of the changes happening in the municipality through the various other development projects implemented in the municipality and also encouraged that similar initiatives be introduced to less developed municipalities. Despite the observable changes identified, other citizens failed to associate the projects with any form of development in the municipality as they felt no direct impact and indicated the need for more to be done especially if the municipality wishes to attract more businesses and the working class in particular. Others also felt that the short term jobs created were not making much of a difference and were not contributing to the elimination of poverty and high levels of unemployment in the municipality.

Sustainability

Overall, citizens felt that the projects were to a certain extent not addressing some of the challenges they were meant to address because they were built but are no longer maintained and are defeating the purpose of having them. They suggested that the municipality ensures that when projects are being implemented, they are maintained so as to ensure that they continue benefiting the targeted beneficiaries; otherwise this is considered wasteful expenditure.

Suggestions on new/further developments

In further developing the municipality, citizens suggested that the municipality should

- Invests in creating more job opportunities, the renewal of the drainage systems, construction and reconstruction of other roads requiring attention and in the installation of signage.
- Furthermore, they recommended for the municipality to ensure the town is always clean and whilst doing so, to also ensure that employees who are part of the EPWP Programmes are constantly monitored.

- Citizens also felt that building a shopping centre, petrol station, installing skip and pole bins and reconstructing the taxi rank. According to the citizens, all these will contribute towards improving the image of the town and that of the economy at large.

BUSINESS PERSPECTIVE
Relevance
<p>A sense of appreciation was gathered from the indication on the significance and relevance of the projects towards improving the status of the town from the previous condition. Drawing from the responses, the town was less developed, there were no formal businesses in town and people travelled long distances to access fully functional towns. However, the businesses were concerned with consultation on the projects indicating that <i>"I was not told by anyone about anything, I just saw things happening and I knew that maybe this is done to improve the outlook of the town"</i> and were therefore unable to provide sufficient feedback on their relevance.</p>
Effectiveness
<p>The projects, according to the businesses were beneficial and useful to the citizens in particular from the new businesses established and no longer have to endure travel costs. Fewer accidents occur because people are walking on the side of the road, the construction of the road has contributed to controlled traffic flow and parking has created order. Furthermore, the businesses showed appreciation of the projects and the development they have contributed towards making the town look attractive and were optimistic that more investors will show interest in the municipality. Wholesale stores and small businesses showed great appreciation on the initiative and outlined that there has been an increase in the number of people coming to town which implies more profit for their businesses. However, a broader perspective was for the municipality to do more in developing the town further and ensuring that the already existing infrastructure is well maintained and ensuring that projects are completed within due time due to the disruptions caused and businesses becoming affected.</p>
Outcome
<p>Despite not having received any form of communication from the municipality and the projects having been implemented, businesses have identified some of the outcomes the projects have had on the town and in their businesses in particular. From the businesses' perspective, the projects have assisted with the improved generation of profit because more people are coming to shop in the town and they also indicated that they were planning to invest longer and extending their businesses.</p>
Sustainability
<p>The businesses were pleased with the projects because of the improvement brought to the municipality and further suggested that the municipality ensures that the roads, streetlights and sidewalks are maintained and that the town is kept clean because they are no longer serving the intended purpose. One of the response was as follows:</p> <p><i>"I am happy with the projects except that the roads need to be maintained as well as sidewalks".</i></p>

Suggestions on new/further developments

COGTA needs to focus on the provision of sufficient capacity building and trainings to ensure that municipalities are fully-equipped to manage projects and funding allocated.

Discussion of findings

The findings reveal varying responses from the municipality, businesses and citizens. The municipality showed confidence in the projects implemented except the robot and was optimistic that the image of the town and economic outlook has improved despite the challenges encountered. Also, drawing from the overall analysis, some of the businesses and citizens showed satisfaction and were happy about the projects and the change they have brought about in the municipality whilst others differed and were less optimistic about the quality of the projects and their outcome thereof. Amongst issues raised and likely to be contributing to dissatisfaction were issues of poor quality and maintenance of the projects and hence not serving the intended purpose.

The short term employment also created a sense of dissatisfaction from the citizens in particular and also implying uneven achievement of the objectives of the STR Programme directed at fighting poverty and reducing unemployment.



Mpendle Parking lot, roads and drainage system

6.2.2 MTUBATUBA LOCAL MUNICIPALITY

In the Financial Year 2010/2011, a total amount of approximately R9 360 000.00 was transferred to the Mtubatuba Local Municipality with R7 950 000.00 allocated towards the construction of the pedestrian walkways within Mtubatuba Town, the rehabilitation of critical roads in Mtubatuba CBD including the resurfacing of existing road for 2,5km, provision of speed humps, storm water drains, replacing the broken kerbs, replacement of road signage and road making. R910 000.00 was allocated for maintenance of street lights along roads to CBD and R500 000.00 allocated towards the provision of skip bins and pole bins. During the implementation of the projects, a total of approximately 38 job opportunities were created including both men and women and including the youth. Some of the projects were implemented whilst others did not materialize and funds were returned back to COGTA. Data collection was done on the 13th of June 2016.

MUNICIPALITY PERSPECTIVE
Relevance
The projects according to the Municipality were intended to ensure cleanliness of the town and for the municipality to realize its strength as a tourists' attraction destination. Roads required fixing, there needed to be construction of sidewalks for people to walk safely on the side of the road and reduce accidents and construction of storm water drainage to address flooding in town. The projects were also introduced to contribute to the economy of the municipality and to create opportunities for the attraction of investors.
Effectiveness
Overall, the benefits and usefulness of the projects cannot be identified because only sidewalks were completed and the purpose of the grant was not reached as it had to be returned back to COGTA. The main reason for the uneven spending of the grant was that dis-functionality of the municipality under Administration at the period. Furthermore, there was reportedly no resurfacing of the skip and pole bins but only 1 or 2 bins that were installed and which were not part of STR. The bins have been however beneficial in making the town clean. There was no visible evidence on the resurfacing of the existing roads, storm water drains and replacement of kerbs as indicated. There were still unresolved problems with the storm water drainage and no identifiable walkways in some parts of the town but only in the areas where there are businesses. In order to curb the situation, an additional approximate amount of R9.5 million for completing and maintaining the structures was required.
Outcome
No direct confirmation on the outcome/impact of the projects and the STR Programme in its totality can be made because the outlook of the town was still under construction and the municipality's revenue is not generated through STR but rather through legal actions taken by the municipality which most citizens are not happy about and feel the municipality is not doing much especially in terms of service delivery. The municipality has up to date collected R50

million of revenue in which R30 million has been allocated for resolving the current issues the municipality is faced with. There is no observable impact that can be gathered from the roads because they are undergoing constant fixing due to lack of proper planning and irregular expenditure. According to the municipality, 38 Job opportunities were created during the implementation of the projects and others created. More job opportunities were created through the Expanded Public Works Programme (EPWP).

Efficiency

The municipality mentioned to have lacked the skills and competency regarding planning, budgeting and conducting thorough consultation with all relevant stakeholders and experts and such resulted in unfruitful expenditure, the failure to properly implement and complete projects and inability to maintain infrastructure to ensure it constantly serves the intended purpose. In addressing the identified challenges, the municipality requires the Department's improved commitment and constant involvement particularly during the implementation of the projects.

Sustainability

The sustainability of the projects was only tested from one completed projects, that is, sidewalks which also had shortfalls but continued to be of great importance to the people and which the municipality made an effort to maintain. In addition, sustainability continues to be compromised because the municipality constantly encounters challenges with a lot of 'white elephants' including the rank which is being demolished and is not occupied.

Lessons learnt

According to the municipality, the lessons learnt include the importance of proper budgeting when managing and implementing projects directed at improving the status of the municipality and also ensuring that the CBD is well maintained because most or all activities including economic activities take place. Another is the inclusion of beautification of town in planning and budgeting due to the impact it also has in not only making the town attractive but also contributes greatly to the economy of the municipality.

BUSINESS PERSPECTIVE

Relevance

The businesses perceived the projects to be relevant and needed in developing the town but were cautious of the fact that they were not consulted prior to the implementation of the projects and therefore felt they could not contribute much towards the projects. The businesses felt the projects were crucial in making the town appear attractive to not only citizens but to businesses and the working class. According to the businesses, the town did not have sidewalks and people were vulnerable to accidents, the condition of the roads was unsatisfactory, the town was dark at night and break-ins in the shops and crime incidents on the streets were extreme and the municipality experienced flooding during rainy days. Economically, the municipality was rated at average because there was not much economic activities happening then, shops were limited, informal trading was at average

because informal traders went to towns that were busier. The projects were therefore crucial for improving the municipality's economic potential.

Effectiveness

The businesses indicated that the projects have not served their purpose because some have been left unfinished and the municipality is failing to take responsibility. There are other projects including the streetlights and roads which have been completed but are not maintained. The overall feeling therefore is that the municipality suffers from wasteful expenditure and requires revisiting its project planning and implementation strategies.

Outcome

According to the businesses, a slight change linked to the projects was observed and included the establishment of few new businesses and others which were not directly linked to STR. Temporary job opportunities were created during the implementation of the projects but did not last long due to projects being left unfinished. The businesses, however saw no direct linkage in the changes in their businesses with the projects and indicated that the municipality needs to strategize further to ensure the retention of businesses and attraction of more businesses.

Sustainability

The businesses recommended for the municipality to fix, maintain and improve on the existing infrastructure and ensure that the town is more developed and suitable for businesses.

CITIZENS PERSPECTIVE

Relevance

According to the citizens, sidewalks which were crucial to allow people to walk on the side of the road and reduce likelihood of accidents occurring. The road constructions were needed to fix the potholes which were disrupting the movement of cars. Prior to the implementation of the projects, the town experienced intense flooding and to address the situation, a storm water drainage system was essential, the streetlights were also needed and important for lighting and safety especially for citizens leaving town in the late hours of the night.

Despite the indication on the relevance and significance of the projects, citizens felt there was less engagement and consultation to inform them about the projects, their objectives and the intended outcomes and were therefore less likely to provide sufficient feedback and with those that indicated having been consulted, they felt the process encompassed a top-down approach because they were engaged and not much changes and input could be made.

Effectiveness

In testing the effectiveness of the projects, citizens felt that the sidewalks assisted and enabled people to walk

safely on the side of the road with less worry on being involved in accidents. The newly constructed roads have been beneficial particularly for the daily road users as there is now smooth flow of traffic and order on the road. However, there were reportedly issues with one road constructed where there was a railway cutting across and which compromised the safety of the people. The streetlights were said to be beneficial to the citizens and the businesses and skip bins making the look cleaner.

There was also a feeling of dissatisfaction with the projects as citizens saw no benefits because most of the projects were left unfinished, others took longer to complete and were negatively impacting on their daily routine, particularly the roads which were constantly used. Streetlights were no longer working and have increased crime incidents and some of the roads have not been maintained.

