



**cogta**

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## LOCAL GOVERNMENT

### EVALUATION

#### SECTOR BASED COUNCILLOR ORIENTATION WORKSHOP

#### PHASES ONE , TWO AND THREE



## ACKNOWLEDGEMENTS

The Evaluation Directorate extends its sincere gratitude to all those who made it possible for this evaluation to be conducted. A word of appreciation is specifically extended to the Capacity Operations and Implementation Business Unit who assisted with the drafting, distribution and collection of the survey forms.

Above all a word of appreciation goes to all those Councillors and aMakhosi who filled in and returned the survey forms. If it was not for their participation, this evaluation could have not been conducted successfully.



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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.
Evaluation Methodology	Approaches used in conducting the evaluation.
Qualitative Analysis	The process of making sense from research participants' views and opinions of situations, corresponding patterns, themes, categories and regular similarities
Learning	Participant's satisfaction in knowledge and skills learnt
Quantitative Analysis	Basic descriptive statistics to explore the main characteristics of data gathered, using frequencies, percentages, etc.
Reaction	How the participants reacted to the workshop in relation to the Facilitators, venues and administration, presentation methods and presentations content

## LIST OF ACRONYMS

Acronym(s)	Definition
COGTA	Co-operative Governance and Traditional Affairs
EXCO	Executive Committee
IDPs	Integrated Development Plans
IGR	the Intergovernmental Relations
PR	Proportional Representative
T.O.R.s	Terms of Reference

## LIST OF TABLES

**Table 1** : Dates, districts, venues of the workshop, number of survey forms distributed, returned and not returned

## LIST OF ANNEXURES

**Annexure A:** A sample of a Survey Form used during evaluation of Sector Based Councillor Orientation Workshop

## EXECUTIVE SUMMARY

This executive summary provides a snapshot of the Implementation Evaluation conducted on Phases One, Two and Three of the Sector Based Councillor Workshop, methodology used to gather the necessary data, findings made from the analysed gathered data and recommendations made by the participants. Survey forms were used to gather data on two levels of the workshop being Level 1 – Reaction and Level 2 Learning. At Reaction Level the evaluation measured how the participants reacted to the workshop in relation to the facilitators and presenters, venues and administration ( technical support ), presentation methods, presentation's content and its relevance to the participant's roles and responsibilities that they perform. Evaluating the workshop at this level assisted to gather data on how to improve future workshops / trainings where necessary. The participant's reaction has important consequences for Learning (Level 2). The evaluation at Level 2 moved beyond assessing participant's satisfaction to assessing the extent to which the participants advanced their knowledge and how this will assist to improve their skills to perform their roles and responsibilities. Level 3 – Behaviour that looks at how participants apply the knowledge and skills received and Level 4- Results that focus on outcomes were not evaluated and will be evaluated at a later stage. The findings are a summary of different responses of the participants and reflection of what transpired at the workshop sessions. Some felt that the workshop sessions were well organised and some felt differently and detailed findings and recommendations are provided in this report. Most of the participants, more specifically the first time Councillors, acknowledged that the entire workshop was of great value to them more specifically on governance and administration, public participation and finance and will assist them to improve their skills and knowledge. They also stated that, future workshop(s) and training(s) must be conducted separately, such as there must be workshop(s) for returning Councillors and workshop(s) for newly elected Councillors. According to them this will assist the newly elected Councillors to fully participate and engage in discussion(s) with the presenters without the fear of being scared to be judged by those who already know the content. Most of the Councillors who have been in Council for five years and more , as much as they also appreciated the workshop also felt that the content of the workshop was not something new instead a repetition of what they already know. They also shared the same sentiment that future workshops of this nature must be conducted separately, such as convening workshops for returning Councillors and workshops for first time Councillors. Recommendations are mostly positive and provide more constructive efforts on making suggestion on how the workshops can be conducted in future. More emphasis was made that future workshop(s) and training(s) must also include the ones requested on the Skills Audit Forms. It is also worth noting that all the workshop sessions were opened by COGTA MEC and the Chief Director Capacity Building and Capacity Operations and Implementation.



# 1. INTRODUCTION

Local government is regarded as the sphere of government 'closest to the people' and municipalities are at the centre of deepening democracy and accelerating the delivery of services. A responsive, effective and efficient developmental local government system requires good leadership and strategic management, good service provision and good community participation. To achieve this, Section 154 of the Constitution of the Republic of South Africa, Act (No. 108 of 1996) requires that the national and provincial governments, by legislative and other measures, must support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and perform their functions. According to the Handbook for Municipal Councillors (2011), the broad mandate of local government officials is to promote developmental local government and facilitate socio-economic development at the local municipal level. Councillors, as elected public representatives have a mandate to carry such as:

- Acting as representatives of the community they serve;
- Providing leadership roles in the council, and
- Acting as custodians or guardians of public finances.

The Councillor's role is not an easy one and it demands expertise and knowledge about the local government system and municipal environment. Councillors require an in depth understanding of their mandate. High level of expectations of the community they serve, competing interests among the different groups of citizens living in the municipality, limited human and financial resources and tight timeframes for delivery of services are some of the difficult challenges that Councillors face during their five-year term. Critical to all of these is the requirement that they work to improve the lives of all the citizens in the municipality. The improvement of the peoples' lives can be achieved through the provision of basic services, development and growth of the economy, recognising and harnessing the skills potential of people living in the municipality, mobilising the people to make their own contribution to improve their living conditions and job creation.

The work of Councillors is guided by the framework set out in the White Paper on Local Government (1998) that proposes a developmental model of local government. In order for this mandate to be carried, training of Councillors is a key part of capacity-building. Section 68 of the Municipal Systems Act, (No. 32 of 2000) requires municipalities to develop their human resource capacity to a level that enables them to perform their functions and exercise their powers in an economical, effective, efficient and accountable way. In developing their human resource capacity, the municipalities must comply with the Skills Development Act, (No. 81 of 1998) and the Skills Development Levies Act, (No. 28 of 1999). Capacity building training aims at enabling Councillors to upgrade their knowledge and skills to perform their responsibilities better. This evaluation T.O.R serves as a guide that explains the need for evaluating,

## 2. BACKGROUND

The United Nations Development Programme's (UNDP's) defines capacity building as the ability of individuals, institutions and societies to perform functions, solve problems and achieve objectives in a sustainable manner. Capacity is thus a multi-dimensional concept with three inter-related core elements or capacity factors:

- (a) Individual capacity;
- (b) Institutional capacity; and
- (c) Environmental capacity.

National CoGTA developed National Capacity Building Framework (NCBF) in order to provide important guidelines and broad strategic directions for capacity building aimed at municipalities in South Africa. NCBF defines capacity building as the process through which required abilities are obtained, strengthened, adapted and maintained over time. NCBF responds to needs and concerns which have been identified on capacity constraints of the political and administrative echelons of municipalities. Immediately after local government elections, KwaZulu Natal CoGTA Capacity Building Business Unit will conduct a skills audit and identify the skills shortage of newly elected Councillors. Training programmes are developed to address capacity building needs. The training focuses on Councillor Orientation and empowerment programme and rolled out as Interventions 1, 2, 3 & 4. Details of what the training entails will be specified in evaluation scope.

## 3. PROBLEM STATEMENT

The past Councillor's skills audit conducted identified challenges and constraints in the knowledge and skills of Councillors. This resulted into identifying the need to train the Councillors and evaluate the role played by the training at the same time. This also responds to one of the findings from the Evaluation of 2010-15 Strategic plan report where Municipalities highlighted the timing of Councillor training as an issue.

