



cogta

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

EVALUATION OF MUNIMEC AND TECHNICAL MUNIMEC (KZNCOGTA) IN 2016/17 FINANCIAL YEAR

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GLOSSARY OF TERMS

Term(s)	Description
Implementation Evaluation	Aims to evaluate whether an interventions` operational mechanisms support achievement of the objectives or not.
Effectiveness	To what extent have the outcomes been achieved and have the outputs of the policy, programme or project contributed to achieving its intended outcomes?
Evaluation Methodology	Approaches used in conducting the evaluation.
Qualitative Approach	Examines the why and how of decision making, not just what, where, when, or "who", and have a strong understanding of government and social programs
Quantitative Approach	Basic descriptive statistics to explore the main characteristics of data gathered, using frequencies, percentages, etc.

LIST OF ACRONYMS

Acronym(s)	Definition
COGTA	Co-operative Governance and Traditional Affairs
EXCO	Executive Committee
MMs	Municipal Managers
MM`s Forum	Municipal Manager`s Forum
MUNIMEC	KZN IGR structure established by the Premier for the MEC responsible for Local Government and Traditional Affairs to meet with eleven (11) Mayors of the District Municipalities and Ethekwini Municipality in the province; the Mayors of all Local Municipalities and the Chairperson of SALGA-KZN.
TECHNICAL MUNIMEC	KZN IGR structure consisting of the Head of Department of Local Government and Traditional Affairs in the Province; the eleven (11) Municipal Managers of the District Municipalities and the Ethekwini Municipality in the province; and the Chief Executive Officer of Organised Local Government (SALGA)
SALGA	The South African Local Government Association
IGR	Intergovernmental Relations

1. INTRODUCTION

The RSA Constitution (Act 108 of 1996) states that “government is constituted as national, provincial and local spheres of government which are distinctive, interdependent and interrelated” (s 40(1)). The “distinctive” element refers to the autonomy enjoyed by the spheres; that is, the degree to which each sphere is the final decision-maker on a particular matter that falls within its area of competence. The creation by the Constitution of this decentralised governance system which comprised of the three distinct but inter-related spheres of government also gave rise to the need for a systematic system of intergovernmental relations (IGR) to give effect to the principles of cooperative government. To realise these principles, the Intergovernmental Relations Framework Act was promulgated on the 15 August 2005. The Act provides for an institutional framework for the three spheres of government to facilitate coherent government, effective provision of service, monitoring implementation of policy and legislation, and realisation of developmental goals of government as a whole.

2. BACKGROUND

To give effect to the above legislative requirement the KwaZulu Natal Provincial Government amongst other IGR structures established an IGR structure called MUNIMEC to promote and facilitate effective and efficient intergovernmental relations between the province and local governments. The primary objectives of this structure are:

- To raise matters of national interest impacting on local government with provincial governments and organised local government and to hear their views on those matters;
- To consult provincial governments and organised local government on:
 - The development of national policy and legislation relating to matters affecting local government;
 - The implementation of national policy and legislation with respect to local government;
 - The coordination and alignment of local government Strategic and performance plans; and priorities, objectives and strategies across national, provincial and local governments; and

- Any other local government matters of strategic importance that affect the interests of other governments;
- To discuss performance in the provision of services in order to detect failures and to initiate preventive or corrective action when necessary.

This structure was established by the Premier, for the MEC responsible for Local Government and Traditional Affairs to meet with the eleven (11) Mayors of the District Municipalities and Ethekwini Municipality in the province; the Mayors of all Local Municipalities and the Chairperson of SALGA-KZN.

To provide technical support to MUNIMEC, another IGR structure called Technical MuniMEC was established, consisting of the Head of Department of Local Government and Traditional Affairs in the Province; the eleven (11) Municipal Managers of the District Municipalities and the Ethekwini Municipality in the province; and the Chief Executive Officer of Organised Local Government (SALGA). The role of Technical MuniMEC is to:

- Ensure that sufficient technical processes have been conducted with other relevant intergovernmental forums and stakeholders prior to submission of an agenda item to the MuniMEC;
- To monitor the implementation of MuniMec decisions;
- Ensure that the MuniMEC agenda and documentation is distributed by the Secretariat to members at least seven days before a meeting;
- To advise the MuniMec on instances where joint MuniMEC meetings (between two or more provincial intergovernmental forums established in terms of the Act) is required to discuss and consult on issues which are intersectoral in nature; and
- Discuss a programme and approach for the MuniMEC agenda during the first Technical MuniMEC meeting at the beginning of the financial year.

3. PROBLEM STATEMENT

The fifteen (15) year review report on the state of intergovernmental relations in South Africa (dplg:2008) emphasised that “the impact of intergovernmental relations practice on service delivery arises from the interplay between the formal design elements of the system delineated, and operational factors which impinge on the implementation of that system (e.g. capacity issues, the political context, community dynamics etc). IGR has both vertical dimensions (i.e. across different spheres of government) and horizontal dimensions (within a particular sphere of government e.g. among provincial governments or municipalities). The effectiveness of the IGR system may be gauged by the extent in which it promotes good governance and the translation of development policy intent into actual service delivery outcomes through cooperative government in policy and planning, budgeting, implementation and monitoring and evaluation (M&E) processes across and within the three spheres of government. IGR is therefore not an end in itself, but adds value only to the extent it supports effective service delivery and good governance across the three spheres of government. This is recognised in the preamble to the IGR Framework Act of 2005 which acknowledges that challenges of poverty, inequality and marginalisation of vulnerable groups and communities is best addressed through “concerted effort by government in all spheres to work together and to integrate as far as possible their actions in the provision of services, the alleviation of poverty and the development of our people and our country”.

This requires an overall look at all IGR structures in the Province to gauge the impact and the effectiveness of the Provincial IGR Structures. However effectiveness of individual IGR structures can be tested to by considering whether the structure meets its intended purpose and objectives. This allows detection of basic elements which can lead to dysfunctionality and ultimate loss of fruits of an effective IGR structure such as integrated service delivery to achieve maximum impact. These basic elements include preparedness, attendance, agenda, environment, and outcomes. This evaluation will therefore focus on the above basic elements.

4. PURPOSE OF THE EVALUATION

The purpose of this evaluation is to measure the effectiveness of MuniMEC and Technical MuniMEC by testing them against their intended objectives through interviews, questionnaire, and documentary analysis.

5. EVALUATION QUESTION

To what extent the MuniMEC and Technical MuniMEC are effective in meeting their intended roles?