Outcome

Since the implementation of the projects, new businesses were established and a growth in the municipality's revenue. Furthermore, a change in people's social life since the implementation of the projects was reported from the building of the mall which encompassed various activities. Drawing from the positive contributions linked to the projects, citizens recommended for other municipalities to implement similar initiatives because development plays a significant part in economic growth and the lives of the people.

A sense of dissatisfaction was on the other hand felt, with citizens demonstrating no observable changes resulting from the projects considering that all the structures were already existing and only required maintenance rather than reconstructing with others on the other hand indicating no change or direct impact due to projects not being complete.

Sustainability

Due to the observable conditions of the structures, citizens were mostly not satisfied with the structures because they were not maintained and others were left unfinished.

Suggestions on new/further developments

Other developments as indicated by the citizens included the municipality ensuring that

- Similar projects are also implemented within their areas of residence,
- Ensuring that there is proper planning for projects,
- Establishment of fully functional Forums to facilitate projects,
- The municipality invests in building hawker stalls for informal traders, provide financial support to small business and if not possible, provide relevant information on alternative funding channels.

Discussion of findings

Overall the findings reveal a great need for the projects according to the municipality, citizens and businesses, in improving the image of the town and the economic outlook of the municipality as a whole. Identified also were other challenges including crime, the projects was unintentionally going to address and which was outside the objectives of STR. However, having identified relevance and significance of the projects, a sense of dissatisfaction and concern was drawn from the businesses and citizens on the projects in which less observable benefits, change and sustainability was felt due to non-implementation and incompleteness of projects. The dissatisfaction was associated with the municipality's lack of relevant skills and incompetency in planning, budgeting, identification and consultation of relevant stakeholders (including experts and the community at large) and the provision of sufficient support and guidance by the Department to the municipality. Despite the undesirable feedback gathered from the responses on the projects, a positive outcome was identified from the job opportunities created from the few newly established businesses where citizens received permanent employment.

Drawing from the overall experience, COGTA therefore needs to develop a fully effective plan directed at ensuring that the municipality is well capacitated to implement projects and also ensure complete monitoring of implementation of projects in order to deal with unforeseen challenges that have potential to hinder the continuation or initial implementation of the project and thus unfruitful expenditure.

Umtubatuba projects



6.2.3 MSINGA LOCAL MUNICIPALITY

In Msinga Local Municipality, a total amount of R9 970 000.00 was allocated for the implementation of 7 projects for STR. R370 000.00 was allocated for the installation of 50 street lights on 2km section of the town and R9 600 000.00 allocated for installation of edge beams on R33, construction of catchment pits, installation and rehabilitation of storm water pipes, pedestrian walkways and retaining structures and R274 584.69 taken from savings pocket was allocated for installation of robot on the uThukela bridge. All projects were reported completed with 84 job opportunities created. Out of the 7 projects, 6 projects reported 100% of the total amount allocated spent and 1 project reported 87.6% spent. Data collection was done on the 27th of June 2016.

MUNICIPALITY PERSPECTIVE	
Relevance	
According to the municipality, the purpose of the projects was to change the face of the town to make it more friendly to the general public and attractive to investors. Streetlights were meant to provide lighting during the late hours of the night and for safety purposes, the robot to address traffic congestion in the bridge and storm water drainage to address flooding. Due to the constant reported accidents to the municipality, the purpose therefore for the installation of sidewalks was to ensure that people walk safely on the side of the roads and accidents reduced.	
Effectiveness	
The town according to the municipality looks attractive, the structures have been of significance to the citizens and businesses at large; citizens walk safely on the side of the road and informal traders have been attracted and are occupying the sidewalks for their businesses, the streetlight have improved safety in town at night and businesses have extended their operation times. However, the robot has reportedly stopped working and was no longer serving its intended purpose and the municipality having to identify alternative measures for controlling traffic in the bridge.	
Outcome	
The projects have assisted the municipality to realize its improved economic outlook and economic potential through the attraction of investors. New businesses were established and existing businesses retained with approximately 58 job opportunities created during the implementation of the projects and from the businesses.	
Efficiency	
The municipality was somewhat satisfied with the quality and time frames for the completion of the projects but was concerned with that of the streetlights and robot due to lack of well-equipped and committed workmanship and communication breakdown between the Councillors and Amakhosi. In an attempt to remedy the situation, the municipality recommends for strengthened relations between the traditional authorities and municipalities, with the Department playing a major role.	

Sustainability

The municipality felt it had not done enough to ensure maintenance of the structures and plans to further put in place measures to ensure that the infrastructure is maintained, sustainable, that beneficiaries continuously benefit from the projects and the attractiveness of the image of the town remains.



Msinga project

BUSINESS PERSPECTIVE

Relevance

The businesses felt the projects were needed to make the town more attractive and suitable to business and economic growth. This includes the significance of the installing of streetlights for lighting purpose and storm drainage to address flooding in town, fixing old roads and constructing new ones. Businesses were made aware of the projects and their objectives through a meeting called by the municipality to inform them about the projects, their purpose and objectives.

Effectiveness

The effectiveness of the projects was negatively felt from the businesses side due to lack of maintenance of the structures. According to the businesses, the streetlights were no longer working and crime incidents increased, the robot had also stopped working and the quality of the roads was left to deteriorate with businesses becoming affected.

One of the business owners said:

“The robot and the streetlights are not working because there was no proper planning and now the robot had to be switched off because the bridge is too long”.

Despite the challenges identified, businesses were planning to invest longer and extend their businesses

considering the municipality attend to the maintenance of the structures and introduces alternative measure for developing the town including amongst others, the introduction Apollo lights to replace streetlights and using.

Outcome

According to the businesses, not much change was felt from the projects because not much effort had been made for the retention and attraction of new businesses. A number of businesses have left the municipality due to slow improvement in the town and issues of land ownership, with reportedly fewer businesses established and fewer job opportunities created thereafter. They were however positive that more businesses were to be established and retained considering the municipality invests in projects directed at further improving the town and the municipality at large.

Sustainability

The facilities were not maintained, negatively impacting on the daily productivity of their businesses and rather recommended for the municipality to focus on ensuring that they are maintained as this will not only contribute to the image of the town but also prevent wasteful expenditure.



Faulty Robots by the Bridge at Umsinga

CITIZENS PERSPECTIVE

Relevance

The significance and need for the projects was greatly felt by the citizens. The streetlights according to the citizens were crucial because the town was dark and crime was high especially during Winter season, the robot was essential especially for controlling traffic and creating order, sidewalks also important and needed for people to walk on the side of the road and to also for informal traders to occupy them for their informal businesses. Due to high rainfalls experienced by the municipality and the town experiencing flooding, citizens saw the need for the

drainage system in order to deal with flooding. Overall the feeling on the need for the projects was to improve the image of the town to make it appear attractive, safer and convenient for people to move around.

Effectiveness

The effectiveness of the projects was gathered with reference to the feedback received from the citizens. Overall, citizens felt the projects were useful and beneficial, that is, fewer accidents occur because people are walking safely on the sidewalks, storm water drainage installed and town no longer flooding and streetlights have reduced crime and safety has improved but might be compromised if left unattended and not maintained and the robot was useful before it stopped working. Having showed appreciation on the projects, citizens also felt it was critical for the municipality to consult with communities prior to the implementation of the projects and ensure that they are well informed about the projects and their intended objectives.

Outcome

Citizens showed enthusiasm on the outcome of the projects with the municipality's ability to realise its economic outlook from the job opportunities that were created and the businesses established and retained, all which contributes to the municipality's economic growth. They were also optimistic that the introduction of similar projects into the municipality will encourage entrepreneurship and skills development, attract more investors into the municipality and create more job opportunities for the citizens.

Sustainability

According to the citizens, the streetlights and robot had stopped working and no effort made by the municipality to attend to the matter. No issues were identified with the sidewalks and storm water drainage as citizens felt that they were well maintained and were serving a very significant purpose.

Suggestions on new/further developments

Citizens further recommended that similar projects be implemented in other municipalities

- Emphasized the significance of appointing competent and well-equipped service providers to produce good quality work and eliminate wasteful expenditure.
- Further to the recommendation was for the municipality to install hawker stalls for informal traders, create more job opportunities and ensure retaining and attraction of the working class.

Discussion of findings

Drawing from the findings, the municipality showed confidence on the projects and the planning process towards achieving the objectives of the STR Programme with reference made to the quality of the infrastructure built and the change brought into the municipality including improved outlook of the town, improved investment opportunities from the increased number of businesses established, the shopping Centre and the job opportunities created thereof. Businesses and citizens shared a similar perspective with that of the municipality, particularly with the overall economic outlook of the town and the creation of permanent job opportunities from the construction of the shopping Centre.

However, gathered was also a sense of dissatisfaction from both businesses and citizens with issues of land ownership identified as a major challenge especially for businesses, hence the challenge with the retention of businesses and reported retrenchments. Furthermore, biasness in the consultation process was amongst the municipality's shortfall, with businesses reportedly consulted prior to the implementation of the projects and the exclusion of citizens. Failure to maintain the infrastructure built also raised concern for the citizens and businesses and implying short term benefits from the projects, thus unfulfilled objective of the STR Programme.



Pictures showing storm water drainage and sidewalks at Msinga

6.2.4 MTHONJANENI LOCAL MUNICIPALITY

In Mthonjaneni Local Municipality, R10 600 000.00 was reportedly allocated for the implementation of 6 STR projects including construction of sidewalks, rehabilitation and upgrade of market stalls, construction of taxi transfer area, construction of off road parking, upgrade of storm water in Victoria Road and upgrade of roads in the CBD. All projects were reportedly completed with 100% of the total amount of funding spent with 127 job opportunities created during the implementation of the projects. Data collection was done on the 14th of June 2016.

MUNICIPAL PERSPECTIVE
Relevance
The projects were introduced to the municipality to address key specific areas including the provision of better infrastructure and improving the image of the town to make it more attractive for investment. The key specific areas the projects was meant to address includes reduction of accidents through installation of sidewalks, creating order through the construction of parking, improving informal trading by installing and upgrading hawker stalls and improving traffic flow and business through road upgrade. Overall, the projects were meant to assist the municipality to realise its economic potential and the ability to generate its own revenue, create job opportunities and ensure services are delivered accordingly.
Effectiveness
According to the municipality, the effectiveness of the projects was greatly felt by the citizens and businesses in particular, because people are walking safely on the sidewalks with less accidents occurring and informal businesses attracted unintentionally, informal traders own permanent structures for pursuing their businesses and the road upgrade improved traffic flow and increased business flow. However, issues were picked with parking having been converted into mini taxi ranks and no longer serving their purpose. Overall, the municipality's infrastructure has improved and people are happy about the initiatives and its benefits. The image of the town has improved and local businesses also benefited from the projects.
Outcome
The implementation of the projects has assisted the municipality to realise its economic outlook also making reference to the new Strategy guiding the municipality in terms of business/investor attraction and business retention. Resulting from the projects, is an increase in the number of people moving into the municipality, creation of job opportunities, with 127 short term job opportunities created during the implementation of the projects and more from the new businesses established.
Efficiency
The municipality showed satisfaction with the quality of the projects but outlined various challenges encountered particularly during the implementation of the projects, including delayed delivery of the projects due to contractual

and Geotechnical problems which were later resolved through the Project Steering Committee. With reference to these experiences, the municipality felt it was essential for the Department to provide additional funding to be allocated towards maintenance of the existing infrastructure and implementing other standing development projects and to provide relevant trainings for capacity building and skills development prior to project implementation.

