

SALGA SINGS HUGE PRAISE FOR COLLINS CHABANE MUNICIPALITY WHILST THE RESIDENTS DECRY LOUD FOR BASIC SERVICES TO BE DELIVERED IN THEIR OWN WARDS IN TERMS OF THEIR IDP

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ABSTRACT : In terms of Municipal Systems Act, 2000 as outlined from Collins Chabane Local Municipality's introduction posits that the IDP as a strategic development plan is reviewed annually to all development in a municipal area and informs municipal budgeting and resource allocation. The planning process has been guided by a Council approved IDP (Collins Chabane Local Municipality, 2022:1). Mulamula Traditional Council is established in terms of Section 211(1) of the Constitution of the Republic of South Africa and performs its functions in terms of Section 212(1) of the same Constitution. In this regard the council has to work together with municipal area where it is located in terms of Section 20(3)(a) of Traditional and Khoi-San Leadership Act No.3 of 2019. Furthermore, the council does perform in terms of Section 20(1)(c, d, h & l) of TKLA 3 of 2019. Mulamula Traditional Council which is a Tsonga dominated speaking community is responsible with Mulamula Traditional Community which are composed by the four villages which are as follows: Dumela village with three schools, Jim Yingwani High School, Mulamula Primary School & Mzamani Thomas Primary School; Muswane village with two schools, Frans Sombhane High School & Muswane Primary School; Mbhayimbhayi-Magangeni village has got three schools, Photani High School, Mahlefunye Primary School & Chanyela Primary School and Nhombelani village with two schools, Nhombelani Primary school & Rhabela Secondary School. Mulamula traditional community has been founded in the late 1800 by Chavani Mahlefunye Maluleke known as Mulamula. This traditional community relies on Collins Chabane Local Municipality to receive provisions of basic services in its purview at the same time for the entity to survive relies on the payments of basic services provided to its residents.

Collins Chabane Local Municipality has been established in 2016 to offer basic services to 198 villages as a breakaway entity from Thulamela Municipality after a long battle and several protests by Malamulele residents mainly to be afforded its own municipality citing that service delivery is given based on ethnicity and Venda speaking people being the preference as Thulamela municipality is based in Thohoyandou, the former capital city of Venda Independent State. Collins Chabane Local Municipality seems to be doing well in the eye of SALGA but its residents have got another view towards its entity when it comes to providing basic services. The mechanisms used by SALGA are very accurate in assessing municipalities and Collins Chabane Local Municipality deserves such commendation after receiving four awards from SALGA which evaluate all municipalities within our borders as South Africans. Key Words: DPME, FSDM, CBM, PH, governance; provision of basic services; IDP; councilors; principals; traditional leaders; traditional councils; pastors; churches; subjects; residents; constituencies

I. INTRODUCTION

The norm of education is the corner stone of economic development and transformation (Bayat, Louw & Rena, 2014: 53). Studies conducted by Duma, Kapueja & Khanyile (2011:51) have found that it is essential for members of School Governing Bodies (SGBs) to be given the necessary training in areas related to leadership, accountability, the recruitment of employees, report writing, presentation of research reports and conducting quality audit exercises in public schools. Councilors need training to be more effective in their respective portfolios (Collins Chabane Local Municipality finally reviewed IDP, 2022:88). Studies by Hall and De Lannoy (2019: 14) have highlighted the need for accountability and transparency among school governing board members and inspectors. Public schools cannot fulfill their mandates unless they are willing to allow members of local communities to take part in planning and decision-making processes that affect the quality of education provided to their pupils. Iwu, Ezeuduji, Iwu, Ikebuaku and Tengeh (2018: 25) have argued that School Governing Bodies (SGBs) must be allowed to take part in developing policies, enforcing discipline, the assessment of the quality of education, and raising funds and resources that are required in poorly resourced public schools. Doing so has the potential for instilling discipline, accountability, professionalism and productivity in poorly resourced South African public schools (Mncube & Mafora, 2013:20). This process, which in a way facilitates planning and delivery, should arrive at decisions on such issues as municipal budgets,