5.1. OBJECTIVES AND KEY EVALUATION QUESTIONS

- **To assess logistical and operational processes of MUNIMEC and Technical MUNIMEC meetings.**
 - Are the preparation conducted as per the MUNIMEC and TECHNICAL MUNIMEC Terms of Reference and IGR Framework Act, and why?
 - Operationally: are all stakeholders playing their respective expected roles?
- **To assess the extent at which MUNIMEC and TECHNICAL MUNIMEC objectives are met**
 - To what extent are the MUNIMEC and TECHNICAL MUNIMEC resolutions are implemented?
- **To assess the basic level of impact of MUNIMEC and TECHNICAL MUNIMEC.**
 - How the MUNIMEC and TECHNICAL MUNIMEC affected service delivery plans?

6. METHODOLOGY

Quantitative approach will be used to gather data to test the participants views on logistical and operational processes of both structures. This data will provide a good analysis on how many mayors and municipal managers are satisfied with a certain aspect of MUNIMEC and TECHNICAL MUNIMEC. Qualitative approach will be applied to understand the reasoning behind the responses from the questionnaires and interviews.

7. SCOPE and SAMPLING

The study targeted 100% of all returned District Mayors and Metro, 70% of the returning Mayors of Local Municipalities. A target of population of 100% of District Municipal Managers and Metro was set for collection of data for MuniMEC and Technical MuniMEC. The study also targeted 70% of Municipal Managers from Local Municipalities specifically for collection of data for Technical MuniMEC. Data from all Chief Directors from Programme two, three, and four from KZNCOGTA; SALGA; Provincial Treasury; and Human Settlement was planned to be collected for both MuniMEC and Technical MuniMEC.

8. DATA COLLECTION AND TOOLS

In conducting this evaluation, three data collection tools were used:

- Firstly, analysis of IGR Framework Act; the 15 Year Review on the State of Intergovernmental Relations in South Africa; MuniMEC and Technical MuniMEC Terms of Reference; Attendance Registers; Reports; and other relevant documents was conducted to understand the requirements of both structures;
- Secondly, interviews were held with the Mayors and Municipal Managers to ascertain how these structures play their expected roles. The intention was to test whether these structures met their intended outcomes;
- Thirdly, a questionnaire which focused on logistics and operations was utilised as a third data collection tool.

9. LIMITATIONS

This evaluation study was severely negatively affected by the availability of targeted participants more especially the (returning) Mayors. This resulted to very few Mayors participating in this study as only 7 out of 20 targeted returning Mayors became part of Evaluation of MUNIMEC. Even though Mayors participatory target fell below 50% to represent the target population and to generalize findings, issues raised by the participated Mayors will be noted on this study. These issues will be raised together with MMs views on MUNIMEC as there were specific questions asked to MMs on MUNIMEC.

Secondly, Municipal Managers also did not participate as expected, out 32 only 17 MMs participated but at least this made up 53% of population sample. It is also important note that even though almost half of the population sample did not participate, five District MMs and a Metro participated in this study. The poor participation by the population sample in this study is due to the study timing as the data collection was mainly conducted one month after Local Government elections. During this period all Municipalities including COGTA was focusing on Post Local Government election processes which Mayors, MMs and COGTA officials as participants of this study were the key role players.

In trying to at least reach 50% of the population sample for both MUNIMEC and TECHNICAL MUNIMEC, 100% of the data collection time was used to collect data from Mayors and MMs as identified as critical role players in study. This resulted to the data not to be collected from Provincial Officials as planned in the Terms of Reference.

The table below provides a summary list of Mayors and Municipal Managers targeted for this study. It also highlights those who could not be reached for data collection as a result they did not participate in this evaluation study.

Participated MM's overall	17
Outstanding MM's	15
Total number of targeted MM's	32
Participated Mayor's overall	7
Outstanding Mayor's	13
Total number of targeted Mayor's	20
Participated Districts MM's overall	6
Outstanding Districts MM's	2
Total number of targeted Districts MM's	8
Participated Districts Mayor's overall	0
Outstanding Districts Mayor's	4
Total number of targeted Districts Mayors	4

10. DATA ANALYSIS AND FINDING

In analyzing the data, this study will firstly focus on the data collected from Municipal Managers on Technical Munimec with some specific questions to MUNIMEC both quantitatively and qualitatively. In so doing, quantitative data will be used to report findings on the figures on how many participants had a certain view in a particular element of Technical Munimec. This will be supported by a qualitative data which provides the reason why participants had certain view in each specific element. This will then be summarized to provide guidance on what are the key issues facing Technical Munimec supported with specific recommendation from the participants.

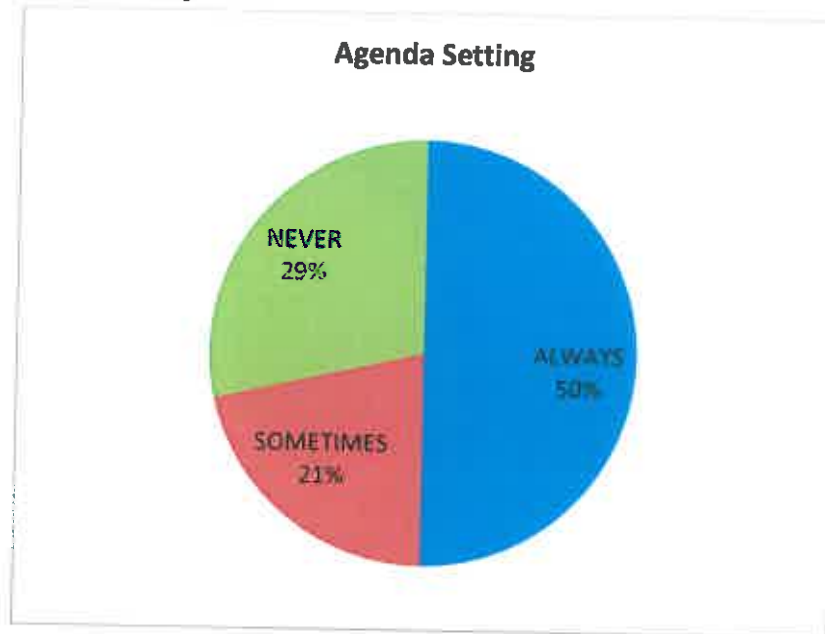
10.1. TECHNICAL MUNIMEC DATA ANALYSIS AND FINDINGS

This section deals with data analysis and findings for all nine tested elements which will be summarised and supported with recommendations from the participants.

