

**UNIVERSITY OF KWAZULU NATAL**

**THE IMPORTANCE OF PARTICIPATORY GOVERNANCE: THE CASE OF SITEKI  
TOWN COUNCIL**

**BY**

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## Abstract

Stakeholder participation in Urban Local Governments (ULGs) is a new phenomenon for accountability and transparency to the public in Swaziland. This study therefore seeks to describe and analyse the importance of stakeholder participation in Urban Local Government (ULG) with reference to the case of Siteki Town Council. Stakeholder engagement policies are being introduced in each local Government in conformity with the principles of good governance in relation to the constitution of Swaziland 2005.

There is a need to sensitise the public on their right to consultation and participation during improvement of their respective urban area to influence decision making. Public participation leads to accountability and transparency for public centred local governance. Siteki Town Council engages the public at different times of the year and the turn-up or public response is generally way below average.

This study therefore aims to ascertain the level of stakeholder awareness on ULGs responsibility with regard to service delivery. The study further looks into the relationship between stakeholder participation and service delivery and the effectiveness of the stakeholder engagement methods used. Lastly the study seeks to identify the effects of participation that is way below average in influencing decision making.

A mixed research approach has been employed. Focus groups sampling was used with a minimum size of six people per group. The groups involved the Rates Payers Association, Siteki Youth, Siteki Market operators, Siteki Transport Operators, and Siteki Business Community. The groups have been engaged in dialogues through structured interviews. A questionnaire with structured questions was randomly distributed to the community of Siteki as targeted participants.

The results of the study proved that there is relationship between, public participation and service delivery. The results have also revealed that due to lack of participatory governance, the council is executing projects completely differently from what the citizens of Siteki want them to. The study has therefore made fundamental recommendations towards effective participatory governance in Siteki.

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# CHAPTER ONE

## Introduction

### 1.0 Participatory Governance

Nowadays politicians talk the open door policy language while the general public talk about their right to consultation, right to service delivery and right to know how will their funds be used and how have they have been used. It is against that reason that participatory governance plays a key role in terms of ensuring that the principles of good governance are upheld in any governance structure. The key attributes of good governance are; transparency, accountability, responsibility, responsiveness to peoples' needs as well as public participation. The concept of good governance is directly associated with human rights and principles as detailed in article 21, United-Nations (1948). The concept recognises the importance of participatory governance. Participatory Governance is the process involving the public in issues of governance which plays a major role in ensuring that transparency and accountability prevails. It revolves around the engagement of people who have interest in the operations of the Local government and people who are collectively affected by a certain problem, Lee (2013). Participatory governance is therefore used as a negotiation tool for developing national policies that seeks to formulate stakeholder engagement policies. It is also used as a model of decision making that is on a participatory basis, García (2006).

Participatory Governance was existent in Swaziland but in a more traditional and less documented manner until the year 2005 when the country adopted a new constitution which imposed promotion of participatory governance which allowed people to have inputs on matters that affect them economically, socially, politically and culturally. The constitution of Swaziland

conforms to the principles of good governance that originates from the Human Rights National declaration by the world through the United Nations.

## **1.1 Background Of The Study**

### **1.1.1 System of governance in Swaziland**

Swaziland is the smallest land locked country flanked by South Africa and Mozambique with a population of approximately one million. The country has four regions namely, Hhohho, Manzini, Shiselweni and Lubombo. The system of governance is not multiparty but a democratic and participatory Tinkhundla system of governance Boex et al. (2003). Tinkhundla system is a traditional system of governance in Swaziland which demarcates the country into fifty five (55) constituencies led by chiefs, under the Ministry of Tinkhundla Administration and Development. Each constituency forms a rural local government. In a general sense Tinkhundla stimulates community development at community grassroots level. Furthermore Tinkhundla provides a clear link between the community and Government through different structures and only covers the rural areas while the urban areas are demarcated outside the Tinkhundla parameters. The Kingdom of Eswatini has a total of thirteen (13) Urban areas consisting of two city Councils (Mbabane and Manzini), five Town Councils namely Nhlanguano, Piggs Peak, Siteki, Matsapha, Ezulwini and six Town Boards namely; Ngwenya, Malkerns, Hlatikulu, Mankayane, Lavumisa, and Vuvulane Town Boards. Administratively, the towns are housed in the Ministry of Housing and Urban Development and they are led by non-executive mayors. Each of the above towns is responsible for local governance.