local economic development and institutional transformation in a consultative, systematic and strategic manner (Lim345 Annual Report Final, 2022:7). The strategic objectives and targets contained in the integrated development plan were reached subsequent to extensive systematic and structured internal and external consultation through public participation mechanisms with the community and stakeholders within Collins Chabane Local Municipal area of jurisdiction (Collins Chabane Local Municipality finally reviewed IDP, 2022:7). Some traditional council not willing to work with municipality (Collins Chabane Local Municipality finally reviewed IDP, 2022:88). Education is not only one of the main factors that contribute to unemployment, but is a key indicator of development in general. Collins Chabane Local Municipality has a high level of illiteracy; however, it further suggests that despite the high illiteracy, people with post-higher diploma/degrees are more than 3000 (Collins Chabane Local Municipality finally reviewed IDP, 2022:122).

The traditional council and municipality could not avoid working together if the situations of provision of quality education and acquiring of jobs have to be realized within their jurisdictions in terms of the constitution to serve their residents and constituencies. Schools are found in traditional councils which are led by the traditional leaders where the councilors have been elected to provide services and therefore good communication between the two should always be nurtured to benefit the citizens of that area. Collins Chabane Local Municipality won four awards from SALGA of which one of it is appreciation for 100% spending on Municipal infrastructure grant plus spending additional MIG allocation that it spent 100% of it as well. Collins Chabane Local Municipality seems to be doing pretty well in terms of South African Local Government Association (SALGA) compared to other municipalities in terms of spending the grants allocated to them to provide services to its constituencies, however, some quarters within the same entity have different views. According to Nondywana (2024:3), Dr Harlan Cloete, researcher at the University of the Free State, said local government was crippled by poor governance, lack of skills and capacity and consequence management, which hindered the effective delivery of services. “We often see inadequate skills and capacity at an administrative level, or a shortage of skills and capacity at a political level. The lack of accountability and consequence has created a social distance between communities and municipalities in terms of administrators and politicians who are not accounting to local communities in effective ways.” The researchers share the same sentiment on about social distance between communities and Collins Chabane Local Municipality when it comes to the implementation of projects in their IDPs since its inception; Dumela community hall has been appearing in their IDPs since 2016 to date but the community hall has not yet been built despite Collins Chabane Local Municipality spending 100% MIG allocation as well as additional allocation. In terms of the Annual Report of 2021/2022 Ntjhakanjhaka community hall and Malamulele community hall have been built despite being included to IDP after Dumela community hall. Site demarcations of seven new settlements have not yet been implemented within Mulamula Traditional Council despite having approval letters from Collins Chabane Local Municipality signed by the current municipal manager Richard Shilenge for implementation in 2021/2022 and 2022/2023, however, those approved after our traditional council get implemented.

If there was no social distance between communities and municipality the exposure at SABC platforms and social media would not be happening because communities would be informed about the challenges Collins Chabane Local Municipality is encountering to implement its IDP fully to all its constituencies. Construction of four storeys building at Malamulele CBD ahead of basic services got Collins Chabane Municipality in hot water when residents from Makhasa, Nkovani and Greenfarm wanted to know as to why Collins Chabane Local Municipality could prioritize the R 200 million building of offices rather than providing them with basic services like water, roads and health services as per their IDP towards these communities. This prompted some residents to compare this entity with Gazankulu administration led by the late Prof H.W.E Ntsanwisi which was far better than this current entity when it comes to provision of water and maintenance of roads. Councilors led by the mayor should make it their habit to visit residents through traditional councils and ward committees as their mayoral committee has got 14 traditional leaders representing the entire population from traditional councils.