## 4. PURPOSE

The purpose of this evaluation is to assess reaction (level one) and learning (level two) of the workshop provided to Councillors. At the reaction level, evaluation will measure how participants reacted and perceived training:

- (a) Facilitator ;
- (b) Venue and administration;
- (c) Training content and its relevance to their work;
- (d) Training methods;

Participants' reactions have important consequences for learning (level two). Evaluation at this level moves beyond assessing participant satisfaction and attempts to assess the extent to which participants have advanced in:

- (a) Skills acquired ;
- (b) Knowledge acquired ; or / and
- (c) Attitude

Skills transferred (level 3) and Results (level 4) will not be assessed in this evaluation and will be evaluated after two years of the training conducted.

## 5. OBJECTIVES

The objectives of this evaluation are to assess:

- (a) Councillor's reaction about the workshop; and
- (b) Learnt knowledge and skills

## 6. KEY EVALUATION QUESTION

The key evaluation question is:

- (a) To what extent does the workshop (s) address capacity needs of the Councillors?

These Key Evaluation Questions are derived from the purpose of this evaluation and will make it easier to decide what data to collect, tools to use, data analysis methods to use and how to report findings:

- (a) **Reaction:** Is the workshop conducted as planned?
- (b) **Learning** : Are there some learnt skills and knowledge acquired from the workshop



## 7. LIMITATIONS TO THE EVALUATION

The following served as limitations:

- Survey forms were distributed on the first day of the workshop sessions, collected on the third (3<sup>rd</sup>) day and not all participants filled and returned the forms for some participants did not attend on the 3<sup>rd</sup> day ;
- Having different Facilitators for a same session impacted badly on the non- collection of some survey forms ;
- Some of the participants are not that much literate and survey forms were not translated into isiZulu that can be another cause for some not to return them back;
- Phase 3 workshop sessions coincided with the MPAT challenge period that the Evaluation Directorate coordinated and this made it impossible for the evaluator to attend all the sessions.

## 8. EVALUATION METHODOLOGY

This Evaluation was conducted in line with the pre-determined and approved Terms of Reference (T.O.R.s) that specified evaluation type, scope, data collection methods, data collection plan, tools, data capturing, analysis, ethical consideration, time-line, documenting findings, reporting, results dissemination and drafting an Improvement Plan.

### 8.1. Data gathering methods

Out of one thousand two hundred and two survey forms (1202) distributed, four hundred and eighty six (486) were returned and seven hundred and sixteen (716) were not returned.





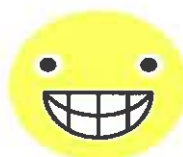


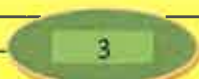


Below is a table that illustrates the dates, districts, venues of the workshop, number of survey forms distributed, returned and not returned:

Date	District s)	Venue	Forms distributed	Forms returned	Forms not returned
<b>Phase One</b>					
<b>10-12 October 2016</b>	Ethekwini , Umgungundlovu, ILembe	Mayville, Department of Public Works	70	28	42
<b>18-20 October 2016</b>	Harry Gwala; Ugu	Ray Nkonyeni Municipality Civic Centre	63	34	29
<b>8-11 November 2016</b>	Zululand; Umkhanyakude; King Cetshwayo	Umhlathuze Auditorium	114	60	54
<b>1-3 November 2016</b>	Uthukela; Umzinyathi; Amajuba	New Castle Fairleigh Hall	63	29	34
<b>Total</b>			<b>310</b>	<b>151</b>	<b>159</b>

Phase Two					
15-17 November 2016	Ethekwini; Umgungundlovu; ILembe	Durban Natural Science Museum Research Centre	97	40	57
22-24 November 2016	Harry Gwala; Ugu	Ray Nkonyeni Municipality Civic Centre	51	31	20
29 November to 1 December 2016	Zululand; Umkhanyakude; King Cetshwayo	Umhlathuze Auditorium	159	60	99
6-8 December 2016	Uthukela; Umzinyathi; Amajuba	Newcastle Show Hall	77	38	39
Total			384	169	215
Phase Three					
17-19 January 2017	Ethekwini , Umgungundlovu, ILembe	Mayville, Department of Public Works	153	41	112
24-26 February 2017	Harry Gwala; Ugu	Ray Nkonyeni Municipality Civic Centre	58	20	38
31 January – 2 February 2017	Zululand; Umkhanyakude; King Cetshwayo	Umhlathuze Auditorium	198	75	123
7-9 February 2017	Uthukela; Umzinyathi; Amajuba	Newcastle Show Hall	99	30	69
			508	166	342
Grand Total			1202	486	716

## 8.2. Data Analysis of survey forms (Questions)

Excel spread sheet database was created to capture individually, all the responses from 486 survey forms. Quantitatively, data was analysed through counting the number of each rating responses in each question and converted the number into percentages represented in pie charts. The survey forms had the following 1. 5 rating to choose from. Those forms with no rating were captured as NR:

 Strongly Disagree	 Disagree	 Neutral	 Agree	 Strongly Agree
 (SD)	 (D)	 (N)	 (A)	 (SA)

The narrative given by some of the participants as comments at the end of each question on the survey forms was analysed qualitatively. Findings and recommendations were made out of the rating analysis and narrative comments. The first general question asked below assisted to gather data on the reasons for attendance and will assist the future workshops / trainings, to also be considerate of the participant's needs :

### **8.3. What were your mains reasons for taking part in the workshop?**

There were many responses provided by both newly elected and returning Speakers, Executive Committee Members, Ward Councillors, Proportional Representative (PR) Councillors and AMakhosi.

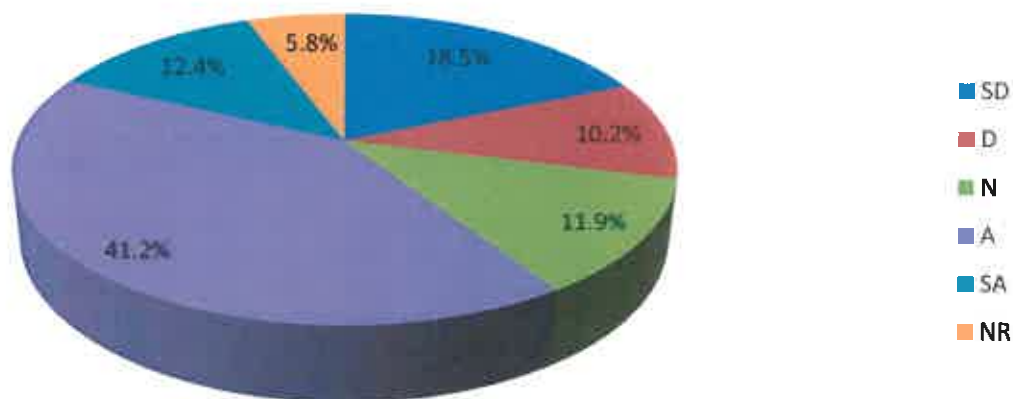
The responses were grouped into the following themes and listed as prioritised by the participants:

- i. To have a sound knowledge of local government legislation in order to effectively perform oversight roles and responsibilities assigned to them as community leaders ;
- ii. To learn more about the Intergovernmental Relations (IGR) of Municipalities, Co-operative Governance and Traditional Affairs ( COGTA) and other Sector Departments;
- iii. To capacitate themselves with knowledge and skills on good governance, finance and planning that will enable them to carry out their work as Executive Committee Members, PR/ Ward Councillors and Traditional Leaders;
- iv. To capacitate themselves on how they can practically be communication link between their Councils and the communities;
- v. To serve communities with dignity and priorities service delivery in order to avoid protests at all costs;
- vi. To Understand roles and responsibilities of the Councillors and those of the Traditional Leaders;
- vii. To Learn more on establishment of Ward Committees and their importance in promoting public participation, more specifically during the drafting of the Integrated Development Plans (IDPs) ; and
- viii. To learn more about Councillor Code of Conduct and what is expected of a Councillor in terms of behaviour, working with communities, Municipalities and other Sector Departments.