In summary, the local government of Swaziland is divided into rural and urban Councils. Both are differently structured and governed by

two different legislations. Both legislations places local development at the core. The Urban local Governments assume more autonomous status as compared to their counterparts. The Urban Government prepares their own budgets and Integrated Development plans (IDPs) in a participatory manner.

### 1.1.2 The Legal Framework

The Rural Local Government are administered through the Local Government act of 1968 while the Urban local Government is managed through the Urban Government act of 1969. Like all other Urban Local Governments (ULGs), Siteki Town Council (STC) was established under the Urban Government Act of 1969 as a Board and was gazetted as a Council in 1996. The council is therefore governed through a ward system of which there are Councillors and six wards. Six Councillors are elected from the wards and two councillors are appointed by the Minister of Housing and Urban Development

Section 55 (1) of the Swaziland Urban Government Act 1969, empowers the council to;

- a) "Control, manage and administer the municipality" Urban Government Act 1969.
- b) "Maintain and cleanse all public streets and open spaces vested in the Council or committed to its management" Urban Government Act 1969.
- c) "Abate all public nuisances" Urban Government Act 1969.

d) "Safeguard public health, and provide sanitary services for the removal and disposal of night soil, rubbish, carcasses of dead animals and all kinds of refuse" Urban Government Act 1969.

e) "Establish or take over and maintain, subject to the extent of its resources, any public utility service which it is authorized or required to maintain under any law and which is required for the welfare, comfort or convenience of the public." Urban Government Act 1969.

f) "Develop, control and manage any land vested in, owned or leased by the Council." Urban Government Act 1969.

g) "Establish or take over and administer, subject to the extent of its resources, housing schemes for the inhabitants of the municipality; and

h) "Generally promote the public health, welfare and convenience, and the development, sanitation and amenities of the municipality." Urban Government Act 1969.

### **1.1.3 The Concept of Public Participation**

Public participation is the process of involving all affected and interested individuals and organisations in decision making. The public participation concept has been embraced at high level by the National Government and is driven by the 2005 constitution that adopts principles of good governance.

The spirit of this phenomenon is ensuring that people are a first priority. Section 91 (2) of the Urban Government Act of 1969 requires local authorities to publish their annual budgets for public inspection before approval by the Honourable Minister of Housing and Urban Development. Section 103 (3) of the Urban Government act of 1969

requires ULGs to then hold an Annual General Meeting (AGM) for accountability purposes.

It is therefore imperative that the ULG facilitates public participation in a coordinated manner so that there is a clear link from budget inspection meetings to accountability meetings. The policy states that the ULG shall conduct ward/community meetings twice a year. The first one is the Annual General meeting. Council is required to hold an AGM within thirty days (30) of approval of Audited Financial Statements (AFS) by the Council as well as the Honourable Minister of Housing and Urban Development. The main purpose of the AGM is to present the annual performance report of the completed financial year.

Councils are expected to hold stakeholder meetings for planning and budget purposes prior to the development of annual plans and budgets. The purpose of the meetings is to present a progress report on the previous year's strategic plan implementation process and deliberate on priority issues for the coming year, both recurrent and capital programs.

According to Yvonne (2010) public participation promotes transparency while creating a good link between the ULG and the Public. Furthermore, the public needs to be involved during the planning stage to ensure that the ULGs are in agreement with the public regarding finances, project prioritising and thereafter influence decision making based on reality.

There are several community engagement platforms used by the ULG, which shall be looked into as well as to figure out if they are effective.

## **1.2 Problem Statement**

Siteki Town Council has a stakeholder consultation policy with the main purpose of developing the strategic plan of the council after incorporation of public inputs and feedback thereafter. These public engagements are statutory. The stakeholders' response is below average in all the consultative activities for transparency purposes and accountability. If the response is below average then the submissions made by the few does not necessarily represent the holistic view of the Siteki community at large, as a result the members of the refuse to take ownership of projects done by the ULG for use by the public. Out of a total of 1096 property owners in terms of the Siteki Town Council general Valuation Roll (2013), in 2013 a total of 72 People was reached for consultations in 2014, 73 people and 86 in 2015 responded to the call for public engagement forums. This is not a true representation of Siteki, it is just 7% of the population. A study conducted by Yvonne (2010) concludes that poor public participation results in bad relationships, conflict, lack of trust, corruption and misuse of available resources.