The Constitution of the Republic of South Africa commits government to take reasonable measures, within its available resources to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security. To end Chapter 5 of the Municipal Systems Act, 2000, prescribes that a municipality must undertake developmentally oriented planning to ensure that it achieves the objects of local government as set out in the Constitution (Collins Chabane Local Municipality reviewed finally, 2022:1). The councilors who are mandated to decide on the priority of the projects for development within the municipality seem to be doing what benefit their personal interests ahead of the interests of the communities that voted them into power for period of five years cycle. In terms of Municipal Systems Act, 2000 as outlined from Collins

Chabane Local Municipality's introduction posits that the IDP as a strategic development plan is reviewed annually to all development in a municipal area and informs municipal budgeting and resource allocation. The planning process has been guided by a Council approved IDP (Collins Chabane Local Municipality, 2022:1).

"I would like to bring to the attention of colleagues in the three spheres of government that the monitoring of Siyahlola and Izimbizo Presidential monitoring programs will be done in an integrated and collaborative manner with the involvement of the following units: Frontline Service Delivery Monitoring, Citizens-Based Monitoring & Presidential Hotline, special projects head wrote"(Keswa, 2018:1). Since President Ramaphosa took over from the former President Jacob Zuma in February 2018 he introduced District Development Model (DDM) led by the Minister of COGTA, Mrs Thembi Nkandimeng, however, this unit failed to match the presidential hotline working hand in gloves with FSDM and CBM based in the office of the Minister in the Presidency, DPME. DDM visited our council only once since its inception whereas FSDM would visit our council three times in a year to monitor if the commitments made by different departments and entities are being implemented.

Mulamula Traditional Council managed to have big projects through the intervention of Department of Planning, Monitoring and Evaluation (DPME) using FSDM under the leadership of Dr Behari. Mzamani Thomas Primary school at Dumela village has been built in 2014 which was swamped to Venda dominated speaking community known as Ka-Piet Mboyi, Multi-purpose court has been built at Dumela village in 2018 and Mulamula Police Satellite Station has been built at Mbhayimbhayi village in 2017 as well as Dumela library that was swamped to be built at Malamulele location is underway at Mbhayimbhayi village though is a matter which is before Polokwane High Court as it is being built at the wrong village under Mulamula Traditional Council. Dumela Health Centre approved in 1994, Dumela TVET Satellite Campus approved in 2015 and D3640 road from Mphambho to Mdabula were to be constructed in 2019 but such never happened since DDM came into being, Health Centre budget has been used to build Magwedza clinic at Dumasi village which is another Venda dominated speaking community, the matter was brought to the attention of the Premier and the President, both of them referred our council to Public Protector unlike during the tenure of the former President who would call the responsible minister to implement the project as approved by his or her department at provincial level or national level.

The issue of training towards governors at schools, traditional councils and municipalities is paramount importance to ensure good and sound governance in our public institutions in order to get quality service delivery from these public institutions as they play big part in shaping and uplifting our communities in the country by spending allocated budgets for the approved projects outlined in their IDPs and budget school plans. Having capable council and governing body in our precincts could achieve the envisaged goal of these governance structures as they would fulfill their constitutional mandate by performing public participation in order to get the views of the major stakeholders whom they serve and service within their scope of responsibility as councils and governing bodies who have to appoint the principals and municipal managers to implement the council decisions as administrators or professionals.

Collins Chabane Local Municipality with 71 councilors from 35 wards and 36 PR councilors do play a huge responsibility by motivating and adopting schools which are not performing well in their wards hence the mayor has been awarding different awards to best performing learners and schools within his jurisdiction to encourage best practices for the benefit of the entity and the municipality has been doing well in this aspect under the former slain mayor and the current mayor whereby donations of school shoes and school uniforms have been given to the needy students within Collins Chabane Local Municipality.

Objectives of the study

- To assess and evaluate the quality of partnership amongst all affected parties;
- To construct a framework that could be used for enhancing good leadership and corporate governance principles among council members in public institutions in Vhembe District.