10.1.1. TECHNICAL MUNIMEC TESTED ELEMENTS

a) AGENDA SETTING

Is the agenda setting properly done according to expectations which include drawing on the items and actions from District IGR forums?



FINDINGS

The study found that 50% of participants were satisfied with how the Technical MUNIMEC is developed, followed by 21% saying sometimes the agenda is set accordingly. The latter is an indication that even though it is set accordingly there are areas that need attention. Almost a quarter of participants (29%) are not happy with how the agenda is set for Technical MUNIMEC. The reason why participants are not satisfied with agenda setting is: the agenda setting process is seen as a top down approach as it is decided by COGTA with no inputs from Municipalities. This is caused by dysfunctional District IGR structures. Ideally issues from Municipalities should be consolidated at a District IGR and escalated to the Technical Munimec. Dysfunctional District structures resulted to poor synergy of IGR issues and to the Technical Munimec agenda which is full of COGTA issues.

b) MEETING AGENDA CONTENT

Is the TECHNICAL MUNIMEC agenda and its contents developed in line with the Program of Work?

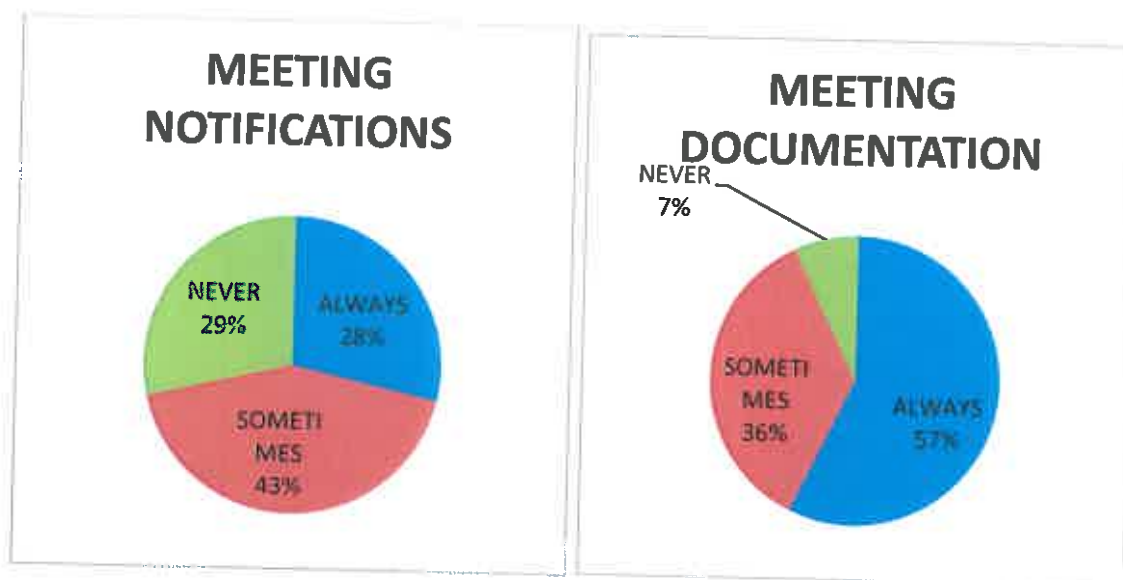


FINDINGS

The majority of about 64% of participants are satisfied with the content of the Technical Munimec agenda, whilst 36% said the agenda is sometimes not in line with what Technical Munimec should be focusing on. The key issue is: there is strong feeling that Technical Munimec is incorrectly used as platform for Municipalities to account. Whereas the focus should be on cross cutting issues facing Municipalities in the province. The agenda is not focusing on issues that are close to Municipalities' hearts such as National and Provincial Treasury issues, Housing backlog, and burning issues such as drought. Secondly, the agenda does not create space for Sector Departments to commit what they will be doing in Municipalities and report back on progress which is informed by project monitoring and evaluation reports.

c) MEETING NOTIFICATIONS AND DOCUMENTATION

Are the meeting date, time and venue are agreed, documented in the Annual Program to ensure forward planning?