## **1.3 Focus of the study**

The study focuses on participatory governance using the case of Siteki Urban Local Government. It critically looks into the causes of below average stakeholder participation. The study will interrogate and highlight reasons as to why the community is not well represented in the governance of Siteki town. It also focuses on the relationship between public response and service delivery.

The purpose of this exploratory sequential design is to develop an instrument that tests the level of public awareness on municipal

responsibilities and further test any existing relevance between service delivery and public participation. The first phase of the study will be a qualitative exploration of public participation by collecting qualitative and quantitative data from participants at Siteki Urban area. The quantitative will succeed the qualitative stage in order to derive at measurable follow up variables. In the quantitative phase, a research questionnaire will be used to collect data from the public at Siteki Urban Area. Qualitative data was given weightage as there was little guiding theory and thus the variables were limited.

#### **1.4 Purpose of the Study**

The purpose of this exploratory study is to find out why the stakeholders response to the call for public consultations is way below average. The study also seeks to ascertain if the methods of inviting the public are effective enough to attract a fair response and further make recommendations on possible ways for improving stakeholder engagement and response. The study will also ascertain if public response is related to service delivery. This study addresses the challenge faced by Siteki ULG with regards to public participation, which is always below average.

#### **1.5 Research Objectives;**

- a. To find out if stakeholders are aware of Town Council responsibilities.
- b. To ascertain the extent in which service delivery encourages stakeholder participation.
- c. To ascertain whether the stakeholder engagement methods used are effective.
- d. To establish the effects of below average stakeholder participation on service delivery.

## **1.6 Research Questions**

The research seeks to address the following Dilemmas;

- a) What is the level of stakeholder awareness on Town Council responsibility?
- b) To what extent does best service Delivery encourage stakeholder participation?
- c) To what extent are the current stakeholder engagement methods effective?
- d) How does below average stakeholder participation affect Service Delivery?

## **1.7 Significance of the study.**

The study has come up with clear statistics that reflect the overall understanding of participatory Governance in Siteki as well as the responsibilities of the ULG. It further made significant recommendations on suitable stakeholder participation methods and platforms. This study is of great value to academics, policy makers, as well as all other sister towns. It is a valuable tool to use in informing policy making and assist in terms of good and fruitful governance practices. This study is now a base for academics to establish theories surrounding participatory Governance at Urban Local Government. The study is of great significance to Siteki Town Council as well, as it reveals a number of areas for improvement in aspects of public engagement. The sister towns have resources in place to use for benchmarking and share issues of mutual interest with Siteki ULG

## **1.8 Scope of the study.**

The study impacts on twelve Local Governments, but the research focus on one ULG being Siteki for the ease of data collection more especially because these ULGs have different characteristics hence it is imperative not to mix them up in this issue of participatory Governance. The ward Councillors have not been involved in data collection to ensure that the study is free from political interference as the permit to conduct the study emphasised that the research should refrain from political issues during data collection. This was mainly because Local Government Elections are nearly due in 2017.

## **1.9 Assumptions**

This study assumes that the population of Siteki is constituted by the number of people owning properties and those that occupy rented flats. The assumption used in this study is that every property owner has a representation through either individual or associations. Siteki General valuation rolls reflects a total of 1096 properties, so it is fair to assume this is the population for Siteki for purposes of this study pending a population census which may yet to be undertaken in this urban area.

## **1.10 Outline of the Study**

**Chapter 1** introduces the research topic of the study, introduction, background of the study, focus of the study, problem statement, purpose of the study, objectives of the study, research questions, significance of the study, scope of the study and the chapter outline.

**Chapter 2** deals with public participation in the context of Siteki Town Council. It also gives an overview of the current state of affairs at Siteki

Town council with regards to, general background of Siteki, the location of Siteki town, the commitment of the town council in improving participatory governance, current stakeholder engagement platforms used by the council. The chapter then gives an overview of the level of stakeholder participation for the past three years, 2013, 2014 and 2015. The last part of the chapter deals with planning and budgeting as well as the key projects in the IDP.

**Chapter 3** will examine the theories of participatory governance with regards the concept of participatory governance, current setting of the accountability cycle in Swaziland ULGS, the level of public awareness, municipal functions and responsibilities, the different stakeholder engagement methods and hindrances of participatory Governance. The chapter discusses the effects of participatory with regards to governance, socially, economically, relations, effects on municipal infrastructure as well as participation at planning.