II. LITERATURE REVIEW

In terms of Municipal Systems Act, 2000 as outlined from Collins Chabane Local Municipality's introduction posits that the IDP as a strategic development plan is reviewed annually to all development in a municipal area and informs municipal budgeting and resource allocation. In this regard the traditional council has to work together with municipal council led by the mayor where it is located in terms of Section 20(3)(a) of Traditional and Khoi-San Leadership Act No.3 of 2019. Furthermore, the council does perform in terms of Section 20(1)(c, d,h & l) of TKLA 3 of 2019. In terms of Constitution of the Republic of South Africa, Act 108 of 1996, section 212(1), the council is responsible for offering services to its jurisdiction and therefore having powers to allocate

stands and demarcate stands to its residents but for cooperation purposes, municipality should perform this task in order to provide supplementary basic services like opening streets, installation of electricity and water.

The municipality has engaged in a strategic planning session, as part of the integrated objectives were reviewed and retained. This process of planning is guided by the following two key national objectives:

- (a) The need to set out the core principles mechanisms and process that give meaning to development, local governance and to empower the municipality to move progressively towards the social and economic upliftment of communities and the provision of basic services to all communities (Lim345 Annual Report Final, 2022:6).
- (b) The democratic imperative for local government to actively involve and engage communities.

This process, which in a way facilitates planning and delivery, should arrive at decisions on such issues as municipal budgets, local economic development and institutional transformation in a consultative, systematic and strategic manner. Noting that the integrated development plan (IDP) does not only inform municipal management, but also supposed to guide the activities of any agency from other spheres of government, corporate services providers, NGO's and the private sector within the municipal area, the municipality embarked on a consultative process within very stringent timeframes to elicit the necessary input from various communities, to inform the compilation of this annual report (Lim345 Annually Report Final, 2022:7).

Study by Nash (2015:5) posits that governors are the main tactical deciders and broad idea crafters of every school. Study by Eysenck (1972) cited by April, Macdonald & Vriesendorp (2000:119) posits that the notion of rational man, acting in conformity with reason and knowledge and guided entirely by his brain, is erroneous, although still widespread and still governs many of our informative and social policies. Instead, much of human conduct is governed by heart rather than by head; by emotion, rather than by reason. The existence of governance plays a crucial duty in our institutions than when institutions are at their own alone doing everything by themselves, as they would be expected to develop policies, identify projects for implementation, adopt strategic plans and other functions than focusing on their primary professional matters which is to ensure that lively effective service delivery does happen at the public institution for the benefit of municipal area and traditional councils' jurisdiction.

School Governing Bodies were established with the aim of enshrining democracy and instituting representative governance, both of which are thought to increase school effectiveness and thus education quality (DoE, 1996:22). This vision has yielded promising results in some rural, township, and largely urban schools, as outlined in the Constitution, but more needs to be done throughout the country to ensure that schools have responsible and accountable governance, as well as the capacity and capability to rule without flaws (Maluleke, Cassim & Karodia, 2016:4). The researcher does support the sentiment shared above as stated that in some rural, township and largely urban schools promising results have been attained but it is not balanced if in the same country we have got schools which are able to produce good results whereas many of our schools do fail due to lack of sound governance and administration at their own schools, we should have progressive unison governance throughout the country with potential to carry out its constitutional obligations in all our public institutions like municipalities in order to complement the undertaking by schools which is to produce the capable graduates who are to be absorbed into our municipalities to ensure effective service delivery is provided in terms of their motto which says unity in service delivery.

According to South African Schools Act No. 84 of 1996, governing bodies may include communities surrounding schools, as well as parents and students who see the school's growth as their primary goal (Talane:2014). The scope of the school governing body assembly varies depending on the school's enrolment, but the minimum is ten members, with parents having the majority of voting rights. For example, if the SGB has ten members, six are supposed to be parents from the parent-component and four from the school-component (educators, non-teaching personnel, and students) (Maluleke, Cassim & Karodia, 2016:4). The researchers are of the view that 35 councilors elected combined with 36 PR councilors with the inclusion of 14 traditional leaders to serve as a council to do proper consultation with various stakeholders within Collins Chabane Local Municipality to ensure that the residents do get basic services as anticipated and expected in terms of the IDP approved by the same council for implementation in that financial year of which such becomes the responsibility of the municipal manager who accounts to the council that appointed him.