Sustainability

According to the municipality, the infrastructure still benefits the intended beneficiaries despite the challenges with maintenance. The quality of the infrastructure is good and is being used in the current period. People are still using the sidewalks, the road is being used, hawkers are occupying the stalls, and the taxi rank is still used not just by ordinary citizens but has also become business site for informal traders. The issue of parking remains a challenge to which the municipality intends to resolve.

Lessons learnt

Having implemented the projects, the municipality highlighted various lessons learnt from the processes, amongst which included proper and sufficient planning particularly for projects implemented to contribute towards the local economy. The municipality further highlighted the significance of establishing Associations and SMMEs comprising of relevant and knowledgeable individuals capable of driving processes accordingly.

BUSINESS PERSPECTIVE

Relevance

The overall understanding of the intention of the projects was to improve the image of the town to make it look attractive for investment and contribute to the economy of the municipality. Furthermore, the projects were directed at creating job opportunities, assisting the municipality with the retention and attraction of businesses. Sidewalks were built for people to walk safely on the side of the road, hawker stalls for informal traders to own permanent facilities, construction of roads to create order in the movement of cars and storm water to address flooding in town.

Effectiveness

The benefits of the projects were felt by the businesses as they indicated having renovated and extended their businesses to accommodate the increasing number of the citizens coming to town. From the upgrading of the road, the construction of sidewalks and market stalls, the overall outlook of the town has improved and people are coming to town to do their shopping even though the number has not increased drastically with others able to go to town to seek for jobs.

One response was as follows:

“People are now able to access the store and drop their CVs to apply for available positions.”

Having experienced the benefits of the projects, the businesses were not intending to relocate to any other municipality because they see potential in the municipality. However, other businesses, particularly small businesses had a different perspective and were unhappy due to the unfelt benefits of the projects but rather negatively affected with the rent that was reportedly too high and not being able to generate enough profit, thus forcing them to move to other nearest towns where rent would be cheaper.

Overall, businesses were satisfied with some of the projects and suggested the municipality focuses on maintaining those requiring attention including the roads, sidewalks and sewerage system and installing robots to control traffic flow.

Outcome

According to the businesses, the projects have assisted the municipality to realise its economic potential and therefore the attraction of more businesses, retained some of the businesses and created more job opportunities. The population has increased, the town is busy and businesses are generating profit and when comparing their businesses in Mthonjaneni and ones they have in other municipalities, ones located in Mthonjaneni were functioning outstandingly. There were however concerns as businesses showed dissatisfaction with the overall development of the town and thus the recommendation for the municipality to consider timber and sugar factories as another sector for economic growth and job creation considering that Mthonjaneni is high on timber and sugarcane production.

One participant said:

"The town needs to provide more jobs by building factories. There are even forests around, can be transformed to planks and furniture. I think it can be used to increase job opportunities".

Sustainability

Businesses showed satisfaction with the projects but were mostly concerned with the maintenance because some projects were no longer benefiting the businesses especially the storm water drainage and the roads in particular which both have a direct influence on the daily productivity of the businesses. Potholes meant cars could not use the road and less people would be coming to that part of town and flooding implied damage in the stock and more of expenditure than generation of profit.

CITIZENS PERSPECTIVE

Relevance

The citizens welcomed the project and thought it was a good initiative and was what the people needed because the town was less developed with no sidewalks and accidents occurred daily, roads were dysfunctional, informal traders scattered around town and there was no taxi rank. In addition, the citizens' perspectives on the

significance and relevance of the projects were based from the information they received from the consultations made by the municipality informing them about the projects and their objectives. However, there were citizens who felt the projects were needed but were not happy due to lack of communication and consultation by the municipality to the citizens regarding the projects with others reporting having received communication from the municipality through their Councillor.

Some of the responses from the citizens were as follows:

"I knew about the projects from hearing people talk about it and from just observing things happening".

"I knew through a community meeting that was called by the Councillor".

Effectiveness

The projects were overall found to be beneficial to the citizens. Hawker stalls have been beneficial because informal traders have permanent structures for their businesses; the taxi rank is convenient and accessible to all the people with one citizen stating that *"We now have access to transportation which is more convenient than it was before now have a taxi rank where all taxis collect people from"*. The upgraded roads allow for even flow of traffic and sidewalks have allowed people to walk safely on the side of the road. Drawing from this, citizens were positive that the municipality has developed and is to develop further.

On the other hand, a feeling on biasness of the projects was gathered from other citizens who felt that the projects were only directed at benefiting citizens residing in town and those constantly in town either for work or other activities.

Outcome

The outcome of the projects was felt from the improved image of the town and the observable economic activities taking place in town. Citizens observed newly established businesses, job opportunities and skills development created from the implementation of the projects and other development projects and there has also been an observed a growth in local businesses. Drawing from the identified outcomes, citizens were optimistic and were most likely to recommend similar projects to other less developed municipalities.

Amongst other responses, one citizens responded and said:

"Job opportunities have been created and others have been gained skills from being employed in the projects".

Despite the positive feedback gathered, other citizens could not associate any change with the projects but rather more development required to enhance the image of the town. For them, the road still required restoring, the parking was not assisting those with cars wanting to access shops or other activities taking place in that part of CBD, the rank was not making much of a difference because not all taxis and buses were accommodated and overall, the town looked underdeveloped. The citizens further recommended for the municipality to ensure growth in local businesses, invest in construction of other roads requiring attention, and recover previously shut down

industries.

Sustainability

Citizens felt that though projects have been implemented and were beneficial and helpful to the people, there were still gaps in terms of their sustainability. The taxi rank was left unfinished and the roads unmaintained; all which imply wasteful expenditure. The job opportunities created from the implementation of the projects were not sustainable due to the short lived benefits they had and which for them proved unfair because when projects were completed, they were left without jobs and the intention of the projects should not be to create temporary job but to identify potential for the retention of employees and improved skills development.

Suggestions on new/further developments

Drawing from their experiences, citizens recommended for the

- Construction and upgrading of more roads especially one by the Magwaza area,
- Ensuring the availability of water in town and in their areas of residence
- Establishment of more businesses for increased job opportunities.

BUSINESS PERSPECTIVE

Relevance

According to the informal traders, the hawker stalls were built for informal traders to have permanent structures for their informal businesses and for the creation of order and keeping the town clean. Informal traders were also consulted on the projects as they indicated having received information on the projects, their purpose, objectives and outcome from a meeting called by the Chairperson of Hawkers Association. The response from an informal trader was as follows:

"The Chairperson of the Hawkers Association came to inform us about the projects and told us that the project was meant for us to have formal setting for selling our goods".

Effectiveness

The hawker stalls were welcomed well by the informal traders and was of great significance and beneficial because of the legal implications associated with selling on the side of the street and the likelihood of losing all the stock. The hawker stalls has been of great assistance because they are doing their businesses without worrying about the legal persons, with one informal traders stating:

"I was happy about the initiative because it was a very big challenge selling in the open, when it rains we were forced to either pack and return home with no money or find another spot which was usually never an option because we would not be allowed to sit there".

However, despite the appreciation of the stalls, there were concerns around their sizes and that there was no electricity, the quality of the windows and the doors were poor and theft was high. Some hawker stalls were reportedly not suitable for the storing of fresh products and resulted in a major loss especially for informal traders whose businesses are focused on selling fruits and vegetables. Informal traders responded by stating that:

“The doors that they installed are not strong enough, they are easily broken and that makes it easy for thieves to break in and steal our stuff. The stalls also do not have windows which mean that I cannot leave my fruits and vegetables here especially when it’s too hot because they will be spoilt”.

Outcome

Satisfaction was gathered from the informal traders on the hawker stalls because they own their permanent structures to which they are occupying for their informal businesses compared to when they were selling on the sides of the roads and enduring challenges on a daily basis. An indication was also that there has been an increase in the generation of profit because the status of their businesses has improved, they are able to buy sufficient stock and they are now taken serious. An informal trader said:

“We used to sell on the sides of the streets but now we have a permanent place we operate in and one which allows us to have as much stock as we can so that we can make enough profit”.

Sustainability

The hawkers expressed much concern on the sustainability of the stalls due to the poor quality of some parts of the stalls including the windows and doors and were therefore not optimistic about whether they will continue serving their purpose even in the coming years. A recommendation was therefore for the municipality to install electricity and re-install windows and lockable doors.

Discussion of findings

Overall, the findings reveal the much effort made by the municipality in ensuring that the projects were implemented accordingly, the intended beneficiaries were happy and that the objectives of the STR Programme were fulfilled. The municipality seemed confident on the projects, making reference to the feedback received from the citizens and the change in the overall outlook of the town, but on the other hand aware of the concerns around maintenance and quality of some of the structures. The observable increase in the economic activities including the increase in the number of businesses attracted into the municipality and the increase in informal economic activities portrayed a major improvement for the municipality.

The improved image of the town, the flourishing of businesses and jobs created thereof left both businesses and citizens happy about the projects and their outcome. However, with the structures left unmaintained and others left

unfinished, the benefits and outcome of the projects are compromised and the purpose of the STR Programme becomes insignificant, resulting in a never ending dissatisfaction with the municipality.



Market stalls in Melmoth, taxi rank and the road



6.3 PRIMARY DATA ON CATEGORY THREE MUNICIPALITIES

Category three includes a sample of the least funded municipalities with funding allocation ranging from R1 380 000 million to R3 000 000 million, total amounting to R6 930 000.00 in total. KwaSani Local Municipality was the least funded under this category with R1 380 000.00, followed by Emadlangeni Local Municipality with R2 550 000.00 and lastly Mandeni Local Municipality with R3 000 000.00.