## 8.4. LEVEL I: REACTION

### (a). About the Facilitator (s) / Presenter(s)

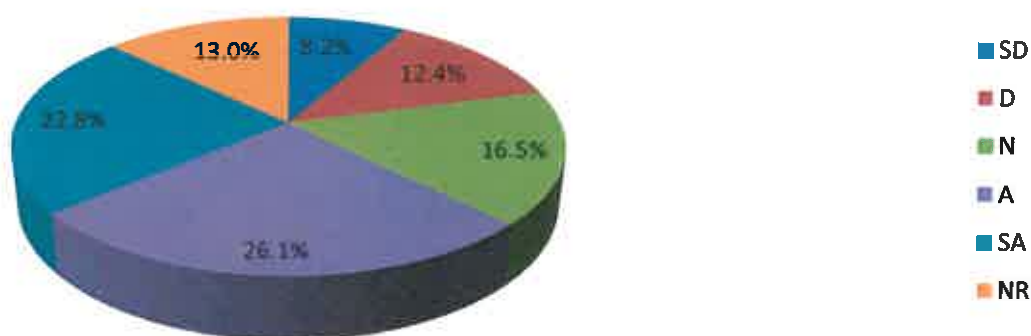
**Workshop sessions well organised**



**The participants rated the organisation of the workshop sessions as :**

18.5 % strongly disagreed that the workshops were well organised; 10.2% disagreed; 11.9 % remained neutral; 41.2% agreed that the workshop sessions were well organised, in terms of communicating dates and venues. This enabled the participants to arrange for transportation and accommodation in time. 12.4 % strongly agree and 5.8% did not rate the training organisation.

**Facilitators fully involved participants**

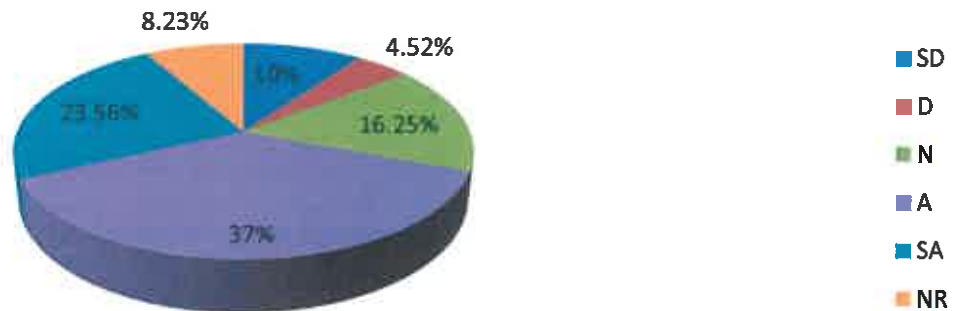




The participants rated the involvement by the facilitators as :

8.2 % strongly disagreed that the facilitators fully involved the participants; 12.4 % disagreed; 16.5 % remained neutral; 26.1% agreed; 22.8% strongly agreed and 13 % did not rate if the facilitators fully involved the participants.

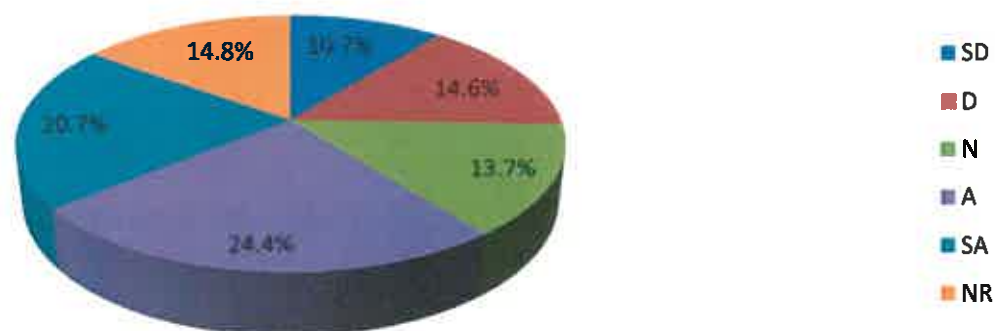
### Facilitators made the workshop sessions worth attending



The participants rated the facilitators made the workshops worth attending as :

10 % strongly disagreed that the workshop sessions were worth attending; 4.52 % disagreed; 16.25% remained neutral. 37% agreed that the workshop sessions were worth attending for they stated that some facilitators and some presenters were well prepared, inspirational, energetic, passionate, professionally dressed and full of etiquette. According to some participants the above created a friendly atmosphere that allowed full participation and relevant debate where possible. 23.56% strongly agreed and 8.23 % did not rate if the facilitators made the training worth attending.

### Facilitators responded well to questions



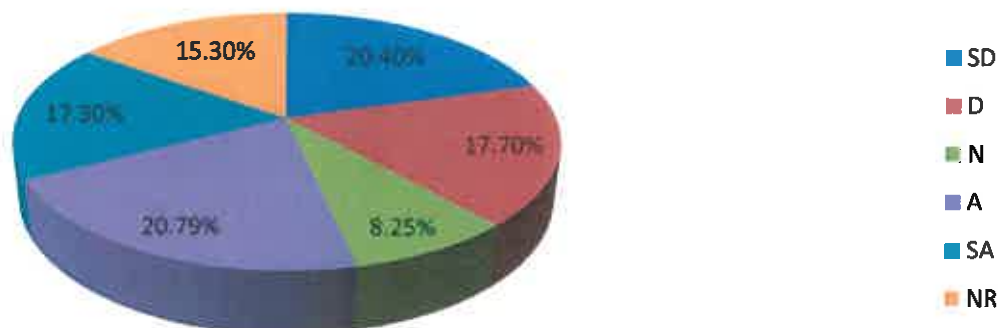
The participants rated how the facilitators responded well to the training as :

10.7 % strongly disagreed that the facilitators responded well to questions; 14.6 % disagreed; 13.7 % remained



neutral; 24.4 % agreed; 20.7 % strongly agreed and 14.8 remained neutral

### Time well managed throughout workshop sessions



**The participants rated time management throughout workshops sessions as :**

20.40% disagreed that time was well managed; 17.70 % disagreed for there were some concerns noted. As minor as they may be perceived, some of the participants somehow felt that these had a bad impact on learning and can be addressed through the recommendations they made. 8.25 % remained neutral; 20.79 % agreed; 17.30 % strongly agreed. 15.30% did not rate how well time was managed throughout the workshop sessions.