The Local Government Municipal Systems Act 32 of 2000, in particular characterizes states that a municipality must undertake development-oriented planning so as to ensure that it gives effect to its developmental duties as required by section 152 of the Constitution, for the municipality to monitor its performance for the realization of projects and programs outlined in the IDP, Chapter 6 of the Local Government Municipal Systems Act requires that all municipalities must develop a performance management system (PMS) which will monitor the implementation of the IDP (Lim345 Annually Report Final, 2022:7). A major goal of performance evaluation is to assess an individual's performance accurately as a basis for allocating rewards (Robbins & Judge, 2013:600). Councils and boards must also approve capability policies for dealing with under-performing employees and provide a process for employees to appeal a dismissal decision (Nash, 2015:82). The municipality in line with this legislated imperative has developed an Annual Report which gives account of municipal performance in terms of its own set predetermined objectives which set targets that need to be achieved at the end of that financial year. The Annual Report also indicates challenges for targets that were not achieved and the reasons for such non-achievement (Lim345 Annually Report Final, 2022:7).

There are three types of behaviour that constitute work performance, which are now recognized by researchers are **task performance, citizenship and counter-productivity**, most managers believe good performance means doing well on the first two dimensions and avoiding the third (Robbins et al, 2013:589). Studies by Robbins & Judge (2013:589) argue that counter-productivity are those actions which damage the organization, these behaviours include stealing, damaging company property, not honouring the commitments, behaving aggressively towards co-workers and public as well as taking avoidable absences. The manager is supposed to give it all in all aspects in order to realize the vision and mission of the institution and the managers should also learn how to assess even the third dimension of performance at work rather than focusing only at the two which are task and citizenship. Our municipality should adopt one of these behaviors to fulfill their commitments to their constituencies than being selective when implementing projects. Citizenship are the actions that contribute to the psychological environment of the organization, such as helping others when not required, supporting organizational objectives, treating co-workers with respect, making constructive suggestions and saying positive things about the workplace (Robbins et al., 2013:589).

The philosophy of the King III report is based on leadership, sustainability and corporate citizenship, and the report relates to institutions, boards of directors and all those charged with the functional responsibility of governance (Grove, 2009:20 cited by Bushney, Grundling, Naves, Nel & Vorwerk, 2012:13). In addition, emphasis was placed on the requirement to report on how the institution intends to enhance those positive aspects and eradicate any possible negative impacts on economic life of the community in which it will operate in the year ahead (PricewaterhouseCoopers 2009:2 cited by Bushney et al, 2012:13). In the past, most organizations assessed only how well employees performed the tasks listed on a job description, but today's less hierarchical and more service-oriented organizations require more (Robbins & Judge, 2013:589). The researchers believe that this is the concrete way to give a progress report made in the institution in order to assess if the expectations by the major stakeholders are being achieved and if not being achieved what could be done to realize them in the next financial year.

Study conducted by Robbins & Judge (2013:596) argues that few activities are more unpleasant for managers than providing performance feedback to employees. In fact, unless pressured by organizational policies and controls, managers are likely to ignore this responsibility. Feedback assists the institution and its staff to understand the state of affairs in terms of performance of which is very good for an individual employee and collective to have such information in order to improve if the state of performance is below the par in terms of the target expected by the governors and the managers of the institution. People are likely to overrate their own performance when asked about overall job performance, but they can be more objective when feedback is about a specific area (Robbins et al, 2013:596). An effective review-in which the employee perceives the appraisal as fair, the manager as sincere, and the climate as constructive, can leave the employee feeling upbeat, informed about areas needing improvement, and determined to correct them (Robbins & Judge, 2013:596).