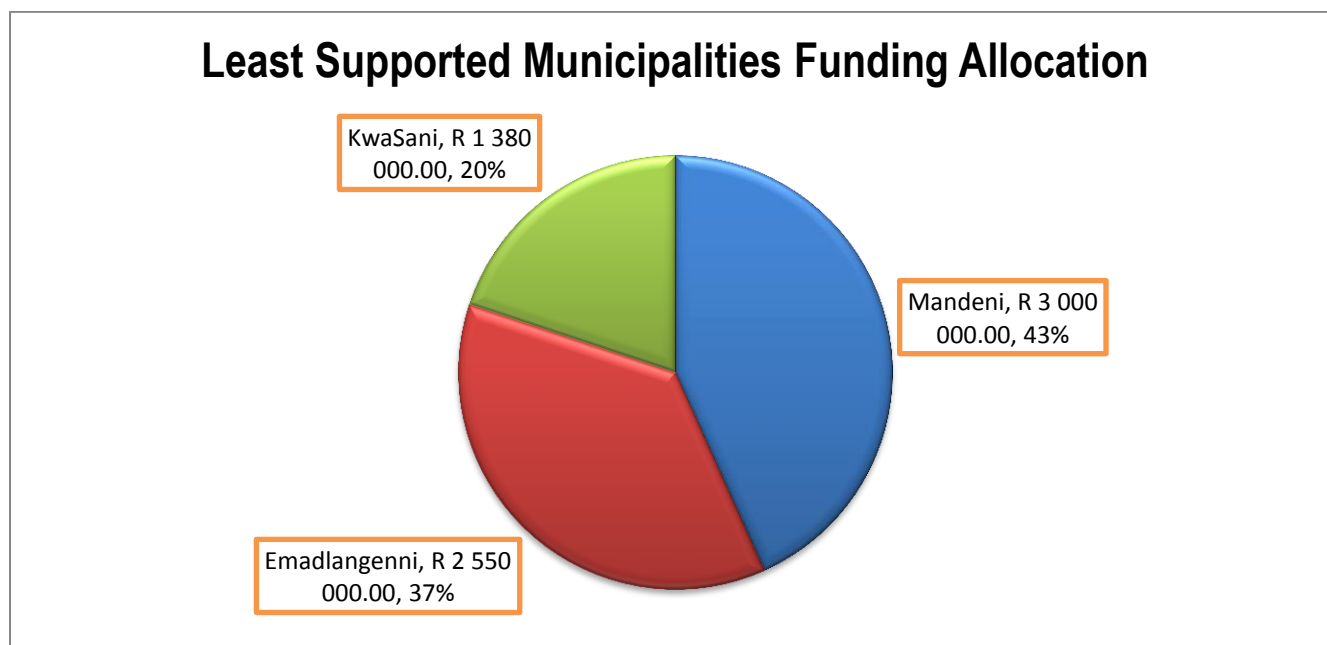


Figure 9: Least funded Municipalities

6.3.1 KWASANI LOCAL MUNICIPALITY

During the financial year 2011/2012 and 2012/2013, a total of R 1 380 000.00 was transferred by the Department to KwaSani municipality for the completion of 6 projects. The projects sponsored were as follows: Landscaping and greening ;Seating areas through town; Upgrade entrance to Underberg; Street lighting; Signage and Construction of sidewalks All projects were reported complete during the time of evaluation and all funds transferred were spent. A total of 49 jobs were created. Data collection was done on the 22nd of June 2016.

MUNICIPAL PERSPECTIVE

Relevance

The objectives of Small Town Rehabilitation were understood by the municipality as a good initiative by the Department to support small towns develop for the purpose of creating a suitable environment to attract investment

and for the economic viability of the town. The project was seen as properly fitting the municipality needs and was welcomed as a step closer to achieving the vision of KwaSani municipality to promote investment opportunities, skills access and job creation.

The Department provided its support towards the successful implementation of the projects by providing funding and attending steering committee meetings where applicable.

Effectiveness

The effects of these projects were felt by the municipality, the businesses as well as the citizens. The municipality felt that the citizens had to a great extent gained confidence in its ability to deliver. The municipality mentioned that overall, about 50 short term job opportunities were created during the implementation of the projects. Later, some of the beneficiaries were appointed as part of the Expanded Public Works Programme (EPWP). All projects were appreciated as the infrastructure enhanced the image of the town and the lights installed improved safety of the citizens (including locals and tourists) especially at night whilst allowing the businesses to trade till late hours (Streetlight and signage).

Efficiency

The municipality felt that it lacked the skills to plan and implement projects during the period. This resulted in delays with led to the projects timelines being revised. Drawing from these experiences the municipality felt that there was a need for more assistance from the Department in order to prepare them (the municipality) for implementation. Landownership issues, which were later resolved, also created some problems which added to the delay in project implementation. Despite the delays and change of scope, the municipality felt that quality standards were exceptionally high.

Outcome

The municipality felt that among others, the growing number of development applications being received by the municipality is indicative of the increasing investor confidence and a progressive future growth of KwaSani town.

Sustainability

The municipality devised a plan to maintain its facilities by using the EPWP employees to maintain the projects and an agreement was reached for ESKOM to maintain the lights.

Suggestions on new/further developments

It was suggested that the Department should establish alternative criteria to use for funding allocation and not only base it on business plans submitted by the municipalities.

BUSINESS PERSPECTIVE

Relevance

The planning and public participation process enforces the municipality to engage with its citizens before an intervention is initiated. This notwithstanding, during this evaluation process, some businesses mentioned that they were not informed of the developments happening in town, indicating that “businesses in town are never consulted”. This view was echoed by the majority of businesses who participated in this evaluation. They said that most businesses were not consulted during planning and implementation of these projects, with just around a quarter of participants who saying that they read about it on the newspaper. The purpose and the benefits of the projects may have not been well communicated but the participants understood them to be to make the town look attractive and attract new investment.

Effectiveness

The businesses appreciated all the projects, mentioning that the projects certainly uplifted the image of the town. Further mentioning that the signage has made it easier for the tourists to navigate the town easily, the seating area is much used and new investors have been noted in the town. Whilst this is true they felt that the implementation of these projects had no direct benefits to them as businesses but more to them as citizens. Concerns were raised on the increasing crime incidence in town. It was further mentioned that there is a need for the municipality to sort out the issue of illegal signage, to provide cleaning services to keep the public ablutions and pavements clean, because if the town is not clean “investors decide to leave or change their mind about investing in the municipality...”. Businesses felt that internship programmes should be implemented in order to create skills and encourage youth development. They claimed that their concerns were communicated to the municipality but no action was taken to address them.

Outcome

The change has been largely experienced by the general citizenry; however existing businesses indicated to have not noted any quantifiable difference in their businesses since implementation of the projects. The majority is however still much interested in investing in the area for longer but cited crime as the only factor that would make them to leave the town.

Sustainability

Businesses acknowledged the fact that projects were built to improve the outlook of the town; some were however not convinced on the sustainability of these projects. They mentioned that for the landscaping and greening project – the plants are not watered, further stating that “maintenance is important, otherwise flowers die”.

Suggestions on new/further developments

Drawing from the experience of the participants, some concerns were shared making reference to :

- The increasing crime rate in the town
- The municipality to remove illegal signage in the town to avoid confusion of the road users.
- It was also suggested that the municipality should fix the drainage and roads in R617.

CITIZENS PERSPECTIVE
Relevance
<p>All participants felt that the implementation of the projects was important; noting that even though they may not have thought about nor were they consulted prior to the implementation, it is what they and the town needed. The recent developments indicated to the citizens that regardless of the municipality small size they are not neglected by the Government.</p>
Effectiveness
<p>The park is used by most citizens visiting the town for different reasons. The citizens appreciate the initiative, they mentioned that since there were no parks in the town, previously they used to sit outside the shops and would be chased away by shop owners. They are now able to use the park freely to socialise and wait for friends. Some even use it to sit when they are filling out some forms when there are employment opportunities, some use it as reading area since there is a feeling that the library is a bit far.</p> <p>The citizens commended the installation of street lights, citing its benefits to have attracted more hawkers in the area and that they are now able to work till late. The pedestrians are also able to walk and feel safe in the area even when it is dark. Those that finish late at night are able to walk safely without fear of being mugged. Moreover, the citizens felt that this initiative has improved the outlook of the town, "it looks good at night".</p> <p>The pedestrians mentioned that they are now able to keep off the roads, thereby improving the safety whilst using the roads. The hawkers as part of citizens as well as small businesses have commended this construction to have enabled them to do their business without distractions. The benefits this initiative has brought made the majority of citizens to see the need for all streets to be paved.</p> <p>They felt that more can still be done like proper maintenance of other roads in town, making reference to the road by Spar Supermarket, and the gravel road next to the sitting area. Citizens felt that shelters for the hawkers and by the seating area are also required. They further felt that there was a need for retail shop where small businesses can buy their stock for resale.</p>
Outcome
<p>The citizens felt that the incidents of burglary have decreased since the installation of street lights. The dignity of the citizens has been restored since they are no longer chased away by the shop owners. The initiatives presented an opportunity for small businesses thereby encouraging growth in the economy of the town. EPWP job opportunities were also created as well, thus allowing for citizens to participate in the local economic activities.</p>

Suggestions on new/further developments

Drawing from the experience of the participants, some concerns were shared making reference to:

- The citizens shared that they would like to see more shops built in town and
- More job opportunities to be created.

Discussion of findings

Overall the need for the projects to be implemented was confirmed by all participants. A positive reflection was shared by the municipality on the effects of the projects implemented, where they mentioned the beneficiaries have gained confidence in their ability to deliver. The municipality further reflected on its lack of skills pertinent to timeous completion of the projects such as planning as one that needs to be improved with the assistance of the Department. The support was received with appreciation however, the municipality suggested that the criteria used to allocate funding using the business plans needs to be revised.

The business shared generally that the benefit was more of a benefit to them as citizens rather than as businesses since there has been no benefits to their businesses. Generally, the citizens are appreciative of the developments in town, further confirmed the change in their social lives, some raised that they do not reside in town, they mainly come to town to do shopping therefore feel it is necessary for the municipality to look at improving the rural areas under its jurisdiction. The citizens are generally satisfied with what has been done thus far by the municipality in improving the town. The mutual benefit observed was that the image of the town changed and that the structures are used and benefiting the citizens.



KwaSani Municipality projects

6.3.2 MANDENI LOCAL MUNICIPALITY

During the financial year 2011/2012 and 2012/2013, a total of R 3 000 000.00 was transferred by the Department to Mandeni Local Municipality for the road upgrade. The project was reported complete during the time of evaluation and all funds transferred were spent. A total of 40 jobs were created. Data collection was done on the 7th of July 2016.