**Below are some of the pictures taken during the workshop sessions:**

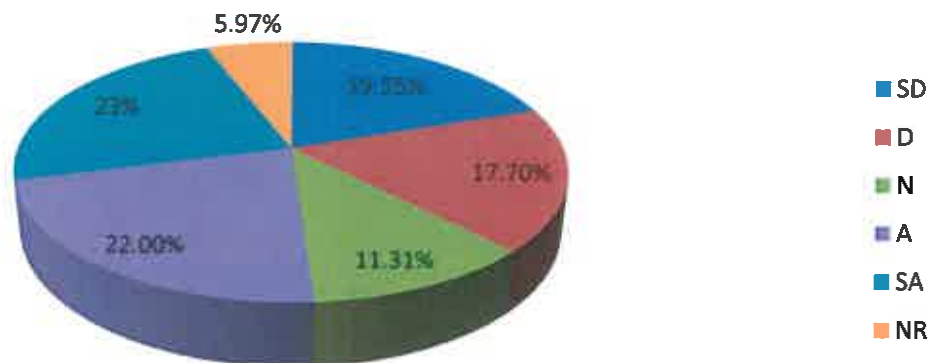


**Some of the Facilitators / Presenters**

8.4. (b) Findings	Recommendations
a) 12 % of the participants stated that they were notified a day before to attend the workshop and that made it very difficult for them to travel within such a short notice	In future the participants requested to be notified in time and Emails be sent directly to them were possible
b) 17% of the participants noted that time was not at all well managed. There were no ground rules agreed upon in terms of tea / lunch breaks and time to end the sessions. As a result some discomfort was caused by sitting down for a long time and some sessions ended late.	In future workshops / Trainings, ground rules on how time will be utilised must be set and agreed to by all. Time keeping must be adhered to. This will assist to avoid discomfort and ending sessions late.
c) 40 % of the participants strongly agreed that the programme had many changes due to some presenters who were not available on the days they were supposed to be presenting and available on other days. This caused the programme to be too long.	Firstly confirm the availability of the presenters for the day and any changes on the presentations must be done prior the printing of the programme.
d) 2% of the participants stated that some minority groups were not accommodated in terms of their food preference e.g. Halaal and Vegetarians.	All catering needs of the participants must be considered in order for all to feel treated the same way.
e) 25 % of the participants agreed that some sessions were too big such as Zululand, Umkhanyakude and King Cetywayo (Phase 2). This made it not easy to facilitate the sessions and some of the ill-disciplined participants made derogatory remarks and fun of some presenters, more specifically women.	Sessions must be sizeable in order to be able to allow smooth facilitation, presentations and engagement in constructive debate. Ground –rules on how participants are to behave must be set.

### 8.5. (a). About the venue and administration

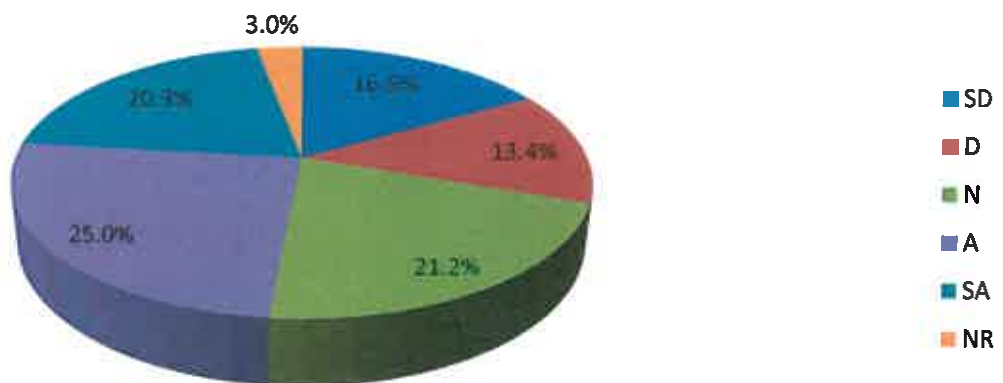
#### Venue conducive for learning



**The participants rated the conduciveness of the workshop venues as :**

19.55 % strongly disagreed that some venues were conducive for learning and stated that some venues were far away and not conducive for learning. 17.70 % disagreed that the venues were spacious and well ventilated and conducive for learning. 11.31 % remained neutral. 22 % agreed; 23 % strongly agreed and 5.9 % did not rate the conduciveness of the workshops venues.

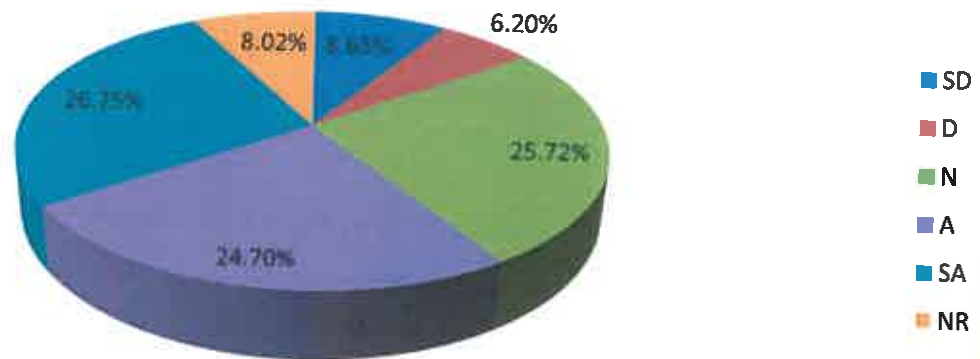
#### Venues accessible



**The participants rated the accessibility of the venues as :**

16.5% strongly disagreed that some venues were accessible ; 13.4 % disagreed; 21.2 % remained neutral; 25 % agreed; 20.3 % strongly agreed and 3 % did not rate the accessibility of the venue

## Efficient Technical Support



The participants rated the technical support efficiency as :

8.65 % strongly disagreed that the technical support was efficient; 6.20 % disagreed 25.72 % remained neutral; 24.70 % agreed; 24.70 % strongly agreed and stated that the technical support was highly professional more specifically during registration and workshop sessions. Files and other presentations that were done during the sessions were well distributed. 26.75 % agreed and 8.2 % did not rate the efficiency of the technical support.



Port Shepstone Civic Centre



Richard's Bay Auditorium







Some of COGTA officials and Interns during registration time of participants

Although some agreed that the venue(s) were conducive for learning and there was enough documentation there were some challenges experienced by some:

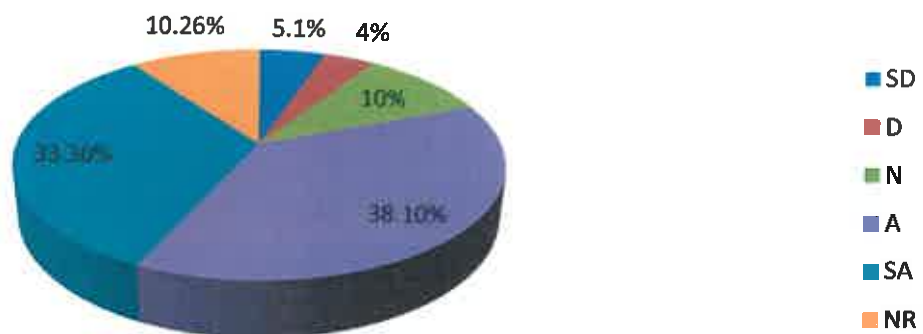
8.5.(b) Findings	Recommendations
a) 19% of the participants stated that some of the venue (s) such as at Margate and Newcastle Fairleigh Hall were far away and only accessible to those who had transport and those who travelled by feet, struggled to get to the venue(s).	Venues must be centrally located for accessibility to all.
b) 10 % noted that two different venues such as Margate and Ray Nkonyeni Municipality Civic Centre were used and this inconvenienced the participants in terms of travelling and accommodation arrangements.	One venue must be used for a particular workshop and if there is any change, this must be communicated with the participants in due course so that necessary arrangements for transport and accommodation can be made.
c) No directions were provided to the workshop venues and this led to some participants getting lost and arriving late at the workshop.	Provide map directions to the workshop venues.
d) In some venues such as Ray Nkonyeni Civic Centre there were no table clothes and water provided during the workshop sessions and some days were very hot e.g. Newcastle ( Phase 2).	Where necessary, tables must be covered with table clothes and preferably bottled water must be provided at all times for it is easy to distribute than to feel up the jugs.
e) In some venues parking was a problem, few parking	Venues must have parking and safety of the cars be