The researcher believes that the constitution is based on the norms and values instilled in the South African constitution, Traditional and Khoi-San Leadership Act No.3 of 2019, SASA 84 of 1996, the Local Government Municipal Systems Act 32 of 2000 and any applicable law in the province in which the council body functions. This means that council representatives should be aware of the legal ramifications of representing stakeholders who democratically elected them to office, as well as the contents of legislation such as the National Education Policy Act 27 of 1996, Traditional and Khoi-San Leadership Act No.3 of 2019, Government Municipal Systems Act 32 of 2000 and the South African Schools Act 84 of 1996.

Study by Nash (2015:19) posits that it is critical that a governing body recognizes the need for an external review and acts quickly and effectively to commission a high-quality review and implement its Specific Measurable Achievable Realistic and Timely (SMART) action plan to increase its effectiveness. Research work conducted by Maluleke, Cassim & Karodia (2016:4) states that if South Africans are to survive in the global instruction competition as it has to start that in its turf so that it does get the best practices amongst its citizens from henceforth there it could be able to adopt the best strategies and practices which could help its systems of governance to be effective in yielding the intended results which will have quality. The policies must be implemented in order for institutes to have sound instructive governance, which would lead to service delivery moving in the right direction if all agreed-upon and recorded implementation steps are followed to the benefit of residents and all stakeholders in the affected area, with national interests as South Africans who live in open spaces taken into account (Maluleke, Cassim & Karodia, 2016:4).

III. RESEARCH METHODOLOGY

The design of study is descriptive and cross-sectional. A quantitative method of data analyses was used mainly in this publication. According to Bryman (2015), a descriptive study design is suitable for an exploratory study of this kind. According to Maluleke (2014:48) and Terry (1977:179), a combination of quantitative and qualitative methods of data collection and analyses are appropriate for this kind of publication.

Interaction with respondents : There is due respect for accountability, transparency, rules and regulations in all decisions taken in public institutions:

| School Governing Bodies | | | | | Councilors/ ward committees | | | | | Traditional Leaders | | | | |
|-------------------------|----|-----|-----|-----|-----------------------------|-----|-----|-----|-----|---------------------|---|-----|-----|-----|
| 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| 0 | 2 | 4 | 13 | 8 | 1 | 6 | 10 | 28 | 13 | 2 | 0 | 8 | 8 | 2 |
| 0 | 7% | 15% | 48% | 30% | 2% | 11% | 17% | 48% | 22% | 10 | 0 | 40% | 40% | 10% |
| 100% | | | | | 100% | | | | | 100% | | | | |

The school governing bodies do agree and strongly agree in large numbers that there is accountability, transparency in this partnership between governors and the educators as all of them perform their constitutional obligations under this environment wherein they have to follow rules and regulations in whatever decision taken in public and independent schools so that when they give report to other stakeholders they take responsibility and accountability in order to respond to whatever could be asked in the school. Councilors also agree in large numbers that residents and other major stakeholders have sound working relations when it comes to the implementation of agreed decisions in terms of IDP whereby they make 70% whereas governors make 78%, only traditional leaders make 50% who support the notion of due respect for accountability, transparency, rules and regulations when decisions are taken with them by either party, SGB or councilors which get implemented as per agreed decisions for the benefit of their subjects.

Members of Municipality Council, School Governing Bodies and Traditional Council should be assessed for suitability based on past track:

| Councilors / ward committees | | School Governing Bodies | | Traditional Leaders | |
|------------------------------|-----|-------------------------|----|---------------------|-----|
| Yes | No | Yes | No | Yes | No |
| 84% | 16% | 93% | 7% | 85% | 15% |

Councilor; “, Yes, to be able to know if the members are always focused on the best interest of all residents, involves the community as much as possible and if they support community improvement and development initiatives.”

Governor; “Yes, for the purpose of getting people who will efficiently and effectively perform the functions of the SGB, it should be done.”

Traditional Leader; “Yes, so that people who are capable of wicked acts are not elected erroneously.”