MUNICIPAL PERSPECTIVE
Relevance
<p>At its planning phase, the project was aimed at improving and strengthening the socio-economic situation and to provide the physical link between Thokoza and Nkonjane road in Sundumbili Central Business Unit (CBD). The municipality submitted the business plan to the Department requesting funding support that was approved. The need for the projects was identified by the citizens through Integrated Development Planning (IDP) process, where complaints about the road were raised. The complaints received from the citizens were due to the roads bad condition in the small town. The roads had too many potholes, did not have sidewalks and citizens felt that it was heavily burdened as it was the only entrance into the Sundumbili CBD. The municipality welcomed the suggestion to re-build the road and requested funding support from the Department to implement the project. The municipality appreciates the granting of funding support as granted by the Department however, they felt that funding support is not entirely sufficient on its own, citing that project implementation needs proper planning for the maximum benefit of the Department.</p>
Effectiveness
<p>The receipt of funding support from the Department led the municipality to proceed with the planning and implementation of project. On completion of the project the municipality saw immediate benefits “when the road unlike before, no longer exposed car drivers to the risks of damaging their vehicles due to the potholes on the road”. The municipality ensured that projects benefited local businesses and the unemployed youth and adults for job opportunities. During construction of the roads locals were appointed for temporary jobs and local contractors benefited by being offered with an opportunity to become part of the project. For the great benefit of the local economy, contractors were encouraged to buy materials from the local building shops. The public has an easy access to the taxis and are now dropped-off closer to the community service areas such as Clinics, Police Services and shops.</p>

Efficiency

Much hindrance was experienced during project planning phase, which led them to believe that had the Department been involved in providing technical support things could have been different. On implementation, there were no major challenges and the municipality managed to complete the project within the set timeframes. The quality standards for the road was exceptional at the time, to ensure further accountability by the Service Provider, retention certificate was given.

Outcome

The noted change observed as a result of the revamp was the reduced levels of traffic in Sundumbili that was largely experienced in the mornings since there was one main road for Sundumbili. The town has managed to attract and retain some new businesses into the small town. Big branded business such as Boxer and other franchise shop were amongst those attracted.

Sustainability

The roads are well maintained and there has not been potholes experienced since implementation.

Suggestions on new/further developments

The municipality acknowledged that it struggled around the planning of the project, further recommending that the Department be more involved to provide technical support and influence some of the decisions.



Sundumbili Upgrade of the road project

CITIZENS PERSPECTIVE
Relevance
<p>Unanimously, the respondents felt that construction of the roads and the pavements was what they required and important for the growing town of Sundumbili. Some of the confirmations were recorded as follows:</p> <ul style="list-style-type: none"> • “Mandeni was very underdeveloped and needed this type of intervention” • “The roads were not as good...” • “We have electricity and water. Roads are important” <p>The intentions of the project were well communicated prior implementation by the municipality in the form of community meetings. This was commended by citizen participants as a good practise, further confirming that it allowed them as citizens to understand that the intention of the project was to improve their living conditions. A small number of participants claimed to have missed the opportunity to engage with the municipality prior project implementation. Citing that “no-one is consulted, they just do things as they please”, another comment was “...some things happen without one knowing or maybe I was not around”. Despite the disjuncture in communication, participants confirmed the project as a fruitful investment implemented by the municipality.</p>
Effectiveness
<p>High levels of satisfaction were drawn from the citizens as a result of the roads and pavements developed in the town. Citizens highlighted that the support included “the construction of a tarred two lane road that was previously gravelled and without a traffic circle”. In agreement with the municipality, one participant specified that “during the construction local businesses were sub-contracted and jobs were created”, further mentioning that “some of those given jobs were retained by the construction company and provided training for skills such as brick-laying”. One participant who was also a direct beneficiary of the project mentioned that they were also provided with training on financial and business management.</p> <p>Other respondents, while they were not in disagreement with the good that the project has brought about, felt that “there is a need for more jobs to be created especially for the youth”.</p> <p>Some respondents felt that the project implementers should have thought about making a provision for citizen’s parking area by the police station like they did for the clinic.</p>
Outcome
<p>An overall positive change has been observed over the years by the respondents. They described the intervention as one that has transformed the image of the town to become citizens friendly, thus leading to an increase in the number of people coming to town. The transformation did not only benefit the vehicle drivers but also the pedestrians and businesses in town. The successful implementation of two lane road has been observed to have contributed to “reduced levels of traffic especially on Mondays”.</p> <p>Citizens stated that the town attracted new businesses (retail supermarkets and other chain stores) after the</p>

construction of the road was finalised, thereby affording the locals an opportunity to get jobs. They further mentioned that transport costs previously incurred for travelling to the bigger town are no longer the case as they are now using the Supermarket close by for grocery shopping.

Sustainability

Citizens mentioned that the roads and the pavements constructed were still in a good condition. Other services delivered in town were noted, appreciating the municipality for affording them to "...never run out of water and electricity and maintenance is also done" and for the municipality to "make things happen".

Suggestions on new/further developments

- Citizens acknowledged that not everything can be done at once by the municipality. Mentioned to have observed, the development to be concentrated on improving the town and neglecting other areas on the periphery. Township roads were reported to be in a bad state and very small.
- A suggestion to expand services to other areas was made.
- Parking lot by the police station should be developed.
- Citizens mentioned that the entrance into the town is not attractive, recommending a revamp to make it more welcoming.
- Concerns were shared around hawkers not receiving support from the municipalities; a suggestion for the municipality to be more supportive was made.
- Citizens mentioned that the municipality had promised to build them low-cost housing but that had not materialised.

BUSINESS PERSPECTIVE

Relevance

The message to implement the project was not well communicated to the businesses. Apart from not being consulted, the businesses felt that the construction of roads was key to development of any town, particularly for the business to thrive. Participants understood the intervention to be aimed at revamping the image of the town, uplifting the community by creating jobs and enhancing roads for the benefit of the general community and businesses in the area.

Effectiveness

Business felt that the expansion of the road and other projects benefited all citizens generally. They mentioned that the bigger roads are more appealing and allow traffic to flow with ease into and out of the CBD from how it used to look previously. However, they felt this had not led to much of positive change to their smaller businesses.

Instead, there are bigger, newly established trading shops who usually offer the same goods at cheaper prices “making it impossible to compete with shops such as Boxer and the mall closer in the same small community”.
Outcome
Respondents felt that the raised competition has caused uncertainty for the future of small businesses in the town. Some even considered moving to the mall where there is bigger community if rental rates were affordable.
Sustainability
Nothing was raised in relation to the sustainability of the road project. Businesses however felt that the road should be expanded to other areas of town and be completed sooner.

Suggestions on new/further developments

Respondents raised concerns in relation to the sustainability of the small businesses in the area, mentioning that the market is dominated by the established and foreign businesses. They further felt that small businesses will slowly die if support is not provided.

- A recommendation for the municipality to support small businesses and
- Re-establish industries in the area because people are without jobs.

Discussion of findings

The general feeling of the municipality was that the besides the stumbles experienced especially during the planning phase, the project was a success and was benefiting the citizens of Sundumbili as intended. The beneficiaries have welcomed the implementation and are appreciating the developments happening in the town. The implementation of the roads projects was favored by all and was seen to have brought about positive changes especially for the citizens. A greater benefit was experienced by local citizens where jobs were created and local contractors where they were offered with opportunities to sub-contract during project implementation. Findings pointed out that the municipality made little attempts to communicate the project intentions prior its implementation to the businesses in the area, but mostly reached out to the general citizens. The attraction of branded shops into the town left smaller businesses with uncertainty as they are not able to keep up with competing prices offered by bigger businesses.

6.3.3 EMADLANGENI LOCAL MUNICIPALITY

The municipality was supported towards implementation of Construction of new permanent toilets for the public, Rehabilitation of the existing pavements in CBD, placing of dust bins in town, Construction of the shelter to house the traders, Beautification of the park, Renovation of Public Park and Clean-up and Improvement of Balele Picnic Area. All 6 projects were completed allocated an amount of R 2 550 000.00 during the 2011/2012 financial year. A total of 8% savings was recorded at the completion of these projects. The evaluation was conducted on the 21st of July 2016.

MUNICIPAL PERSPECTIVE
Relevance
The municipality indicated that the concept of Small Town Rehabilitation programme in the identified towns was centered on addressing common challenges usually experienced by the town with low economies such as a job creation and upgrading of infrastructure for the town to look attractive. Utrecht as one of the small towns in the Province fitted the criteria for the municipalities to receive funding support therefore, the support received was relevant as a start towards reaching the ultimate goal of STR programme to enhance local economic activities.
Effectiveness
The projects implemented met most of the municipality's expectations and appreciated by its beneficiaries. Pertinent to the hawkers, the municipality used the funding to build shelters to protect them from being exposed to bad weather conditions. The initiative was welcomed by the beneficiaries, but the funding was limited and could not reach out to all traders. The shortage "created an appetite from the traders, calling the municipality to expand and promote small traders". The municipality mentioned to have received less funding comparatively, as a result they had not been able to implement more projects in the town of Utrecht to enhance the economy of the town. The implementation of the projects was reported to have contributed towards the creation of temporary jobs for some citizens and contributed to political stability within the municipality. The municipality felt that much still needs to be done for the town to be economically stable. The recent funding support received to build the taxi rank has brought much anticipation for change in the municipality.
Efficiency
The funding support was not enough, to meet the demand of the beneficiaries. Despite challenges experienced along the way, the municipality managed to resolve most issues and delivered according to the project plan.
Impact

Findings revealed that the projects implemented managed to create political stability but did not contribute towards the positive outlook of the economy in the town.

Sustainability

The municipality has experienced a lot of vandalism and theft of what has been built, such as dust bins. The acts of vandalism were reported to be coming from the community. The municipality highlighted sustaining or maintaining the built structures as a constraint in the municipality because there is no budget allocated to carry out such functions.

Suggestions on new/further developments

The municipality suggested that there is a need for the smaller municipalities to be assisted with more funding to implement projects so to give them a competitive advantage.

CITIZEN PERSPECTIVE

Relevance

Most participants interviewed indicated that there was inadequate consultation prior the implementation of the project. The few that admitted to have been consulted mentioned that there were engagements between the local councilor and the community where they were informed of the projects intentions. During these consultation meetings the intentions of the project were communicated as follows: "implementation of projects intends to contribute towards beautification of the town" and "employment opportunities will be created for the locals to benefit."

The implementation of the projects was welcomed by all respondents and confirmed the need for the projects.

Effectiveness

The usefulness of the projects was noted by the participants where it was revealed that some community members benefited by receiving employment during construction of the projects. The building of the park was commended for it did not only create employment during the implementation of the projects but also provided employment for fewer individuals who were appointed to ensure that the park is properly maintained. It was further articulated that the park is enjoyed by to the grant pensioners, where they gather during pension payout days, use it for social community activities as well as by school children where they use the benches to sit after school. Hawker stalls built, were indicated to be providing shelter and have promoted entrepreneurship for the small businesses. The structure was mentioned to need some modification by removing the fencing that blocks

the view of the potential customers. One participant presented non satisfaction with the overall performance, highlighting that “the community has not really benefited from these projects because they are in town and nothing is happening within the community”.