bays and cars had to park outside the venue, e.g. Durban Natural Science Museum Research Centre.	ensured.
f) Some venues were not conducive for learning, chairs congested and small tables for writing e.g. Umhlathuze Auditorium, hall too big such as Newcastle Fairleigh Hall and overhead projector made the presentations to be blur, hall too small to accommodate all Councillors in attendance such as 31 January – 2 February session.	Comfortable, spacious venues with bigger tables must be used e.g. Umhlathuze Council Chambers. Lighting and size of the venue must be considered so that presentations can be well projected.
g) Some participants are wheel chair bound and some use other walking support and had difficulties in accessing the venues.	Venues are to be considerate of all participant's needs and must have ramps for easy access for those participants who are using other walking support.

#### 8.6. (a) About the workshop content

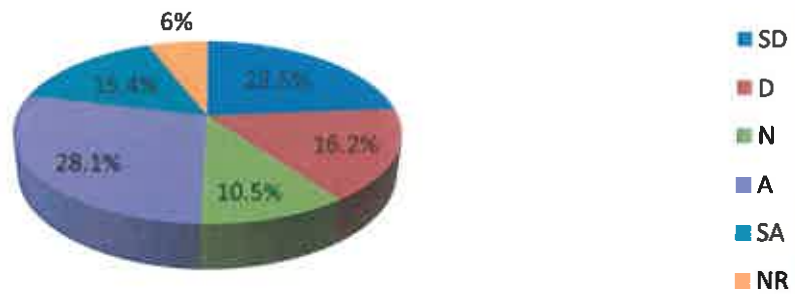
### Workshop content stimulating and relevant



#### The participants rated the stimulating and relevance of the workshops content as :

5.1% strongly disagreed that the workshop content was stimulating and relevant and 4 % disagreed. 10 % remained neutral. 38.10 % of the participants such as first time Councillors who are Chairpersons of Portfolio Committees and Ward Councillors agreed that the content of the presentations was stimulating, easy to understand, diagrams well used and useful for their job roles and responsibilities. They also noted that the workshops focused on specific aspects relating to how they are to perform the oversight role on Municipalities and how to ensure that Council and Portfolio Committee meetings are conducted properly. According to the participants this assisted them to understand more about governance and administration matters such as Code of Conduct for Councillors, Rules and Orders and Councillor Oversight. 33.30 % strongly agreed and 10.26 % did not rate how stimulating and relevant the workshop content was.

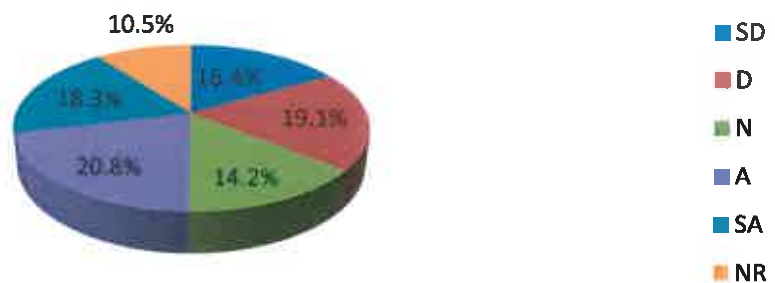
### Content easy and not difficult to understand



The participants rated the content easy and not difficult to understand as :

23.5 % strongly disagreed that the content was easy and not difficult to understand whilst 16.2 % disagreed. 10.5 % remained neutral ; 28.1 % agreed ; 15.4 % strongly agreed and 6 % did not rate how easy and not difficult was to understand the content

### Illustrations and diagrams well used

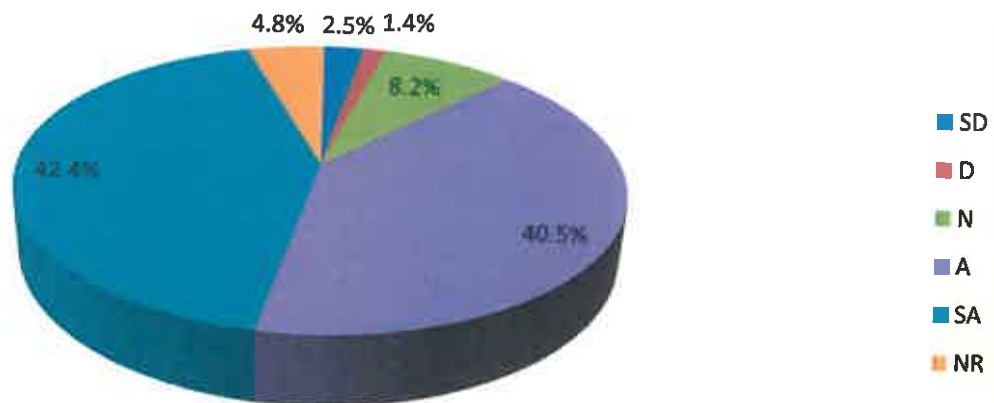


The participants rated how well illustrations and diagrams were used as :

16.5 % strongly disagreed that illustrations and diagrams were well used and 19.1 % disagreed. 14.2 % remained

neutral, 20.8 % agreed and 18.3 % of the participants such as first time Councillors who are Chairpersons of Portfolio Committees and Ward Councillors agreed that the content of the presentations was stimulating, easy to understand, diagrams well used and useful for their job roles and responsibilities. 10.5 % did not rate how illustrations and diagrams were used.

### Workshop content useful for my job roles



The participants rated how the workshop content was useful for their job roles as :

2.5 % strongly disagreed that workshop content was useful for their job roles and 1.4 % disagreed. 8.2 % remained neutral, 40.5 % agreed; 42.4 % strongly agreed and 4.8 % did not rate how the workshop was useful for their job roles.