The trio agrees that people to be elected into positions of authority and leadership as councilors, governors and traditional councilors should be having a good track record where they hail from in order to serve the interests of public ahead of their own interests. Once the trio is dedicated to work harmoniously as mutual partners in their respective assignment of responsibility, service delivery is likely to be of highest standard within Collins

Chabane Local Municipality's jurisdiction whereby the residents will receive basic services in terms of the mandate assigned to each institution in that particular community.

Recommendations

- The trio should reinforce the effective mutual good communication towards each other in order to be always ahead of the concerns that do take place in different communities ranging from poor teaching and learning at schools, poor provision of basic services and poor governance from community leadership which hamper improvement and development in our communities in order to attempt to resolve them as soon as possible than selective implementation of community halls at Malamulele location and Njhakanjhaka village ahead of Dumela community hall approved during the tenure of Thulamela municipality.
- Capable candidates should be elected due to the fact that interpretation and developing the policies of the institution needs someone to be in possession of certain level of rudimentary education to grasp the functions to be performed by the democratically elected councilors or governors of the ward, council and school therefore such capacity and skills of the members are vital importance for considerations when nominations and elections are conducted in order to make necessary motivations and submissions to provincial and national government for funding purposes to implement some projects within their school, municipality and traditional council.
- The continuous trainings should be facilitated by experts like department officials working at governance sections, municipal officials from other performing entities in the country or the experts on governance from University of Venda and the governing bodies associations co-coordinators, neutral bodies like SALGA and National Education Collaboration Trust (NECT) were supposed to be tasked with this undertaking to strike a balance between the entity, schools and traditional council members in order to avoid the partiality by some department officials, municipal officials and principals when training the governors who are in return after these trainings are to govern the same institution which are managed by the same managers.
- Making public awareness about their roles in each ward so that the community and school community could be able to know their services so that if the councilors, ward committee members, traditional council members and governors from school engage themselves in corrupt practices or do not perform their constitutional obligations as expected in terms of the law could be reported to civic formations for their urgent intervention in order to lessen the burden of flooded state municipal complaints and school complaints reported to Corruption Watch for their further processing.
- It is recommended that civic organizations within Collins Chabane Local Municipality should form a structure that deals specifically with the ignorance and failures by our entity in 198 villages so that after all avenues have been exposed within a period of three months but without any success. If the matter is not being attended to as expected on that level now it could be escalated to the provincial office for the attention of the MEC and the Premier for their intervention up to the level of national level. Failure to address the concern reported within the period of three months by the entity, school or traditional council, the structure formed by civic organizations championing the interest of quality service delivery in the country which include amongst others Corruption Watch, Section 27, SALGA, Equal Education, governing bodies associations, Right to Know Movement, De Loitte, OUTA, concerned groups, NECT and SANCO should be assigned to assist in bringing efficiency that we aspire to have in our municipalities, education sector and traditional councils by holding the minister accountable in her constitutional obligation.
- DDM and FSDM should be merged to continue doing service delivery monitoring and evaluation throughout the country; one visit per quarter in a municipal district would reinforce the urgency in implementing quality effective service delivery in our remote rural areas. Citizens based monitoring forums or formations like councils and civics should be revived in order to do monitoring if the commitments are being implemented as per commitments from IDPs and other approval letters in their disposal so that they update DDM and FSDM about the progress or non-compliance by entity or department concerned in order to intervene urgently.
- Traditional leaders, political leaders and councilors as well as pastors in their churches should be encouraged to include one item of educational interests and developmental interests in their daily social

gatherings in order to cautionise youth about the importance of education and development, their influence could have a positive impact on raising education awareness for the development of the society and municipality. The domestic authority should get involved at an early stage in their local ward, local school and local entity affairs if things do not go well as expected by the majority (residents, subjects or constituencies) who voted them in power in terms of the agreed expectations amongst all major stakeholders, but regulation also states it perfect that local power does not have any statutory powers to intervene with professional matters invested upon managers and administrators (Nash, 2015:15).

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