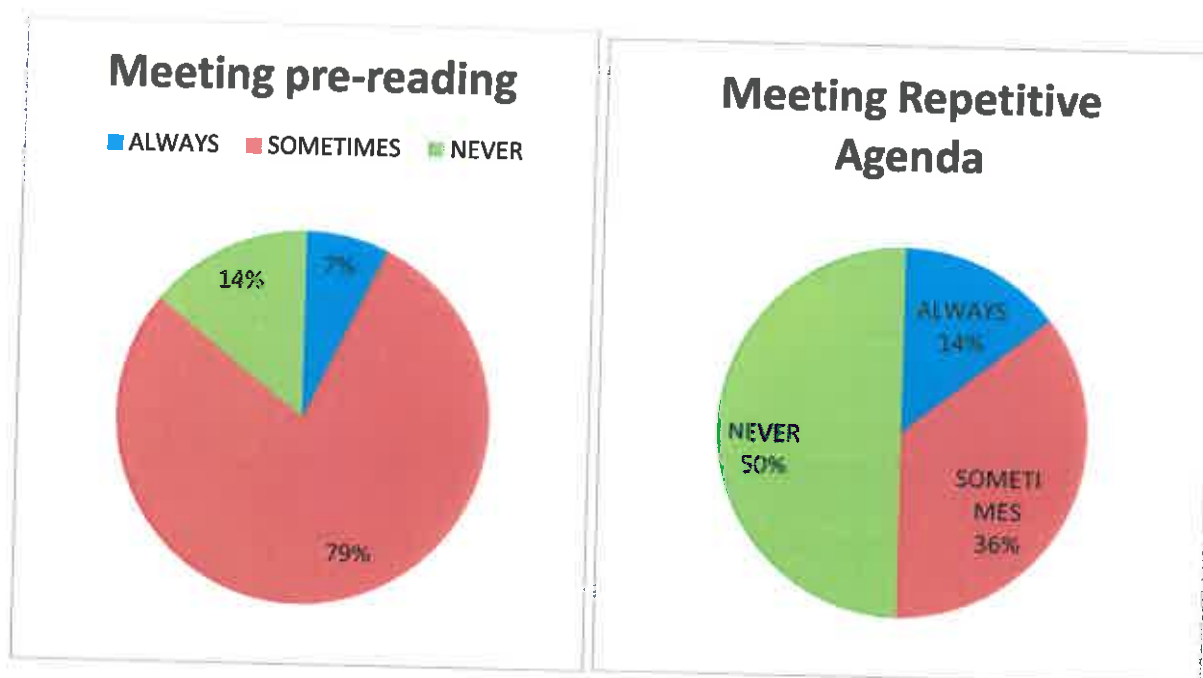
FINDINGS

Only almost a quarter of participants agree that members are notified on time about the meeting date, time and venue even though there is no annual programme. Almost a half of the population sample indicated that sometime they do get notifications on time, with 29% strongly indicating they never receive meeting notifications in advance or on time. However the picture changes when compared with statistics of participant receiving documentation on time. More than a half of participants vouch that they do receive documentation on time. The reason of difference between the two issues is there is no annual calendar of meetings, and when the meeting is set at least an effort is made to distribute the documentation on time. However, even if the meeting dates are communicated on time they keep on changing and that affects diary management of Technical Munimec members. An absence of Annual Calendar for all IGR meetings negatively affects synergy and forward planning. For example the Annual Calendar of IGR could guide when should the District IGR meetings take place to inform Technical Munimec and MUNIMEC. Another example is, COGTA setup a Technical MUNIMEC meeting and still receive meeting requests from COGTA officials and other Provincial Department's on the same date. This is a result of poor coordination of Provincial and Municipal engagements.

Another challenge is: even though meeting documentation is mostly received on time, participants raised that some of the documents get distributed during the meeting and are expected to fruitfully engage with the content of such documents.

d) MEETING PRE-READING

Does all members read the meeting documentation prior to the meeting and prepare their notes, questions or ideas?

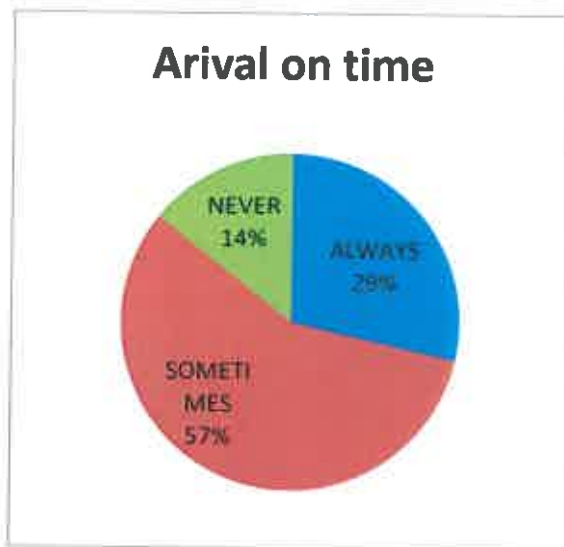
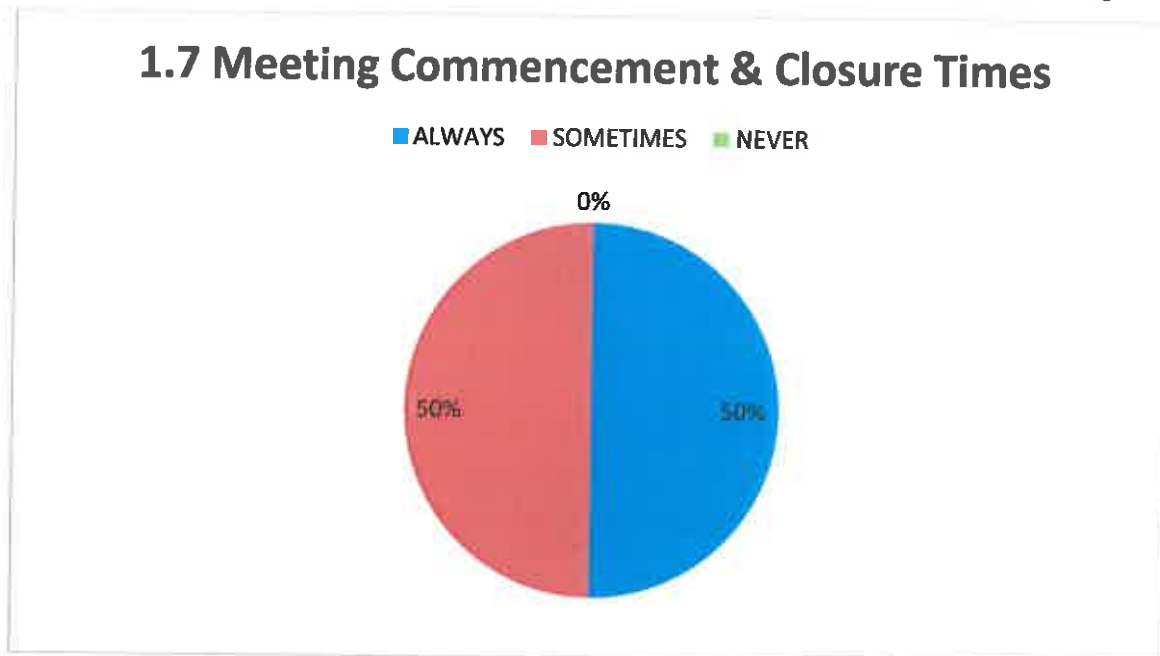


FINDINGS

It is noteworthy that only seven percent of the participants indicated that members read the documentation with 14% saying they never read, and more than a three quarter saying sometimes they read before the meeting. Interesting to note the reasons why they sometimes and never read the meeting documentation before the meeting. The first reason is linked to the first issue raised about the content of the agenda. The fact that the agenda content is non-inclusive it sometimes carries matters which are of COGTA interest than Municipalities. Secondly, repetition of agenda items in IGR structures make it of no value for participants to read the meeting documentation as same issues are discussed in four or more different structures. Better synergy of IGR issues is required; there should be a standard understanding of what should be discussed at which platform. This necessitates a review of the role of IGR structures such Technical MUNIMEC; MUNIMEC; Technical PCF; and PCF to avoid duplication and repetition to achieve better synergy. Lastly, Technical Munimec Agenda is always full of long presentations with more focus on background and legislative mandate than on the crux of the matter and expected outcomes.

e) **MEETING COMMENCEMENT & CLOSURE TIMES**

Are meetings starting and finish on time, as per the agenda and agreed timeframes?