**Chapter 4** will cover research methodology with a discussion on research design; sampling procedures, data collection and analysis, and statistical tools. In the present study a survey will be employed, the target being the Siteki Community from diverse sectors such as business, youth, ratepayers, transport operators and many more. The population is based on a number of properties of 1096 within Siteki Urban area with a sample size of 291 participants. Five focus group meetings were conducted and out of 291 questionnaires, 150 were self-administered while the remainder was randomly distributed to possible participants

**Chapter 5** will focus on data presentation and interpretation of research results.

**Chapter 6** discusses the results, make recommendations and conclusions which have been reached after completion of the study.

## **1.11 Conclusion**

Siteki Town Council was established in 1994 as a local government and it should of course fulfil a constitutional mandate to deliver services to the communities within its jurisdiction. There are service delivery areas that have been set by the national government through the Urban Government Act (1969). However, the culture of participatory governance is not yet optimal. The citizens' involvement is way below average in terms of representation in municipal planning and accountability meetings. This study aims to contribute new ideas both to the ULG and the national government that has an oversight role in functioning of ULGs in the country as far as participatory governance is concerned.

## **CHAPTER TWO**

### **2.0 Context of the Study**

The Siteki Town Council was declared a town in terms of section 4 of the Urban Government Act of 1969. The department of Urban Government was established in 1991, according to Siteki Town Council town planning scheme (2010). Siteki Town Council reports to the Ministry of Housing and Urban Development through the administrative function or elected representatives (Councillors). Siteki Town council subscribes to the Vision of the Urban Government Department at the ministry of Housing and Urban Development which is "to facilitate the delivery of urban services, ideal infrastructure, through advocacy and resource support to urban local authorities.' Furthermore Siteki Town Council subscribes to the departments Mission which is; "to strengthen the institution of Local authorities, manage its responsibility and develop local services for the improvement of quality of life of the people" Swaziland Urban Government Policy (1996). For the first two or three terms the council functioned without wards, until the town was demarcated into six wards where each ward is therefore represented by a councillor.

### **2.1 Location of Siteki Town**

Siteki is a small town with an estimated population of about 6381 (2013 Census), which is located in the eastern part of Swaziland, in the Lubombo region between Manzini and 28km from the border to Mozambique, Mhlumeni Border Post. It is known to be amongst the first towns to be established in Swaziland and it enjoys the honour of being an administrative capital town of the Lubombo Region, which is the centre of Swaziland's number one Gross Domestic Product contributor, being the sugar cane production estate. The elevation of Siteki area is about 619m (2031ft) above sea level. The nearest town from Siteki is Manzini, 65km to the western part of

the country, Vuvulane town which is 69km on the North West - west of Siteki, lastly Lavumisa Town which is 116 km to the south east of Siteki.

## **2.2 Siteki Town Council commitment to improve participatory Governance**

Siteki Town Council is committed to involve the citizens in public policy issues. Community participation is sought in order for the Town Council to better understand and respond to community needs, to sensitise the public and justify government initiative on certain actions and policies whilst working hand in hand with the community in carrying out council mandate for the public good. It is recognized that community opposition to projects is often the result of inadequate education, lack of communication with the affected citizens, and the ULG of authority. This has been proven by resistance of the public to utilise a new market and new bus rank for ten years, council public meeting minutes (22.11.2011)

Siteki ULG believes that honest and sustained sharing of information with the citizens about the local government's strategic planning and infrastructure development increases the confidence of the public in the Town Council's ability and commitment to its citizens. A systematic public information programme will be implemented to share local government's problems, failures and successes with its citizens through a formal community engagement policy.

Siteki further believes that honesty and complete reporting will encourage public support for community development. The programme may include annual reports, print media articles, radio interviews, monthly newspaper columns and press releases to the media, encouragement of the press (including television) to attend council meetings, and formal complaint and citizen's request processes. Siteki town council in cooperation with the Ministry of Housing and Urban Development (MHUD) vowed to take lead in the following initiatives:

- a) Provide for and encourage the democratic election of Councillors
- b) Electoral wards where applicable will be proportionally distributed according to population.
- c) Develop and implement public information programmes, through a designated public relations officer.
- d) Designate, in the town, a community relation's director to coordinate and ensure effective relations with community groups and neighborhood committees.
- e) Ensure that public and social services provided by government, non-governmental, and other volunteer organizations are coordinated.
- f) Have the option to create volunteer citizen advisory boards to carry out selected functions and activities for the Council.
- g) Establish where appropriate specific function committees comprising those people directly involved with that function, e.g. markets, transport operators, etc., to advise Council on policy in that area and to carry out delegated responsibilities.
- h) Community leaders, where needed, should be encouraged and elected by wards
- i) Consult and liaise with traditional authorities where appropriate.