Outcome

Despite the benefits outlined, majority of the participants felt that the implemented projects have made little difference. Some comments were extracted as follows: “the town stills looks very dull and nothing really makes this town look attractive” and one participant concluded by mentioned that “this town is basically not developed”.

Sustainability

The park was commended for it is mostly kept clean. Concerns were however raised on the smell coming out of the problematic sewerage closer to the fire place. This was said to cause people to avoid or limit the time spent by the fireplace and a health hazard.

Suggestions on new/further developments

- A recommendation for the fire place to be moved to an alternate spot was made and for the shelters to be built for the visitors.
- Citizens also felt there was a need for the roads to be upgraded, potholes to be fixed and for the “proper” shopping mall to be built.
- Municipality was also requested to prioritize paving in non-paved areas around the CBD.
- A need for more jobs to be created was also identified.

BUSINESS PERSPECTIVE

Relevance

All participants understood that the intentions of the implemented projects were for the benefit of the community and to assist with beautification of the small town, thus presenting an opportunity for the small towns to attract investment for the growth of the municipality.

Effectiveness

The established businesses interviewed, mentioned that they saw an opportunity for their businesses to thrive since there is not much competition compared to bigger towns such as Newcastle. All participants including the smaller businesses agreed that because Utrecht is a small town, activities and people coming to town is highly dependent on the days where economic activities are happening at a broader level, making an example of pension

payout days and month end as relatively busy. Other than that they mentioned that there has not been a real difference in their businesses and the working environment. The hawkers felt that their needs are not prioritized by the municipality. They further mentioned they refused to pay the municipal rates because they do not have basic services such as water and pavement, and still very dusty during windy days.

Outcome

According to the businesses, no real change has been experienced over the years. Citing that real profits were made in the past when there were industrial areas in the town. Since the industries moved out of the town, people became fewer and business has been lost.

Sustainability

Businesses felt that the municipality needed to ensure that the existing structures are well maintained. The road was identified as one structure that needs to be fixed urgently.

Suggestions on new/further developments

- It was recommended that the walls be removed to allow view and accessibility of the hawkers to its customers.
- Ensure the appointment of community workers responsible for keeping the town clean.
- Industries must be re-established because when there were industries, the town used to be busy and businesses were benefiting but now it is quiet because people have moved to look for greener pastures.
- Installation of more streetlights in town and in the residence.



Emadlangeni stalls

6.4 OVERALL PRIMARY DATA FINDINGS

- There were inconsistencies with regards to project implementation where the intended purpose of STR was achieved in some municipalities than others;
- In some municipalities, the undertaking of STR projects encouraged municipalities to mobilize own additional funding for similar projects;
- There were some levels of dissatisfaction among certain community members around issues of communication by municipalities prior to projects being implemented. There were allegations of non-consultation with communities. Where these were picked, projects were as a result not viewed as beneficial to the communities and were therefore not fully utilized by citizens;
- Some projects were clearly appreciated by citizens especially in municipalities where engagements with citizens were done;
- There were concerns around favoritism when it comes to benefiting from jobs created as a result of the STR projects and the temporary nature of such jobs were mainly not appreciated. Also, the discomforts were indicated about the location of certain projects where it was felt that the previously disadvantaged areas are left behind while development is taken “back” to town location; and
- There is also evidence pointing to improper or inconsistent planning of some projects which were mostly incomplete and already vandalized.

7. CONCLUSIONS AND RECOMMENDATIONS

7.1. Conclusions

The aim of the Small Town Rehabilitation Programmes focuses on ensuring that small towns are improved so as to become suitable for the attraction of investment and local economic growth. Furthermore, the programme's main objective include the creation of a sustainable economy that enhances people's standard of living through the creation of job opportunities, wealth, development of new technologies, transfer of knowledge and skills development and ensuring a stable political environment. The Programmes clearly provides all that municipalities and other relevant stakeholders need to take into consideration to ensure that its objectives are achieved. In line with this, municipalities are therefore compelled to ensure that any of the proposed STR Programme projects are directed at improving and changing the outlook of the town, that they are part of their broader urban regeneration plans and should also be characterised with an economic potential.

The findings presented by the study clearly indicates that overall, the objectives of the STR Programme were to a certain extent achieved with some of the municipalities showing a drastic improvement in the outlook of their town, an improved municipal economic growth and livelihoods through the creation of sustainable job opportunities, whilst other municipalities continued to face challenges and were consequently hindered from achieving the objectives of the Programme.

7.2. Recommendations

In line with the findings and in ensuring that municipalities and the Department are well-equipped to ensure that the objectives of the STR Programme are achieved through the municipalities where projects were implemented and for future plans, the following recommendations can be made:

7.2.1. Improved consultation and public participation

With reference to the findings, lack of consultation and public participation was amongst the shortfalls gathered from most of the municipalities. It can therefore be recommended that municipalities ensure that citizens are well informed and aware of all developments happening around them and which are service delivery related. In an attempt to ensure improved consultation and public participation, it is vital that municipalities' interest focuses on creating various and outstretched platforms for consultations and methods that encourage full participation of citizens on projects and plans directly affecting them. This can be achieved by not only utilizing community meetings as the main source of consultation but rather identifying other alternative measures for improved awareness and information sharing between the municipality and the citizens. Furthermore, it is the Department's

role to ensure that the municipalities are sufficiently supported and capacitated towards ensuring improved consultation and public participation. The Department needs to encourage municipalities to continuously communicate project phases (from initiation to completion) with citizens and should undertake strict and evidence-based monitoring to ensure that this happens. Through existing platforms of awareness creation within municipalities, Cogta should ensure that the STR programme education through awareness campaigns is prioritised towards ensuring that citizens are not only aware of projects happening within their municipalities but also understand the intentions of the various programmes particularly STR in this case.

7.2.2. Consistent project monitoring and follow up

As revealed by the study, a number of projects were implemented and various challenges encountered resulting into various complications related to the implementation of most of the projects. These included amongst others; logistical project delays, unfinished projects, unsatisfactory project quality and fruitless expenditure which can all be associated with lack of project monitoring. Critical therefore is the Department to assist municipalities develop project monitoring tools or effectively implement existing ones during the implementation of the projects in order to prevent unforeseen challenges or other related encounters. Achieving this requires the Department's direct involvement from the initial planning to when projects are being implemented and this includes ensuring that feasibility studies are being undertaken prior to the introduction of projects to a specific municipality; participating or observing processes for appointing service providers and provide guidance where necessary; constantly reviewing whether funding is spent accordingly to avoid unexplainable and unidentifiable expenditure of funds; constantly visiting sites where projects are being implemented to identify possible destructions and ensure smooth running of projects and this could be done depending on the timeframe of the projects but preferably every quarter. Thus, it is recommended that the Department monitor projects spending beyond an annual cycle and discontinue short term cycles of projects to allow for proper monitoring to unfold. Where there are challenges experienced, Cogta should not rush into rescuing situations but should rather look into individual cases and strength of municipalities thereby avoiding unnecessary duplication of efforts.

7.2.3. Project Planning and funding

Feasibility studies should be undertaken prior to projects implementations so as to ensure that they inform project planning where all aspects are taken care of. Approval of projects that lack proper packaging should not be done. Details in the life of a project should pay particular attention to:

- Stakeholder involvement (outline how each sector Departments are to be involved and what their roles will be within their respective mandates). This will discourage reliance on Cogta STR funding but rather promote multi-pronged funding by various sectors including municipalities. Thereby, Cogta should where possible, also avoid the undertaking of new projects that lack stakeholder investment or whose mandates

fall largely to other stakeholders. The nature and scope of projects should correctly project and minimise the risks of undertaking projects that will leave local municipalities experiencing a burden and struggling to maintain projects falling within national or district speciality/mandate. The Department should also refrain from offering continuous funding to projects it already funded within municipalities to ensure that other forms of funding are explored and project sustainability is led by municipalities. Furthermore, it should be in the Department's best interest to ensure that much focus is placed on municipalities that are struggling and ensuring that value for money is achieved. This should lead to STR being embraced holistically by all stakeholders playing their roles and not as Cogta funded programme. Within this space, municipalities must be encouraged to have dedicated funding (budget allocation) for STR.

- Address the social aspects of projects by ensuring that each project design caters for other critical lives of projects. Cogta should avoid funding portions of projects that circumvent other critical phases of holistic projects. This means that where a project demands that certain processes and/or infrastructure requirements should be put in place before the actual funded project is undertaken, it should so be observed. This will minimise projects not being utilised and halted by processes that could have been avoided and consequently exposing project outputs to vandalism and wasteful expenditure. For instance, services such as electrification, water provision, ablution facilities etc must be packaged into project.

Moreover, the soft issues that have potential to include human reaction should also be taken into consideration. At the lower level but ultimate receiving end, it is the citizens who need to embrace and reap from project outputs. Thus, whilst STR programme goals are at high level wishing to promote town growth and investment, the basic needs of locals should always be considered. The below examples amongst others set the scene for soft issues to which control measures must be explored:

- Unhealthy competition where small or informal traders (hawkers) take a back seat and suffer due to unavoidable tough competition from attracted big businesses.
- Misalignment of operations should be avoided to ensure that municipalities have policies that practically react to social needs. For instance it is impractical for taxi rank ablution facilities to close at 17h00 while the rank operates extended hours and in fact become busy around such times.

It is also recommended that the Department ensure that municipalities are well informed and prepared to manage and implement projects, particularly those directed at improving not only the outlook of the municipality but the lives of citizens as mandated. The Department should build into its existing requirements prior to funding municipalities, submission of Municipal Investment Frameworks containing plans on how project/s will have far

reaching benefits to all citizens to lesson STR projects not being embraced by all municipal citizens and viewed as benefiting certain people.

7.2.4. Improved reporting method

In the process of secondary data analysis, close-out reports were amongst the documents which formed part of the analysis. Various issues were identified related to particularly the structure and the content of the reports much of which lacked sufficient and critical information. It can be recommended that the Department improves reporting methods for all projects. Achieving this requires that the Department reviews, strengthens and deepens the reporting method to allow for the provision of in-depth and sufficient information and feedback on the overall project. It is therefore recommended that:

- Cogta's internal alignment of operations be done to cater for more eminent project needs but also capitalise on existing resources. Thus, STR should be linked and prioritised within municipal IDPs
- The existing linkages of STR and the EPWP must be strengthened.
- A standardised template is developed to ensure that more comprehensive information on projects is documented.

The overall recommendation emanating from the above is the call to review STR programme from initial conceptualisation and factor in the new development requirements as a result of lessons learned.