As much as some agreed there were some concerns noted:

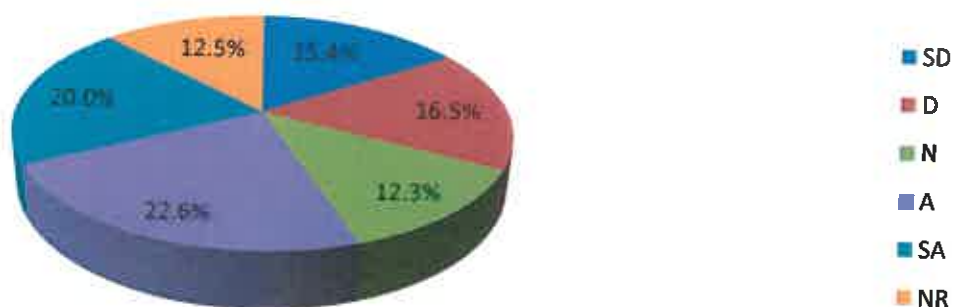
8.6. (b) Findings	Recommendations
a) 5.1 % of the participants disagreed that the workshop content was stimulating, easy to understand and diagrams well used. According to them there was too much content and as a result some presenters skipped some slides and some diagrams were not easy to follow.	Presenters must summarise presentations and hand-outs based on what knowledge and skills they want the participants to learn. Diagrams must be simple and understandable and if unable to explain must not be used at all costs.
b) 20 % felt that it was not easy to understand for some of the presenters either used isiZulu or English language throughout their presentations.	Some presenters are to take into cognisance the language diversity of the audience and try by all means to present in relevant languages such as isiZulu where necessary and balance the language command.

c) 40 % of the participants stated that some presenters such as SPLUMA, IDP, LED and CSC read word for word from their presentations and did not provide satisfactory explanation where necessary.

Presenters are to be well prepared and Senior Managers must make presentations at such workshops

#### 8.7.(a) About the workshop methods

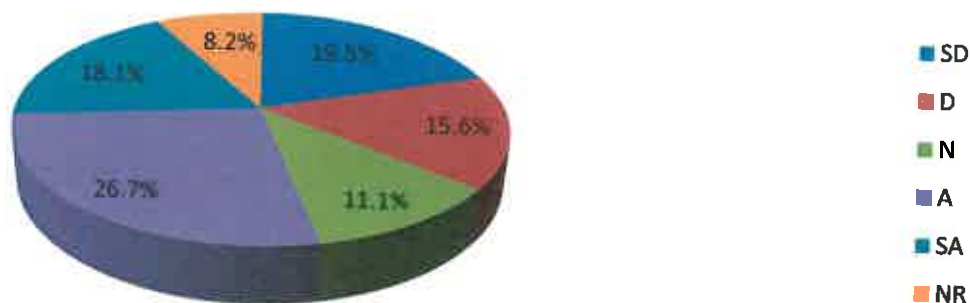
### Powerpoint presentations well conducted



The participants rated how well PowerPoint presentations were conducted as :

15.4 % strongly disagree that PowerPoint presentations were well conducted; 16.5 % disagree and 12.3 % remained neutral. 22.6 % agreed and 20 % strongly agreed that some presentations were well projected; most of the presenters were well conversant with their presentations, illustrated the diagrams well and responded well to questions asked. 12.5 % did not rate how well conducted were PowerPoint presentations.

### Diagrams well illustrated

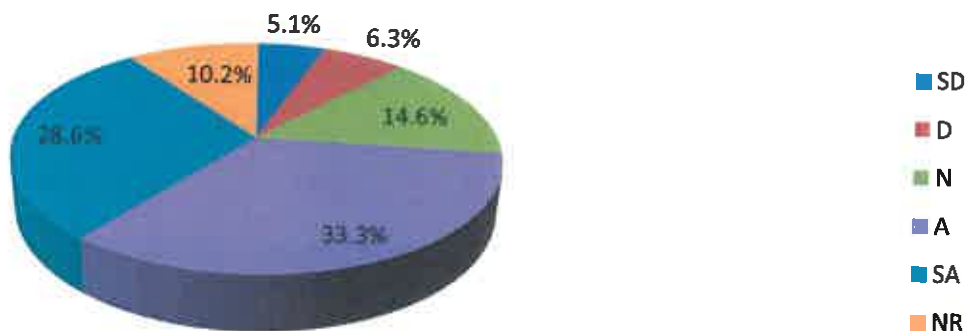




The participants rated how diagrams were illustrated as :

19.5 % strongly disagreed that diagrams were well conducted; 15.6 % disagreed and 11.1 % remained neutral. 26.7 % agreed; 18.1 % strongly agreed and 8.2 % remained neutral and did not rate how the diagrams were illustrated.

### Hand-outs clear and content related



The participants rated how clear and content related were the hand-outs as :

5.1 % strongly disagreed that the hand-outs were clear and content related; 6.3% disagree; 14.6% remained neutral; 33.3% agreed; 28.6% strongly agreed and 10.2% did not rate if the hand-outs were clear and content related.



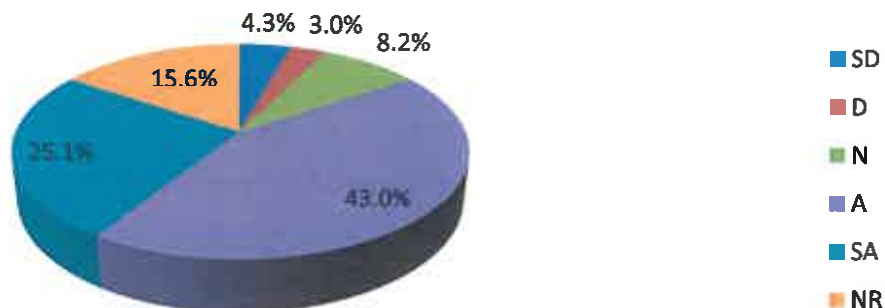
Some of the presenters



8.7.(b) Findings	Recommendations
a) 20% felt that some of the presentations did not talk to the documents in the files and some (presentations) were too long with complicated diagrams that were not easy to understand.	Power-Point presentations must talk to and be a summary of documents that are in the files. Complicated diagrams that are not easy to illustrate must be avoided at all costs. Consider spreading the workshop over a week's period or lessen too much content.
b) Some presentations were not clear to read for the font was too small	Presentations must be clear, visible and well formatted.
c) There was too much light at some venues such as at Ray Nkonyeni Civic Centre and it was not easy to read the PowerPoint presentations for they were blur	The light must be adequate in order for Power-Point presentations to be clear and well projected
d) 40% of the participants stated that in some sessions , isiZulu language was used throughout the presentations and some attendees do not understand the language	Facilitators must be considerate of those who do not understand either Zulu or English and must use both languages equally
e) 5% of the participants stated that some hand-outs for some presentations were not provided during the sessions and promised to be handed out or Emailed to Municipalities on the following day.	Prior distribution of files, check for the inclusion of all hand-outs in the files that will be used as ease of reference by the participants during the workshop. Correlation between the hand-outs and presentations must also be checked.

## 8.8. (a) LEVEL 2: LEARNING

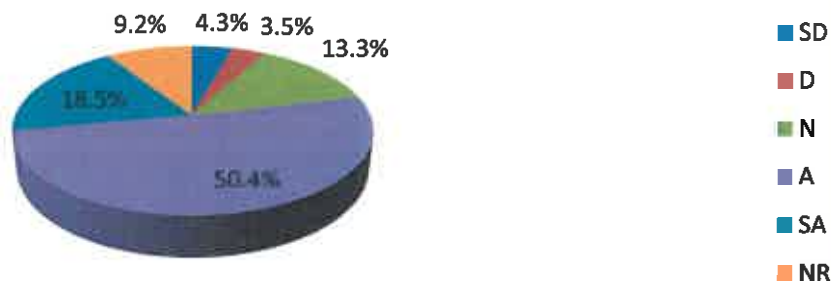
### Link learnt skills and knowledge to job roles



The participants rated how they linked the learnt skills and knowledge to job roles as :

4.3 % strongly disagreed that there was any linkage between learnt skills and knowledge to job roles they perform. 3.0 % disagreed and 8.2 % remained neutral. 43 % agreed; 25.1 % strongly agreed and 15.6 % did not rate how the learnt skills and job knowledge were linked to the job roles.