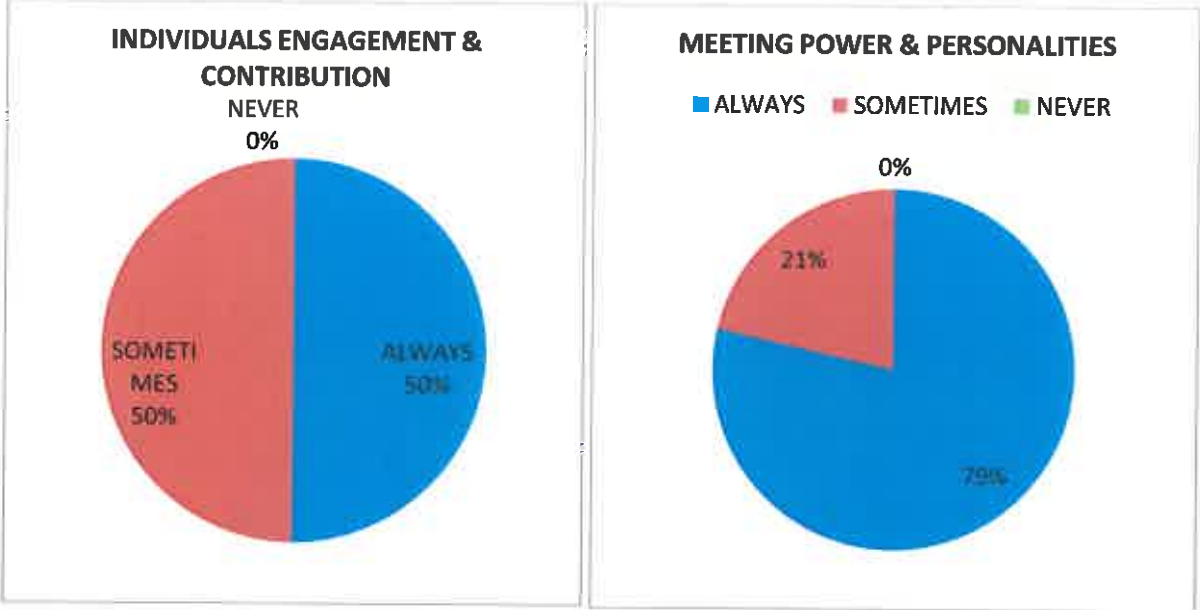
FINDINGS

It is found that half of the participants highlighted that the meeting always start and finish on time whilst other half say sometimes. Those who said sometimes they noted that sometimes members arrive late in meetings forcing the meeting to start little late and finish late because of long presentations which go over their allocated times. This is supported by the fact that only 29% indicated that the members arrive on time, with 57% saying sometimes and 14% saying members never arrive on time. Reason for not arriving on time is due to cost cutting measures which do not allow members to sleep over and forces them

to drive in the morning and leave on the afternoon. This is also make members to leave early on the afternoon as they still have to drive back some distances to home. This is supported by 50% of participants saying that sometimes members do not remain till the end of the meeting and by 7% who says they never remain till the meeting comes to an end. It is salient when comparing arrival on time and remaining till the end that almost half (43%) of participants vouch that members remain till the end of the meeting whilst only almost a quarter (29) indicated that members arrive on time. Therefore this highlight that a challenge is more on arrival that remaining till the end of the meeting.

f) INDIVIDUALS ENGAGEMENT & CONTRIBUTION

Is each member engaged, contributes to discussions and adds additional value to the meeting and the various topics.