7.3 Summary of findings per municipality

The table below reflects a summary of findings per municipality and the recommendations thereof.

Municipality	Outcome	Challenges			Recommendations
		Municipality	Citizens	Businesses	
<ul style="list-style-type: none"> Ladysmith 	<ul style="list-style-type: none"> Less Traffic Safety for pedestrians Beautiful town Improved lifespan of existing infrastructure Job Creation Attracted investment Importance of planning, record keeping and reporting Park contribution to social events Improved investor confidence (Dunlop, Two shops closed down due to the bridge cause of bridge obstruction Loss of profits – bridge Plan in place to sustain projects 	<ul style="list-style-type: none"> Pedestrian bridge (deviated from the original plan) Failure to continuously communicate with citizens particularly during project implementation. 	<ul style="list-style-type: none"> Lack of communication Focus is on already developed town and poor areas remain the same. Political interference in the recruitment process. Pedestrian bridge (muggings, not used , dirty, not properly designed) Market stall at the back of town (criminal activities, stolen goods, drugs). Lack of job sustainability Lengthy completion of projects Non benefit to citizens (Surveillance cameras and parking (Mica). 	<ul style="list-style-type: none"> Removed forcefully for the project to start Pedestrian bridge (unclean, criminals) Overwhelming foreign investors, crippling the market for the locals Maintenance – takes too long to fix the water leaks 	<ul style="list-style-type: none"> The bridge and the rank needed to be attended to ensure safety as well as curbing criminal activities conducted at these spots. Maintenance of facilities and the support to small businesses for job creation. Creation of jobs and support of small businesses to be provided. The municipality needs to have its own water engineers and other engineers to do the job, not to distribute the money in Consultants. Council must be more responsive to the applications when one applies - to take about 2 weeks but 4 weeks maximum.

Ubuhlebezwe	<ul style="list-style-type: none"> • Safety for pedestrians &/ less accidents • Beautiful town • Improved investor confidence / New investors (Debonnairs) • Municipality able to attract further funding on its own to implement another project (market stalls. • Job creation • Good communication with citizens • Shelter for protection of citizen • Order in the informal sector. Easily identify illegal traders (without trading licences) • Business is going well (taxi and traders)-Profits • Plan in place to sustain projects 	<ul style="list-style-type: none"> • Project delays • Higher delegation to visit the project. • Planning --- Municipality does not have a long – term plan 	<ul style="list-style-type: none"> • Lack of communication (perceived non –effective) • Rank not cleaned thoroughly 	<ul style="list-style-type: none"> • Deviations from the current plan to build the rank. • Electricity not installed in the rank • Absence of new toilets by the taxi rank. 	<ul style="list-style-type: none"> • Future support to include DDG – planning and CFO for project monitoring • Install electricity by the taxi rank. • Rank to be cleaned thoroughly • Ablutions kept unclean • Taps to be installed by the rank • More jobs for the youth • Building of firms in the area
Umuziwabantu	<ul style="list-style-type: none"> • Increased revenue for the municipality. • Attracted investment (shopping centre). • Active community (gym) • New bus stop established (Greyhound) • Job Creation • Attractive and beautiful town. • No benefit for individual businesses since there is no support. • Good communication 	<ul style="list-style-type: none"> • Delays due to DoT designs for road development. • Delays from ESKOM (transformer). • Challenges on maintenance of structures – No maintenance plan • Thorough planning for land occupation if not belonging to the 	<ul style="list-style-type: none"> • Temporary nature of jobs created. • Road was re-done but there was nothing wrong with it (fruitless expenditure). 	<ul style="list-style-type: none"> • No communication (closure for over a year) • Prolonged road closure • Poor quality of work observed • Municipality trusting the outsiders and does not do well for the locals. • Businesses not doing well might be closing down and relocate. 	<ul style="list-style-type: none"> • One consultant should be appointed to avoid conflict, and one centre for accountability purposes. • Municipality to fix dilapidated buildings in town • TVET colleges to be built • Assistance towards child-headed households. • Municipality to remove

		municipality.		<ul style="list-style-type: none"> Road was re-done but there was nothing wrong with it(fruitless expenditure) . 	<ul style="list-style-type: none"> some of the trees nearby businesses. Municipality must install proper drainage to reduce flooding on the roads and businesses.
Okhahlamba	<ul style="list-style-type: none"> Revenue increased (testing ground) Job Creation Beautiful town Stalls much more organised. Crime lower No more dust in the meals More clients using the rank and buying from the stalls. Reduced travelling costs and waiting time - licencing <i>Good communication and planning (citizens).</i> 	<ul style="list-style-type: none"> Service Provider delays COGTA funding transfers delayed 	<ul style="list-style-type: none"> No job opportunities in town except during construction. Heavy rains floods the rank, disrupts trading hawkers. Taxis are knocking people off because the rank is too congested. Witnessed deaths. Toilets closed at 17:00, as a result using open space behind the stalls to relieve themselves. Lack of business innovation- all selling same goods. 	<ul style="list-style-type: none"> Lack of communication No electricity and water in the stalls. No proper drainage around the stalls and taxi rank. 	<ul style="list-style-type: none"> Department to continue giving valuable support to the municipality. Municipality to sustain informal sector by bring firms to create employment for the people. TVET colleges to be built Both sides entering the town need to be beautified. More stall for the traders.
Dannhausser	<ul style="list-style-type: none"> Job Creation Town looks more developed than before Crime rate is down. Car accidents reduced. Stalls fruitless as they are built afar from the citizens and economic activities in the town. <i>Still a lot required to develop the town.</i> 	<ul style="list-style-type: none"> Quality compromised by the Service Provider. 	<ul style="list-style-type: none"> Lack of communication Political involvement and nepotism in the hiring of temporary staff. Lights not working Employment still not enough Townships are without electricity and streetlights. Temporary jobs Portuguese shops makes 	<ul style="list-style-type: none"> Smaller businesses not consulted. Lights not working – fear crime will be on the rise again. Robots switched off because of bridge No proper planning (development). 	<ul style="list-style-type: none"> Community needs to be engaged Electricity and streetlights to be installed in the townships. Ongoing consultation with the citizens. Municipality to hire from the area and surroundings.

			town look dull and poor. • Projects took longer to finish.		
Impendle	<ul style="list-style-type: none"> • Image and confidence boost (increased opportunities received from the investors). • Revenue increased. • Job Creation (short term) • Improved economic status of the people. • Reduced accidents (sidewalks). • Businesses (black owned and supermarket). • Easy access to Government services (clinic, municipality and Home-Affairs). • Traffic flow improved. • More people attracted into town. 	<ul style="list-style-type: none"> • Lack of proper planning. • Uneven distribution of funding (funded projects). 	<ul style="list-style-type: none"> • Urban focused improvements • Lack of communication • Short term jobs not doing the citizens good. • No maintenance of property (municipality highlighted there is no need cause quality is good) 	<ul style="list-style-type: none"> • Lack of communication • Delayed project completion. • Ensure maintenance 	<ul style="list-style-type: none"> • For the successful implementation of future projects, the municipality requires the Department to provide a funding model that takes into cognisance the dynamics that exist within the municipalities and prove clearly outlined expectations when projects have been implemented. • PSC to include various stakeholders • More to be done to attract the working class • The municipality to maintain the structures built to ensure continuity and benefiting the targeted communities. • Municipality to renew the drainage systems, construction and reconstruction of other roads, installation of signage. • Close monitoring of EPWP employees.

					<ul style="list-style-type: none"> • Keep town clean • Build a shopping centre, petrol station, skip and pole bins, taxi rank. • To ensure physical structures are maintained.
Mtubatuba	<ul style="list-style-type: none"> • Job Creation • No direct change for businesses. • Traffic flow is improved. • Social life change. 	<ul style="list-style-type: none"> • Lack of planning • Lack of budgeting or failure to spend allocated funding • Failure to maintain existing structures. • Project built but not used, rank and other. 	<ul style="list-style-type: none"> • Top down approach/ lack of consultation • Non-completion of other projects • Lack of maintenance • Services to be expanded to areas outside the town. 	<ul style="list-style-type: none"> • Lack of consultation • Lack of maintenance • Lack of project planning and implementation. • More to be done to attract business. 	<ul style="list-style-type: none"> • Municipality to maintain existing infrastructure. • Similar projects to be implemented in other areas as well. • Municipality to be well capacitated to implement project. • Maintenance of government structures, e.g. robots stopped working a while ago, municipality did not fix. • Appointment of competent and well equipped service providers. • More job opportunities. • Installation of Appollo streetlights.
Msinga	<ul style="list-style-type: none"> • Attracted new businesses • Improve the image of town(citizens , business not really) • Reduced accidents and crime 	<ul style="list-style-type: none"> • Delays in project due to poor workmanship (streetlights and robots). • Communication between 	<ul style="list-style-type: none"> • Robot no longer useful since it stopped working(Maintenance) 	<ul style="list-style-type: none"> • Lack of maintenance • No proper planning (bridge affecting the robots) 	<ul style="list-style-type: none"> • Introduce projects to increase employment opportunities. • Eliminate wasteful expenditure by contracting competing people who can provide

		<p>Amakhosi and Councillors.</p> <ul style="list-style-type: none"> • Maintenance not done. 			<p>quality services.</p> <ul style="list-style-type: none"> • Create more job opportunities. • Hawker stalls.
Mthonjaneni	<ul style="list-style-type: none"> • Improved traffic flow • Town attractive • Busy comparatively than before. • Job creation • Bigger businesses happier, smaller business not happy. • Profits are realised by businesses • New business attracted 	<ul style="list-style-type: none"> • Delayed delivery • Geotechnical problems • Parking area illegally converted into a taxi-rank. • Lack of proper planning 	<ul style="list-style-type: none"> • Rent too high(small) • Job creating industries not there to support the local economic growth. 	<ul style="list-style-type: none"> • Small size of the stalls • Theft of stock • Poor quality of the stalls built • No shelter for the local rank 	<ul style="list-style-type: none"> • More funding to be provided to ensure maintenance of the implemented projects. • Factories to employ more citizens (timber and sugar) • Re install windows and lockable doors for the stalls • More funding for smaller municipalities to give a competitive advantage.
KwaSani	<ul style="list-style-type: none"> • Job Creation • Safety for the citizens • Increasing investor confidence • Reduced burglary 	<ul style="list-style-type: none"> • Lack of proper planning skills. • Landownership disputes. 	<ul style="list-style-type: none"> • Proper maintenance 	<ul style="list-style-type: none"> • Illegal signage • Town cleaning services not provided • Maintenance • Increasing crime levels 	<ul style="list-style-type: none"> • Department should • Establish alternative criteria to use for funding allocation, not just business plans. • Planning skills enhanced • Internship programmes for youth development and create skills • Fix the drainage and roads on R617 • Need for retail shop • Shelters for hawkers