### **2.3 Stakeholder participation Status quo.**

An interrogation of stakeholder participation level has been carried out using previous meeting attendance registers per ward from the year 2013 to the year 2015. These statistics refers to the budget planning meetings as well as one annual General meeting which is held every September in the year.

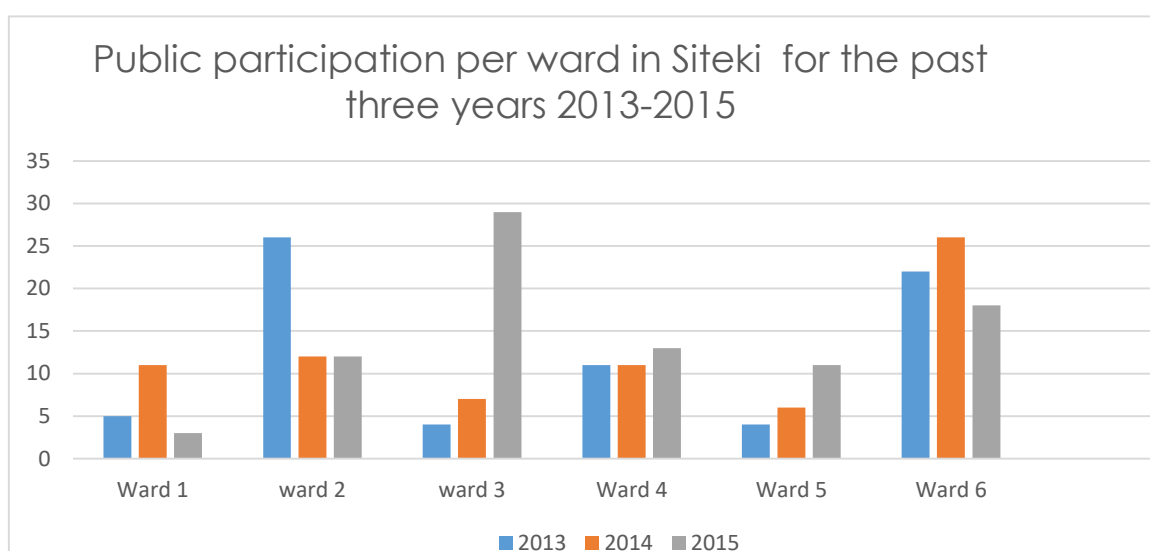
Table 2.1 Provides details of public participation per ward per year as a percentage of total Siteki population represented by number of properties.

**Table 2.1 Public Participation per ward per year**

Year	2013	2014	2015
Ward 1	5	11	3
Ward 2	26	12	12
Ward 3	4	7	29
Ward 4	11	11	13
Ward 5	4	6	11
Ward 6	22	26	18
Total	72	73	86
Siteki Population represented by property number	1096	1096	1096
Percentage	7%	7%	8%

The number of people who attended the ward meetings was 72 and 73 in 2013 and 2014 respectively. In 2015 the number increased by 1% from 7% to 8%.