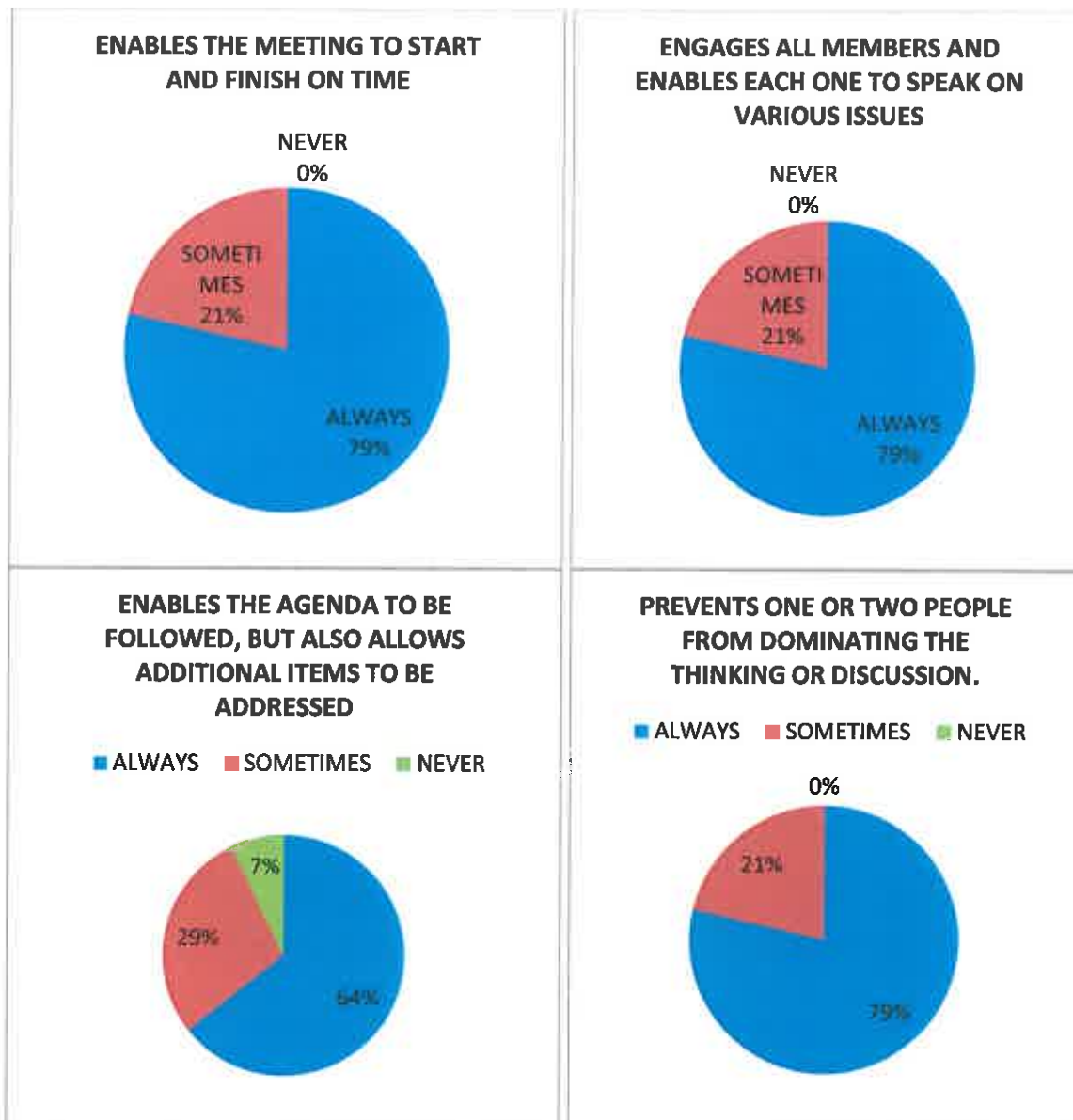
FINDINGS

Members participation during the meeting is important for every engagement to achieve the expected results. For Technical Munimec 50% of participants indicated that members always participate on the discussions whilst the other half said they sometimes participates. In addition, the 79 % of participants indicating that the intensity or level of power and personalities within the meeting room is low whilst the commitment and actioning of the global vision, strategy and desired future is extremely strong plays an important positive role on individual participation. Some of the reasons caused members not to participate links to what has been raised about the agenda setting and its content. For example MMs choose which topics to participate on as the agenda is sometimes not on the issues they have interest on. However in addition to this, participants also raised a challenge of non-attendance by Senior Managers from COGTA and Sector Departments who

send junior staff to makes presentations that they are unable to take decisions on as a result MMs loose interest on the topics discussed. This raises a question of respect of the forum by the Provincial Officials.

g) CHAIR FACILITATION/LEADERSHIP

The chair's style and process of facilitation and leadership:



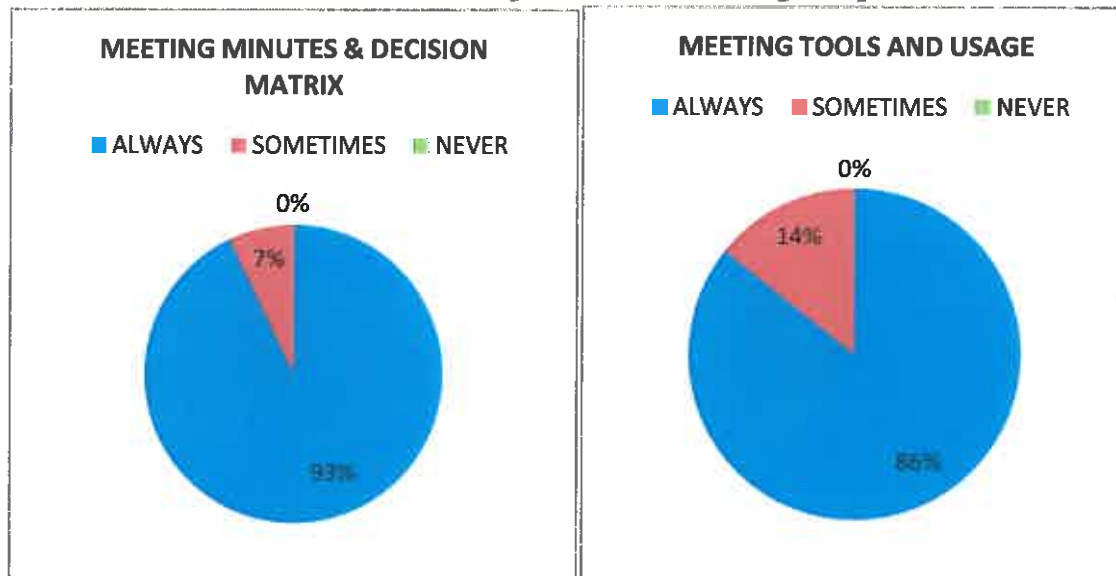
FINDINGS

$\frac{3}{4}$ Testing the participants' views around the chairperson facilitation skills, it is found that (almost more than a quarter third) of participants are satisfied in all four key tested areas. The Chairperson is facilitating the meeting very well as 64% to 79 % are always happy chairperson's facilitation. However, whilst the participants are mostly satisfied with

Chairpersons facilitation, it is suggested that rotating in chairing the Technical Munimec will result to more ownership and increased participation by members.

h) MEETING TOOLS & USAGE

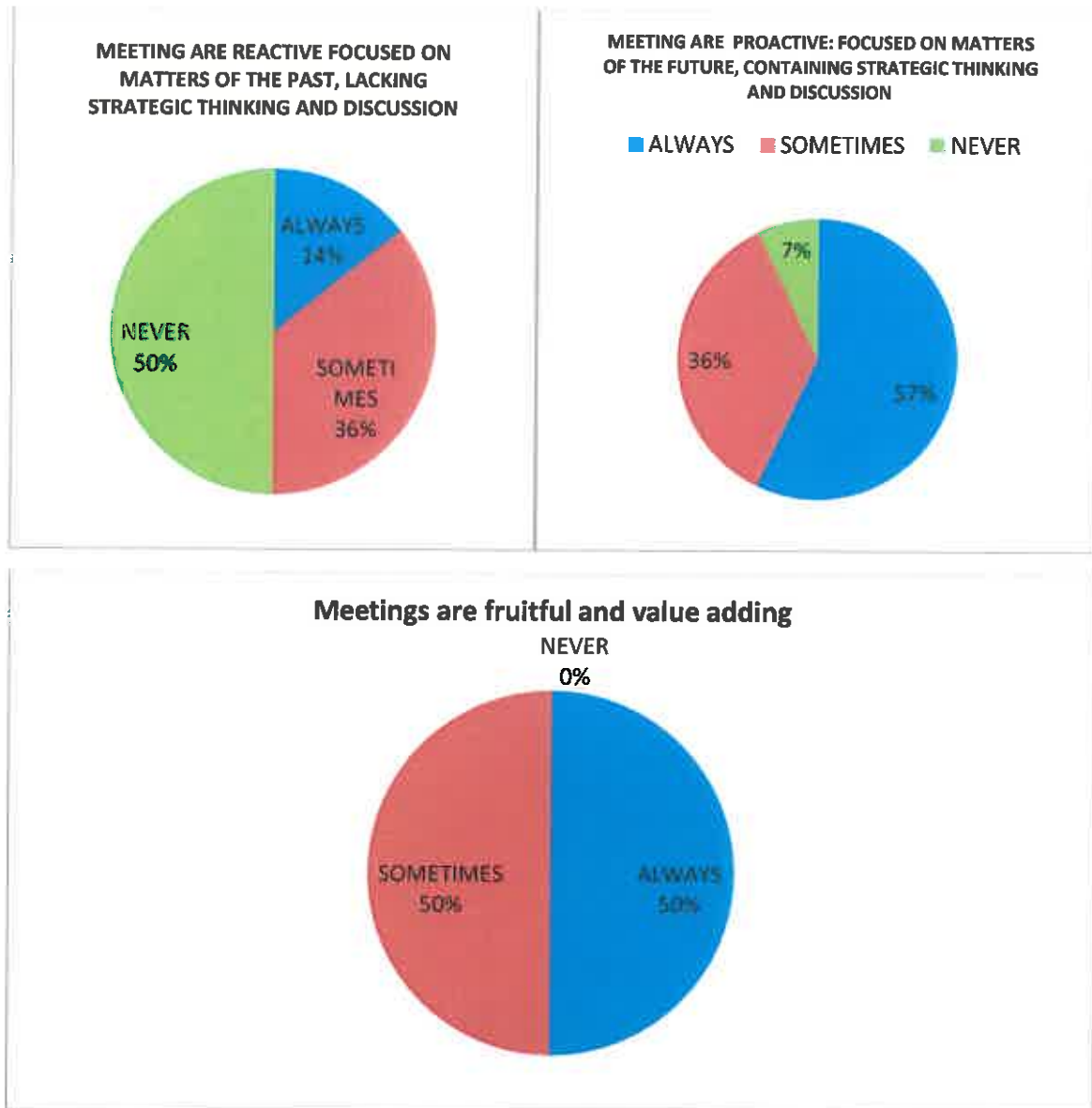
Are Governance tools used when required and correctly completed?