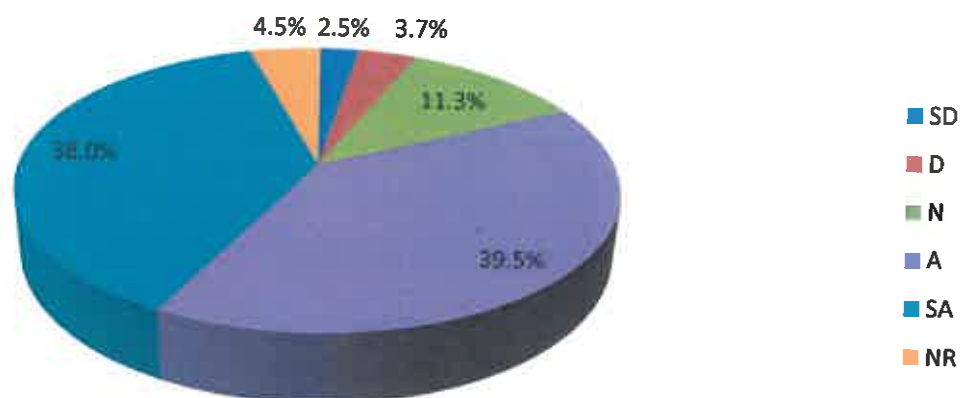
### Transfer learnt skills and knowledge to other Councillors



The participants rated how they can transfer learnt skills and knowledge to other Councillors as :

4.3 % strongly disagreed; 3.5 % disagreed and 13.3 % remained neutral. 50.4 % agreed that and 18.5 % strongly agreed and 9.2 % remained neutral

### Sustain learnt skills and knowledge



The participants rated how they can sustain learnt skills and knowledge as :

2.5 % strongly disagreed that the learnt skills and knowledge are sustainable; 3.7 % disagreed and 11.3 % remained neutral. 39.5 % of the participants, more specifically the newly elected Councillors agreed that the learnt skills and knowledge acquired are sustainable. 38 % agreed and 4.5 % did not rate whether learnt skills and knowledge are sustainable.

8.8.(b) Findings	Recommendations
a) 20 % of the participants stated that as much as the workshop was formative, it was difficult for them to understand due to their low literacy rate.	The content must be revised and considerate of the literacy rate of all participants.
b) 40 % Workshop sessions were conducted for both returning and new Councillors and this was a bit problematic for level of knowledge in relation to the content differed from Councillor to Councillor.	Workshop sessions must be organised differently for returning and new Councillors (for level of the content of the workshop differs from Councillor to Councillor).

## 8.9. SUMMARY AND COMPARISON OF RESPONSES AND COMMENTS PER DISTRICT MUNICIPALITIES

### Question 1: About the Facilitators / Presenters

The grouped District Municipalities had similar ratings and comments:

District Municipality	Training sessions were well organised	Facilitators were conversant with workshop content	Facilitators fully involved participants , responded well to questions	Facilitators made the training worth attending and managed time throughout the sessions
<ul style="list-style-type: none"> <li>Ethekwini</li> <li>Umgungundlovu</li> <li>Ilembe</li> <li>Harry Gwala</li> <li>Ugu</li> </ul>	<ul style="list-style-type: none"> <li>Training sessions were well organised and were notified in time with the dates and venues ;</li> </ul>	<p><b>Facilitators and presenters were:</b></p> <ul style="list-style-type: none"> <li>Highly professional, had well prepared presentations ; accommodative ,full of etiquette; and well conversant with the workshop content</li> </ul>	<ul style="list-style-type: none"> <li>Responded well to the questions and fully involved the participants;</li> <li>Made the training worth attending ;</li> </ul>	<p><b>All the District Municipalities noted that :</b></p> <ul style="list-style-type: none"> <li>Time was not well managed throughout the workshop sessions</li> <li>There were no ground rules set and agreed upon in terms of tea/ lunch breaks and time to end the sessions for the day</li> <li>Some of the long presentations and late arrival of some presenters led to almost all the sessions to end late</li> </ul>
<ul style="list-style-type: none"> <li>Zululand</li> <li>Umkhanyakude</li> <li>King Cetshwayo</li> <li>Uthukela</li> <li>Umqizinyathi</li> <li>Amajuba</li> </ul>	<ul style="list-style-type: none"> <li>Participants were not notified in time about the workshop sessions and as a result it was not easy to prepare for transport and accommodation</li> </ul>	<p><b>Some of the facilitators and presenters were :</b></p> <ul style="list-style-type: none"> <li>Not well prepared and read from page to page throughout their presentations</li> </ul>	<ul style="list-style-type: none"> <li>Most facilitators / presenters did not involve participants and made their presentations in English</li> </ul>	

## QUESTION 2: Venue and Administration

District Municipality	Venue conducive for learning	Venue accessible	Efficient technical support
<ul style="list-style-type: none"> <li>Ethekwini</li> <li>Umgungundlovu</li> <li>Ilembe</li> <li>Harry Gwala</li> <li>Ugu</li> </ul>	<ul style="list-style-type: none"> <li>Participants from Harry Gwala and Ugu who had no private cars and transport provided by their Municipalities stated that Margate and Ray Nkonyeni Municipality Civic Centre were far away;</li> <li>There were no table clothes and water provided at the workshop sessions</li> <li>At Durban Natural Science Museum Research Centre parking was a problem</li> </ul>	<ul style="list-style-type: none"> <li>Change of venue from Margate to Ray Nkonyeni Municipality Civic Centre inconvenienced the participants from Harry Gwala and Ugu District Municipalities, in terms of travelling and arranging accommodation</li> </ul>	<ul style="list-style-type: none"> <li>All the District Municipalities felt that the technical support was efficient and assisted at all times where necessary</li> </ul>
<ul style="list-style-type: none"> <li>Zululand</li> <li>Umkhanyakude</li> <li>King Cetshwayo</li> <li>Uthukela</li> <li>Umnzinyathi</li> <li>Amajuba</li> </ul>	<ul style="list-style-type: none"> <li>Some venues were not conducive for learning :</li> <li>Umnhlathuze Auditorium and Newcastle Fairleigh Halls were too big;</li> <li>Chairs were congested and tables were small for writing;</li> <li>Some participants are wheel chair bound and some are using some walking support and had difficulties in getting inside the venue. e.g. Umnhlathuze Auditorium</li> </ul>	<ul style="list-style-type: none"> <li>Newcastle Fairleigh Hall was not accessible to those participants who used public transport</li> </ul>	



### QUESTION 3: Workshop Content

District Municipality	Stimulating and relevant	Easy and not difficult to understand	Illustrations and diagrams well used	Useful for job roles
<ul style="list-style-type: none"> <li>Ethekwini</li> <li>Umgungundlovu</li> <li>Ilembe</li> <li>Harry Gwala</li> <li>Ugu</li> </ul>	<ul style="list-style-type: none"> <li>Almost all the participants, with the exception of the few, stated that the workshop content was stimulating</li> </ul>	<p>Almost all the participants, with the exception of the few, who have low literacy rate, stated that the content was easy and not difficult to understand</p>	<ul style="list-style-type: none"> <li>Almost all the participants, with the exception of the few, felt that the workshops content was useful for their job roles</li> </ul>	
<ul style="list-style-type: none"> <li>Zululand</li> <li>Umkhanyakude</li> <li>King Cetshwayo</li> <li>Uthukela</li> <li>Umzinyathi</li> <li>Amajuba</li> </ul>				