					<ul style="list-style-type: none"> • More job opportunities • More shops in the town.
Mandeni	<ul style="list-style-type: none"> • Job Creation • Reduced traffic levels • Attract small businesses • Image transformed • Increase in the number of citizens coming to town • Not in favour of smaller businesses-citizens use established businesses (competition raised). 	<ul style="list-style-type: none"> • Planning phase challenges 	<ul style="list-style-type: none"> • Concentration in town, neglected township as roads are in bad state. • Industries for job opportunities 	<ul style="list-style-type: none"> • Lack of communication 	<ul style="list-style-type: none"> • Technical support be provided by the Government • Need for more jobs to be created • Police station parking lot be developed • Revamp entrance into town • More support for local small businesses • Low cost housing • Re-establish factories in the area.
Emadlangeni	<ul style="list-style-type: none"> • Political stability • No change in the economy • Short term jobs • Nothing makes town look attractive. • Town is not developed. 	<ul style="list-style-type: none"> • Less funding received comparatively • Vandalism • Theft of bins, etc. 	<ul style="list-style-type: none"> • Fencing blocks access to the hawkers • Out of town areas are neglected • Bad smell coming from sewerage closer to the fire place at the park. 	<ul style="list-style-type: none"> • Hawker needs are not prioritised • Rates to the municipality not paid by the hawkers due to basic services not provided. • Business lost, not much economic activities except during month end /pension pay-outs days 	<ul style="list-style-type: none"> • More funding for smaller municipalities to give them a competitive advantage. • Fire place be moved to an alternate spot • Roads upgrade, paving , potholes to be fixed • More jobs • Re-establish industries • Install more streetlights.
Umtshezi	<ul style="list-style-type: none"> • More business attracted into the area. • Job creation • 	<ul style="list-style-type: none"> • No ablution and water facilities closer to the hawkers. • High levels of 	<ul style="list-style-type: none"> • Minority benefited from jobs created. • Quality of the delivered structures (road) not good. • The rank was left 	<ul style="list-style-type: none"> • Not able to leave trading stock because of theft. • Water, electricity and ablution facilities not 	<ul style="list-style-type: none"> • More still to be done. No real change. • Municipality to invest in agricultural production • Maintain the roads

		<p>water abuse by the citizens in the area.</p> <ul style="list-style-type: none"> • Recent drought • Roads not coping with the heavy loaded trucks coming into the area. • Water table during construction. 	<p>unfinished and too small to accommodate all buses and taxis.</p> <ul style="list-style-type: none"> • Potholes on the road. 	<p>closer, making things very difficult especially for the elderly.</p> <ul style="list-style-type: none"> • No bank, mall, post office in town. • Roads are small • Storm water drains not serving the purpose. • Potholes on the roads • Explore introducing industries in town. 	<ul style="list-style-type: none"> • Connect electricity , provide water and ablution facilities for the hawkers • Address the issue of unoccupied land next to the rank. • Municipality to make land cheaper for local citizens to buy , rental is too expensive • The road needs to be maintained properly.
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8. REFERENCES

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9. IMPLEMENTATION PLAN

Name of Evaluation	Small Town Rehabilitation Evaluation					
Type of Evaluation	Implementation					
Date of Evaluation (year and quarter)	2016/2017					
Name of Recommendation	Responsible Branch	Leading Business Unit	Supporting Business Units	Monitoring Implications (which aspects of the recommendation can be monitored)	APP implications (explain incorporation into the APP process and how this can be linked to the SO)	Budgetary implications (where applicable, costing must be provided to guide the budgeting process of the Department)
Improved consultation and public participation		LED	IDP Municipal M&E and Finance	Convert into Project milestone throughout project life cycle and attach budget release to it	STR project phases communication with citizens as quarterly target reporting. STR Awareness incorporated as a municipal driven exercise	
Consistent project monitoring and follow up		LED	Municipal planning Monitoring of projects	Feasibility studies undertaken for new projects Monitoring support provided to the municipalities		
Project Planning and funding		LED	IDP Municipal Finance	Inclusion of STR projects in IDP Dedicated STR funding (budget allocation) Project planning support provided to the municipalities	Support robust project planning Support sourcing of alternative funding to STR Review of STR programme	
Improved reporting method		LED		Advancement of content reporting to give more information	Standardized template developed and distributed to all municipalities	

10. SIGNATURES

Supported by :

.....
Mr M. Sogwagwa
Director : Evaluation

.....
Date

Supported by :

.....
Ms N. Ndlela
Director : Policy and Research

.....
Date

Supported by :

.....
Mr S. Botha
Acting Chief Director : Strategic Planning ,
Monitoring and Evaluation

.....
Date

Approved by :

.....
Ms N. Buthelezi
Director : Local Economic Development –
Special Initiatives

.....
Date

Approved by :

.....
Mr D. Badul
Acting Chief Director : Local Economic
Development

.....
Date

Approved by :

.....
Ms B. Mgutshini
Acting Deputy Director General :
Development and Planning

.....
Date

11. DATA COLLECTION TOOLS

Evaluation of Small Towns Rehabilitation Programme – Municipal Managers

Name of Municipality:	
Name Person interviewed:	
Position/title:	
Main area of responsibility:	
Name of interviewer:	
Date:	
Time:	
Small Towns Rehabilitation Objectives <ul style="list-style-type: none"> • Makes small towns more attractive for investment • Creation of sustainable economies that enhance standards of living by creating wealth and jobs, • Encourages the development of new knowledge and technology, and helping to ensure a stable political climate Goal <ul style="list-style-type: none"> • Retention and attraction of business investment through small town competitiveness thereby retaining and creating new work opportunities. Purpose of the Evaluation <ul style="list-style-type: none"> • To assess the extent to which the Small Town Rehabilitation programme has achieved its objectives in the Province of KZN. Focus for this purpose will be pitched at an outcome level. 	

Question
1. In your understanding what is the purpose of STR Programme?
2. What are the key specific areas that the programme meant to address in the municipality?
3. In your view has the programme assisted in addressing the key aspects? Please elaborate.
4. What source documents can we be referred to support the statement above?
5. What benefits did the municipality derive from the following projects: List project names : _____
Question
6. Please explain whether the intervention benefited the right beneficiaries/communities and how so?

<p>7. Did the support assist the municipality to realise improved economic outlook of the municipality?</p> <ul style="list-style-type: none"> - <i>Retention of business?</i> - <i>Increase in generating revenue?</i>
8. How was the support received by the targeted beneficiaries?
9. What challenges did you experience from the implementation of this intervention?
10. What lessons have you learnt from the implementation that you can replicate?
11. What observable changes have you seen/ identified since the completion of this project?
12. Did the intervention work?
13. Do you think the programme was delivered within the agreed time frames?
14. Was the project implemented within the expected standards?
15. Are the facilities well maintained?
16. Is there anything the Department should do differently in supporting similar projects in future?

Evaluating the implementation of the Small Towns Rehabilitation Programme--Citizens

PERSONAL INFORMATION	
Name of the interviewee:	
Name of local municipality:	
District municipality	
How far did the interview occur from the intervention	
Date and Time of interview:	

Introduction:

The Department of Cooperative Governance and Traditional Affairs implemented the Small Town Rehabilitation Programme since 2009 in your municipality. The aim of the STR programme is to support municipalities to deliver services that contribute to the economic viability of the towns and surrounding communities. The programme is aimed among others at making towns attractive and creating job opportunities.

We would like to ask you few questions regarding the _____ project that was done in this municipality

Please know that:

- Your personal information is confidential and will be treated with confidentiality
- No names will be mentioned in the development of the report.
- Please answer the questions as honest as you can
- Your participation in the study is voluntary and is highly valued to assist the Department to evaluate the support it has provided to your municipality.

Questions

1. Please tell me how you came to know about the _____ project in this area
2. What can you say about the efforts made to let people know about the project: do you think the municipality consulted enough with people
3. When the project was introduced, what was your understanding on how it was going to benefit the people of this municipality
4. Please tell me how you felt about the project and its benefits
5. When this project came about, would you say it was what the community needed (please give me reasons for your answer)
6. How has your community/town benefited from the new developments?
7. How do you think other community members feel or think about the improvements in town?
8. How have you personally benefited from the developments as a result of this project
9. What other new opportunities (jobs/skills) do you think the project created in this municipality
10. In your view how has the image of town been improved since the project is in place

11. What other changes have you observed since the project is in place?
12. Do you think the intervention has improved your social life?
13. Are you aware of any other new projects similar to this one that are trying to beautify your municipality/town?

14. In a scale of 1-5 where 5= Very Satisfied, 4= somewhat satisfied, 3= Satisfied, 2= Dissatisfied and 1= Very dissatisfied. How can you rate your satisfaction with the implemented intervention in your town/community?

5= Very Satisfied	4= Somewhat satisfied	3=Satisfied	2= Dissatisfied	1=Very dissatisfied
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15. If rated dissatisfied, what reasons can you provide for your dissatisfaction?

16. Would you recommend similar intervention/s in other areas similar to yours?

Yes	No
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Please give reasons for your answer above

17. What other development do you think are required in this Municipality?

18. Any other comments:

THANK YOU FOR YOUR TIME

Evaluating the impact of Small Towns Rehabilitation Programme- SMME's/ Chairpersons

SMME name:	
Person(s) interviewed:	
What is your position:	
What are your responsible for in this position:	
Local Municipality (to be completed by interviewer)	
District Municipality (to be completed by interviewer)	
Location from the intervention	
Name of interviewer:	
Date:	
Time:	
Introductory remarks about Small Towns Rehabilitation by interviewer: <p>The Small Towns Rehabilitation programme is aimed at retaining and attracting business investment for the town to grow and therefore retaining and creating new work opportunities for citizens within municipalities. This municipality is one of the local municipalities in the Province that has received assistance from Cogta to implement STR. We therefore here to evaluate the implementation and would like to ask you few questions as a business located near the intervention. Please note that everything you share is confidential and will only be used for the purpose of evaluation</p>	

1. Tell me about your knowledge of the project and how you came to know about it.
2. What were you told the benefits of the project would be?
3. Please talk about your understanding of those benefits and your reaction to the news
4. What has been the benefit of small businesses within the municipality since the implementation of STR?
5. What contribution has the small businesses brought to the municipality?
6. What has been your recent observation of business growth (any new) and attraction OR decline since the implementation of STR.
7. What other development do you think the municipality require to improve the growth of its economy?
8. What concerns have you had since the implementation of the STR project?
9. Please tell me how you raised these concerns and how were they addressed.

10. On a scale where 5=Excellent, 4=Very Good, 3=Good, 2=Fair and 1=Poor, how would you rate the success of the intervention?

5=Excellent		4=Very Good		3=Good		2=Fair		1=Poor	
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