FINDINGS

It is worth noting that the secretariat function as per the Technical Munimec Terms of Reference is noted and appreciated by the participants. More than 90% of participants agreed that minutes and decisions matrix accurately reflect the agreed decisions. Even though most participants also indicated minutes and the decision matrix are used to follow up on matters of the previous meeting, there is a need to improve on this by making sure that there monitoring and evaluation of these issues as sometimes what is reported on paper is not what is on the ground. This also include the need to ensure that resolutions affecting sector Departments taken in this platform are adhered to failing which they will be escalated to the respective political heads through MUNIMEC.

i) MEETING EFFECTIVENESS



FINDINGS

When testing the participants views about reactiveness of the Technical Munimec, half of participated MMs indicated that it has never been reactive. This can be related to the 57% which indicated that Technical Munimec is always proactive and focusing on strategic future matters. This is due to the fact the information shared on Technical Munimec cautions the members on future developments such as the upcoming regulations and guidelines; implication of new law; and new reporting requirements. Conversely, on the other side there is 50% which is made of 36% of participants saying sometimes and 14% saying the Technical MUNIMEC is always reactive and lacks strategic focus. This view is also accentuated by the seven percent who indicated that Technical Munimec is never proactive and by those who also say it is sometimes proactive. This view emanate from the

sentiment that Technical Munimec mainly is focusing on performance of municipalities instead of cross cutting local government issues. The local government cross cutting issues should be dealt with at Technical Munimec with strong focus of reaching Provincial goals by all different role players which include Province, Municipalities and State Owned Enterprises. Each District is supposed to be allocated game changing projects to contribute to the Provincial Goals and the District targets to be discussed at District IGR structures to feed into Technical Munimec agenda to address technical challenges and escalate political bottlenecks to MUNIMEC through Mayors forum. This view also resulted to 50% participants indicating that the Technical Munimec is not effective.

10.1.2. OVERALL TECHNICAL MUNIMEC FINDINGS

Even though quantitatively the majority of MMs participated in this study had positive views in most tested areas about the Technical Munimec, issues raised to improve Technical Munimec are vital. These issues warrant rethinking, re-engineering, and or revival not only of Technical Munimec but of IGR structures in the Province. This is as result of a natural relationship of IGR structures where the dysfunctionality of one structure affects the other. In a nutshell, COGTA and Municipalities have to look on how District IGR forums can be activated and made functional. Functionality of these structures should not to be based on number of meetings held but more on cooperative governance with a common focus of achieving Provincial Goals through integrated service delivery for a maximum impact. Functionality of District IGR structures will amongst other result to:

- change on the agenda setting approach from top down to inclusive agenda.
- Agenda content will change from Municipal performance to cross cutting issues and items that are close to Municipalities heart.
- Increased participation by all stakeholders including Sector Departments, State Owned Enterprises (SOEs), and Municipalities as commitments will be made and monitored in this platform.
- Reduced repetition of issues discussed on different IGR issues and improved synergy of IGR issues.

10.1.3. PARTICIPANTS RECOMMENDATIONS TO IMPROVE TECHNICAL MUNIMEC

Based on the findings provided above, MMs provided the following summarised specific recommendation:

- District IGR structures must be functional to enable District issues to be discussed at a district level and identify issues to be escalated to Technical Munimec.
- Provincial Game Changers should be identified in all Districts, and implementation plan to be developed and monitored at District level and Technical Munimec. The

Game Changers should be contributing to the Provincial Vision which is also monitored at a MUNIMEC level.

- Be more proactive than reaction whereby research reports, and best practices are presented in this platform to caution and equip MMs with latest developments and innovations.
- The focus of functionality of IGR structures should move from quantitative ie counting number of meeting to qualitative such as checking outputs and outcomes of these meetings.
- To improve ownership and participation, chairing of Technical Munimec can be rotated, and ensure that presentations are talking to what is on the heart of Municipalities, are short and presented by Senior Officials.

10.2. MUNIMEC DATA ANALYSIS AND FINDING

Munimec data analysis and findings contains the inputs that were made by the few participated Mayors. These inputs will be compared with together with what MMs suggested to improve MUNIMEC.

10.2.1. MAYORS INPUTS ABOUT MUNIMEC

As noted above on the limitations section, very few Mayors participated in this study as a result less than 50% of the population sample target was met. Therefore the study could not generalise the findings as the data collected is too small to represent the sample and the population. However issues raised by participated Mayors are recorded as follows:

- The MUNIMEC is seen by the Mayors as a platform to capacitate Mayors on the different aspects of Local Government to conduct their oversight role effectively. This include providing Mayors with guidelines, new developments and discuss challenges and possible solutions. However the meeting agenda is too long with many reports as a result they lose interest at last parts of the sessions.
- Similar to the issues raised by the MMs about the Technical MUNIMEC, Mayors indicated that:
 - Agenda setting is done by COGTA not Mayors as a result there is no synthesis of agenda issues.
 - The focus is on the Performance and challenges facing Municipalities. This allow for Municipal specific challenges to be discussed in this platform instead of greater focus on cross cutting issues.
 - Participation of sector Departments remains a challenge as a result non-implementation of commitments by the sector Department is not monitored

and reported. COGTA is seen as not playing its role in coordinating sector Department issues raised at MUNIMEC and there is poor follow up on agreed actions.