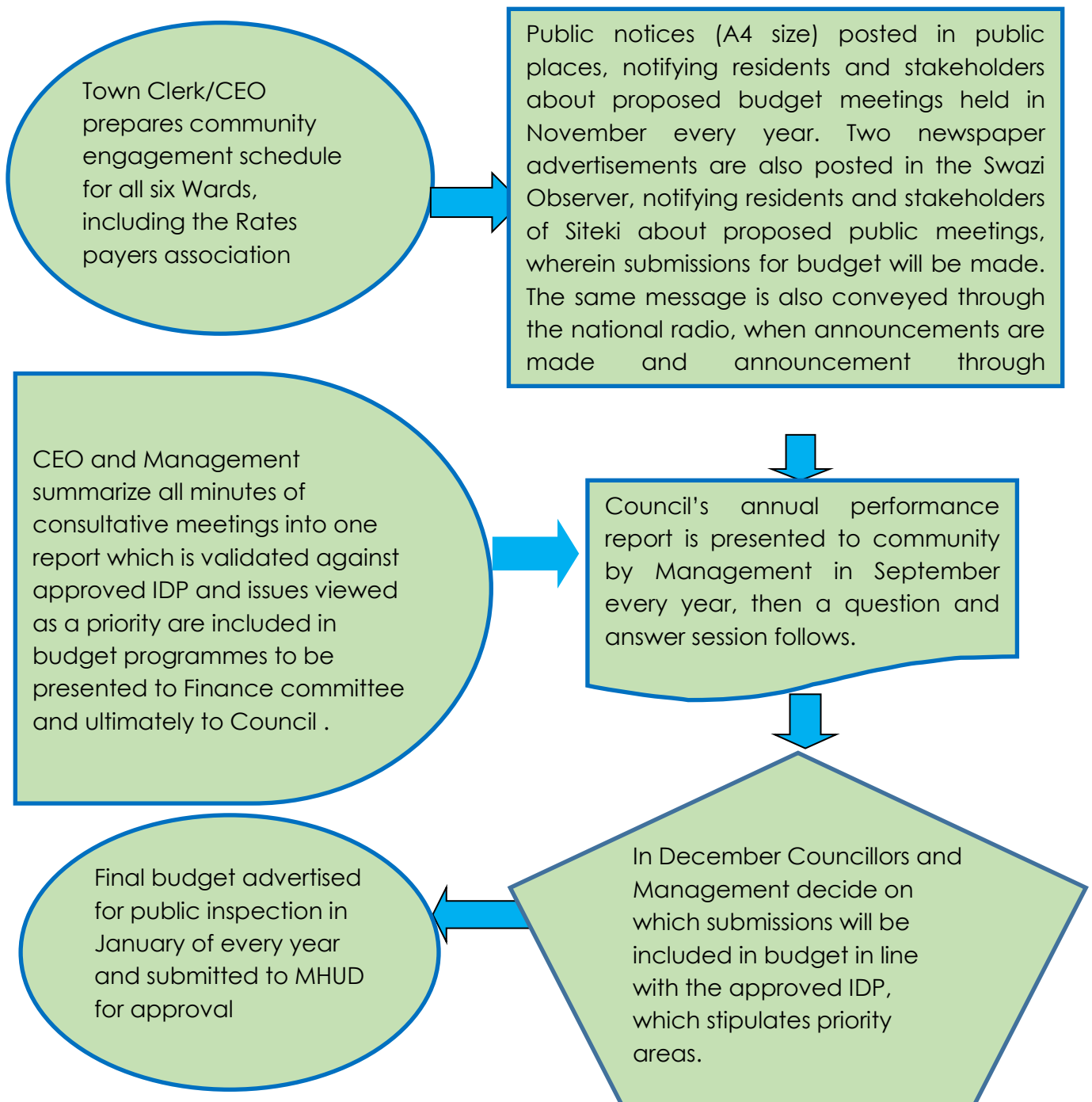
**Table 2.2- Public participation per ward in the past three years**



The attendance in ward 1 and 6 declined in the year 2015, while it improved in wards 3, 4 and 5. Ward two attendance remained constant in 2014 and 2015.

## 2.4 Stakeholder consultation process in Siteki Town Council

Siteki Town Council has an approved stakeholder consultation policy which is used to develop its annual stakeholder consultation plan. The following flowchart is a summary of stakeholder consultation process which is used by Siteki Town Council.



Source: Siteki Town Council Stakeholder Engagement Policy 2014

Figure 2.1 Community consultation process flow chart

According to the Siteki Town Council Community engagement Policy (2014) Siteki Town council subscribes to the principles of accountability and transparency when conducting its business, and it is against this background that the local authority engages the residents, stakeholders, rate payers, service providers and civic organizations when executing and preparing for its annual budget.