#### QUESTION 4: Workshop Methods

District Municipality	PowerPoint presentations well conducted	Diagrams well illustrated	Hand-outs clear and content related	Useful for job roles
<ul style="list-style-type: none"> <li>Ethekekwini</li> <li>Umgungundlovu</li> <li>Ilembe</li> <li>Harry Gwala</li> <li>Ugu</li> </ul>	<ul style="list-style-type: none"> <li>Almost all the participants, with the exception of the few, felt that PowerPoint presentations were well presented by some presenters and not well used by some</li> </ul>	<ul style="list-style-type: none"> <li>Almost all the participants, with the exception of the few, felt that diagrams were well used by some presenters and not well used by some</li> </ul>	<ul style="list-style-type: none"> <li>Almost all the participants, with the exception of the few, felt that hand-outs were clear and content related</li> </ul>	<ul style="list-style-type: none"> <li>Almost all the participants, with the exception of the few, felt that the workshops were useful for their job roles</li> </ul>
<ul style="list-style-type: none"> <li>Zululand</li> <li>Umkhanyakude</li> <li>King Cetshwayo</li> <li>Uthukela</li> <li>Umkhanyathathi</li> <li>Amajuba</li> </ul>				

**QUESTION 5: Learning**

<b>District Municipality</b>	<b>Link learnt skills and knowledge to job roles</b>	<b>Transfer learnt skills and knowledge to other Councillors</b>	<b>Sustain learnt skills and knowledge</b>
<ul style="list-style-type: none"> <li>Ethekwini</li> <li>Umgungundlovu</li> <li>Ilembe</li> <li>Harry Gwala</li> <li>Ugu</li> </ul>	<ul style="list-style-type: none"> <li>Almost all the participants, with the exception of the few, felt that they will be able to link the learnt skills to their job roles</li> </ul>	<ul style="list-style-type: none"> <li>Almost all the participants, with the exception of the few, felt that they will be able to transfer the learnt skills and knowledge to other Councillors</li> </ul>	<ul style="list-style-type: none"> <li>Almost all the participants, with the exception of the few, felt that they will sustain the skills and knowledge</li> </ul>
<ul style="list-style-type: none"> <li>Zululand</li> <li>Umkhanyakude</li> <li>King Cetshwayo</li> <li>Uthukela</li> <li>Umqinyathi</li> <li>Amajuba</li> </ul>			

**QUESTION 6: Would you recommend this workshop to your colleagues**

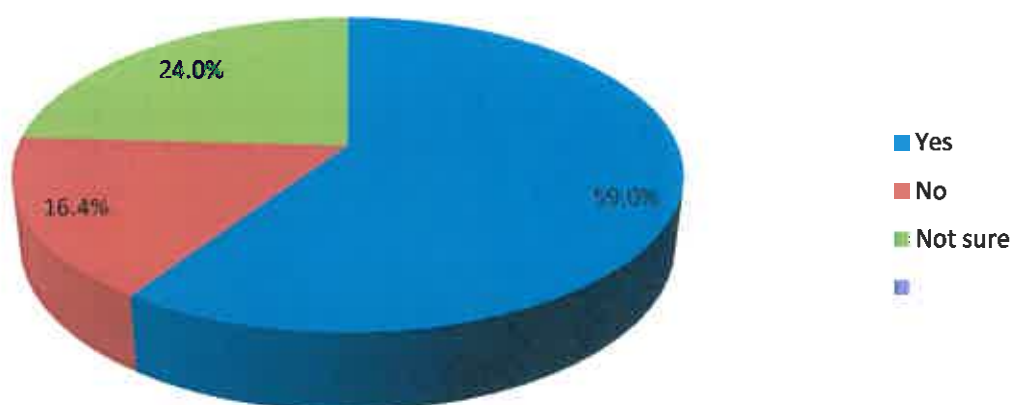
District Municipality	Yes	No	Not sure
<ul style="list-style-type: none"> <li>Ethekwini</li> <li>Umgungundlovu</li> <li>Ilembe</li> <li>Harry Gwala</li> <li>Ugu</li> </ul>	<ul style="list-style-type: none"> <li>Almost all the participants, with the exception of the few, stated that they would recommend this workshop to their colleagues</li> </ul>	<ul style="list-style-type: none"> <li>Very few stated that they would not recommend this workshop to their colleagues</li> </ul>	<ul style="list-style-type: none"> <li>Very few were not sure whether they would recommend this workshop to their colleagues</li> </ul>
<ul style="list-style-type: none"> <li>Zululand</li> <li>Umkhanyakude</li> <li>King Cetshwayo</li> <li>Uthukela</li> <li>Umzinyathi</li> <li>Amajuba</li> </ul>			



## 8.10. Final Comments

Almost 90% of the participants showed appreciation and realisation of how important it was to attend the workshop, how awe-inspiring it was and knowledge empowering both personally and professionally. It did not only inspire the participants to be better informed Councillors but also better informed community leaders, they can possibly be. Below is the quantitative analysis of responses on:

### Would you recommend this workshop to your colleagues



**The participants rated this question as :**

59. % said yes they would recommend the workshop to their colleagues; 16. 4 % said no and 24 % were not sure.

In order for the future workshops to be improved, the participants recommended the following:

- Perfect timing of such workshops will be ideal immediately after inauguration of Councillors , prior starting Councillor work for this will assist Councillors to make a well informed decisions such as on which Portfolio Committees to serve in ;
- More content to focus on how to implement service delivery at Ward Level;
- More content to focus on how to solve community protests;
- More workshops on public participation and how Councillors must work with communicates;
- More workshops for PR Councillors roles and responsibilities ; and
- SALGA and COGTA must integrate the workshops for the content is one and the same and as of now repetitive

## 9. CONCLUSION

Administratively COGTA tried its level best to ensure that all was in order with regards to venue, presentations and handing-out of documents. Although there were some challenges experienced as stated by the participants, moving forward COGTA must be mindful of addressing the challenges experienced and implement recommendations made by participants, where necessary. By so doing, future workshops / trainings will have fewer challenges with regards to organisation. First time Councillors appreciated the workshop and learnt a lot and are of the view that, when going back to perform their roles and duties they are better skilled and ready. Mostly, the Councillors require more training on:

- What they have requested on the skills audit forms
- How they can operate within their communities and promote public participation;
- Clear roles and functions of the PR Councillors;

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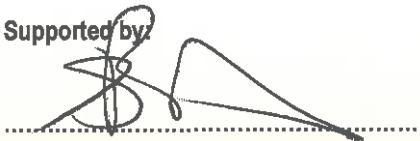


Mr. M. Sogwagwa  
Director: Evaluation

28/03/2017

Date

Supported by:



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

29/3/17

Date

Note: the report is very operational

The signatures below indicate that the contents of the document have been reviewed, approved and supported.

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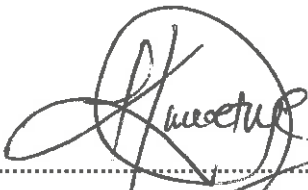
15/03/17

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Date

Director: Capacity Operations and Implementation

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20/3/17

Ms. H. Khundethe

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Chief Director: Capacity Building

Approved by:



21/4/17

Ms. A. Sekhesa

Date

Acting DDG: Local Government Branch