- Absence of Annual Schedule of meetings and changing of MUNIMEC dates negatively affect diary management and attendance. This exacerbated by clash of MUNIMEC dates with other Provincial engagements which is indicative of poor coordination.
- The last one, is Departments sending junior staff to attend MUNIMEC with no capacity to resolve issues raised as they have not authority to take decision delays purpose of addressing bottle necks in the platform.
- MUNIMEC play vital role for Mayors to personally talk to issues with MEC of COGTA and this allows for collective solutions and mitigation of challenges and to influence cabinet processes.

10.2.2. MUNICIPAL MANAGERS INPUTS ABOUT MUNIMEC

It has been found that the issues raised by Municipal Managers about Technical Munimec are not far from the challenges their raised on MUNIMEC and also from the ones raised by Mayors. However MMs also added that:

- There is an observation that MUNIMEC is sometimes faced with poor attendance by Mayors, and those that attend some sit outside the meeting and or just sign the attendance register and not make any inputs in the meeting. A suggestion was sponsored of workshoping Mayors on their role in MUNIMEC, allowing them to make presentations, and MEC to make inputs and guide the meeting can help to improve the situation.
- MMS are expected to attend MUNIMEC which normally takes two days to listen on the proceedings and not to participate as the platform belongs to their political heads. This is viewed not to be cost effective as it is suggested that maybe District MMs and identified MMs during Technical Munimec guided by MUNIMEC agenda should attend.

10.3. HOW CAN COOPERATIVE GOVERNANCE BE IMPROVED?

MAYORS are of an opinion that COGTA is more relevant in making sure that co-operative governance is achieved in the Province by co-ordinating Provincial-Municipal plans (IDPs to inform Sector Department plans), engagements and reporting both administrative and politically. This will be achieved through the following recommendations:

- The disjuncture between Provincial Departments' plans and IDPs should be eliminated and MUNIMEC must create a space to discuss statistical data in Municipal level with Province and National Departments.
- Ensure sector Department's participation on the IGR structures to improve synergy and proactively address bottlenecks.
- COGTA to ensure that IGR structures and processes are beyond party politics by safeguarding that IGR events happening in a Municipal space are well known by the respective Municipalities regardless of political affiliation.

MUNICIPAL MANAGERS added that functional District IGR structures are critical to feed into Provincial IGR structures. Provincial Goals should be cascaded to District goals which consist of District Game Changers and are part of Municipal IDPs. IDPs should guide Provincial Departments and SOEs' plans and implementation of commitments to be monitored at a Technical Munimec level whilst political bottlenecks are attended to at MUNIMEC. Some of the specific suggestions provided by Municipal Managers are:

- There should be one reporting template covering a wide scope for sector departments to draw information from.
- STOP big brother approach, setting up meeting for the sake of meeting APP targets, and try the best to stick on Annual Schedule of meetings.

11. CONCLUSION

This evaluation study as indicated before it was meant to:

- **Assess logistical and operational processes of MUNIMEC and Technical MUNIMEC meetings by assessing if the preparations are conducted as per the MuniMEC and Technical MuniMEC Terms of Reference and IGR Framework Act?** It has been found that the key challenge facing both structures emanate from dysfunctional District IGR structures which makes escalation and synthesising of IGR issues in the Province impossible as a results COGTA decides on agenda issues and this is seen a top down approach. The second question in this regard was to assess if all stakeholders play their respective expected roles? It has been found that MUNIMEC is more challenged with attendance as compared to TECHNICAL

Munimec and where even those attending some are seen outside the venue and not participating. However in both structures participation of sector Departments and SOEs is seen as a big challenge. This challenge is laid under COGTA's responsibility to coordinate sector Departments not only to participate on IGR structures, but to ensure that Municipal plan (DIPs) inform plans of sector Departments and SOEs.


- **To assess the extent at which MuniMEC and Technical MuniMEC objectives are met:** *to what extent are the MuniMEC and Technical MuniMEC resolutions are implemented?* Before responding this question, the study uncovered that there is a general agreement amongst participants that cooperative governance is not achieved yet judging on the focus of the IGR structures. A lot more need to be done improve cooperative governance and avoid repetition of issues, and duplication of reporting. With regard to the implementation of resolutions for both Technical Munimec and Munimec, the study found that there are processes in place to follow up on agreed actions; however there is a view that these platforms are mainly used to monitor municipalities. Sector Departments and SOEs commitments are not monitored whereas they have an impact on service delivery projects at a Municipal level.
- **To assess the basic level of impact of MuniMEC and Technical MuniMEC:** *How the MuniMEC and Technical MuniMEC affected service delivery plans?* Whilst there is general agreement that better coordination of the IGR structures result to improved service delivery, there is a need to review the current focus particularly of Technical Munimec to ensure that service delivery plans talk to each other. There is a strong request to ensure that Technical Munimec is used as a platform to monitor progress in the implementation of programmes and projects that contribute Provincial goals.

It is important to note that the issues raised above do not necessarily mean that the participants are totally dissatisfied with Technical Munimec and MUNIMEC but are the issues to be used to improve functionality of these IGR structures to achieve cooperative governance not only by COGTA but by all stakeholders as the functionality of District IGR structures cannot be achieved by COGTA alone. For example, participants were honest to even highlight that they themselves were not fully playing their part, this include not reading meeting documentation, not arriving on time, etc. IGR is based on relations therefore different role players need to play their part and a positive atmosphere spear headed by COGTA is imperative.

12. SIGNATURES


Submitted by:

Mr. Manelisi Sogwagwa
Director :Evaluation

Sign: 
Date: 22/03/2017

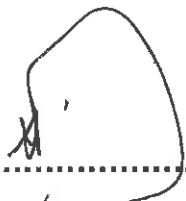
Supported by:

Ms. Rashnee Heeralal
Director :Intergovernmental Relations

Sign: 
Date: 24/03/2017

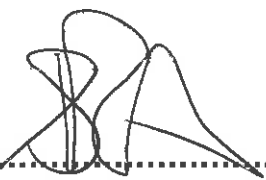
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Date: 3/3/17

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Date: 31/3/17