## **2.5 Community engagement Platforms in Siteki as outlined by the stakeholders' consultations policy (2014).**

- a) Public meetings – public meetings are divided into three categories namely;
  - i. Ward Meetings – ward meeting are conducted at ward level and the ward councillor is in charge of organising the meeting with the assistance of the office in terms of secretariat and producing notices of the meeting.
  - ii. Focus Groups – focus groups are used where there is an official association or formation which share a common goal. Such groups are recognised and the Town council schedules them for the routine meetings and special meetings if need be. The Siteki Rates Payers association meets with council on an annual basis since it is fully operational, Siteki community engagement policy (2014). Other focus groups are Siteki transport association and Siteki market users committee.
  - iii. General Mass meeting- General mass meetings are also used by Siteki as a means to engage the public more especially during the accountability meeting which is held in September of each year.

b) Emails- are also used to consult with the public, however only few individuals are reachable and according to the Siteki Town Council annual report (2013), citizens that were given the opportunity to use emails to have inputs to the development of the IDP did not make use of this facility.

c) Websites – Siteki town council has a Facebook page which is also used for public information sharing. It is not yet used for feedback purposes.

d) Media- The town council of Siteki uses the media to advertise public and ward meetings. The media is also used to sensitise the public on different issues of development.

- i. Print media - both the Times of Swaziland, under the Municipal news section and the Swazi Observer are used to disseminate information on projects and programmes being implemented as well as those still in the planning stage. Public notices are also posted in the print media.
- ii. Radio - this is extensively used for making important public announcements such as reminders to people owing rates. Council also feature in the current affairs programme dubbed “Letisematseni” in the Swaziland Broadcasting and Information Service (SBIS).
- iii. Suggestion boxes - Siteki Town council has suggestion boxes placed in key public places within the urban areas such as busy supermarkets along the main street, Jacaranda road, main library, public toilets and the rates hall.
- iv. Lobbying – this is more of a political way of engaging the public, which the community of Siteki does not use much. This method simply speaks to raising awareness through a collectivism by interested parties or groups.

- v. Bulk SMS – Siteki Town council has a group sms facility that is used to contact multiple people all at once. The Town council normally uses this platform to invite people to public meetings. The facility is also mostly used to communicate with rate payers, such as informing them on due dates for payment of their rates and notifying them about rate payment due dates.

## **2.6 Siteki Town Council Planning**

In 2013, Siteki Town Council adopted and started to utilise the international planning tool, the integrated development plan (IDP). The approach is to engage new councillors when they assume office, they start by developing their work plan, which is then evaluated at the end of their term.

The council's strategic vision and mission is derived from the Integrated Development Plan (IDP). The IDP articulates all planning activities including intermittent development initiatives and future developments; and aligns itself to the annual budgeting process. IDP maps out a five year development plan implemented by the executive after endorsement by council. Council reports on progress to the citizens.

Siteki's development is reliant on the IDP model as it highlights prioritised long term plans aimed at improving the livelihoods in the Siteki urban area. It also ensures expedient service delivery based on specific time frames against each strategic goal. Furthermore, IDP ensures networking between key stakeholders; namely the local government, national government, other government agents as well as other stakeholders. During the preparation of the IDP, the public was engaged at ward level and some focus groups, such as the Ratepayers were consulted.

The IDP came up with the following projects and their implementation status to date in terms of Siteki Town Council quarterly reports (2015).

**Table 2.3 Projects and Implementation status**

	<b>Project</b>	<b>Year</b>	<b>Status</b>
1	Construction of Siteki Park	2013/2014	Done
2	Construction of Tennis Courts	2013/2014	Done
3	Rehabilitation of Ablution facilities	2013/2014	Done
4	Installation of Solar Streetlights Msime Road	2014/2015	Done
5	Construction of drainage system Ngwenya Road	2014/2015	Done
6	Landfill Design and Construction	2015/2016	Ongoing
7	Upgrading of Gravel Roads	2016/2017	Ongoing
8	Construction of Phase 3 Civic centre	2015/2016	Ongoing
9	Cemetery upgrade	2016/2017	Ongoing
10	Construction of vendors Stalls	2015/2016	Not done
11	Assessment, costing and redesign of Imvelo township infrastructure	2015/2016	Not Done
12	Design and construction of Hambakahle road and Jacaranda avenue.	2015/2016	Ongoing

## **2.7 Conclusion**

This chapter presents the case for Siteki Town Council with regards to background information. It details the establishment of the ULG as well as the relationship between the Ministry of Housing and Urban Development and the Town Council which is responsible for all ULGs in Swaziland. A brief location of Siteki is further highlighted in the chapter. Furthermore the chapter gives an overview of Siteki Town Council's approach and commitment to public participation. It also ventures into the status quo of public participation rate within Siteki which leads to the public engagement process flow chart. The steps involved in the public engagement flow which is then broken down into public participation platforms. The last part of the chapter looks into strengthening participatory governance through participatory planning for ease of accountability in line with the programmes in IDP.

## CHAPTER THREE

### Theoretical Review

#### 3.0 INTRODUCTION

The need to improve public participation has become an imperative for Local and National governments despite the prerequisite for a sustainable bottom up participatory governance Chen (2014). Obtaining Participatory governance accrues where all social relations have been politicized in any structure Chhotray (2007). Wu and Wang (2012), concluded that the improvement of participatory governance ensures budgeting through public involvement in policy making and capital project prioritising.

This research has five segments as discussed in the proceeding discussion. Stage one is to review the tenets for public participation. This study is specific to Swaziland with regards to previous studies conducted specifically for Intergovernmental Fiscal transfer. Participatory governance has several components namely; participatory planning, accountability, reporting, stringent controls and transparency Boex et al. (2003). The Swaziland Urban Government Act of 1969 requires local authorities to engage in public consultations for planning, accountability, reporting and transparency. In essence Public participation can provide a platform to curb corruption and strengthen service delivery. Other countries are still faced with challenges in terms of contextualising public participation; for example China, in Hong Kong, Chen (2014).

The second stage is to discuss on general public awareness under Town Council responsibilities. Datar (2008), concedes that participatory governance is derived from the concept of decentralisation which advocates for significant changes in the administration of local government. Decentralisation promotes empowerment of all communities in the development of local plans, their implementation and planning for their financial resources.

The next stage to be discussed is service delivery and public participation. The section explores the possibilities for improved service delivery to enhance public participation. Yvonne (2010), suggests that there is a definite link between public participation, accountability and transparency which provides a platform for public participation in decisions that influence their lives. The ultimate extent being the end result of their involvement, reliant on transparency and accountability. Public participation as a progressive management tool places collective decision making at the centre negating individual decisions for development. "It is therefore imperative to offer a definition of the concept public participation, as it is the salient feature of the discussion." (Madumo 2014, p132). Various scholars express public participation differently, similar to service delivery, hence the need to establish a common definition. Basically public participation could be defined as a process that allows for individuals within communities to positively contribute to the general good.

In the fourth stage the researcher discusses different stakeholder engagement methods and platforms. Ines Österle (2015), opines that structured public participation encourages a good mechanism for sustainable arrangements in policy and practice within Local Governments. Therefore this section shall discuss the efficacy and potential of the available stakeholder engagement approaches.

The last section discusses the effects of below average stakeholder participation, further subdivided into five sub areas. The discussion centres on effects of public relations, council projects and facilities, economic effects, social effects, planning effects and hindrances for participatory governance.

Nyalunga (2006), suggests that participatory governance brings a notion of ownership from the community on matters of development and anticipates accountability from administration personnel. Public participation can be better described as a means of comprehensive engagement with all stakeholders in the process of implementing preferred urban development through a multipronged process. Lee (2013), defines participatory governance as a process through which stakeholders are engaged for a common purpose in reaching a consensus to arrest development challenges. Furthermore, Madumo (2014) agrees that public participation is a necessary component of local democracy, leading to a franchised concept favoured by the underprivileged citizens. The public needs to be involved as early as the planning stage, then accountability and transparency become inherent components in the planning stages if the public is engaged at this phase Laurian (2009). On another hand, Lodhia (2014) views public engagement as a critical process for achieving environmental sustainability.

Lodhia (2014) agrees that public participation is a platform to achieving transparency and accountability. Furthermore Lodhia (2014) appeals for expressed defining of stakeholders or public in order to accord specific logistics and coherence in the process of public participation.

The last part of the chapter, the conclusion shall also show the conceptual framework, that is dependence and non-dependence of variables.

### **3.2 Conceptual Review**

For review of the literature, online sources have been used through key search words; public participation in local government, service delivery, Local Government, public engagement.

Boex, J., Maphalala, M. & Granado, J. (2003) in their study on Intergovernmental fiscal Transfer (IGFT) in Swaziland did an assessment and evaluated the then existing IGFT and made new recommendations going forward.

The assessment uncovered that the local government setting in Swaziland appear to be transparent while the study proves otherwise as there is no transparency. There is no clear mechanism that promote good governance and public participation. Furthermore there are no guidelines with regard to budget guidelines, no financial management manual and there is no systematic reporting and monitoring framework. These tools were believed to have a potential to improve monitoring and reporting at Local Government level. All ULGS in the country are committed to serving their Towns and cities with few mechanisms in place with regard to good governance policies which include public participation.

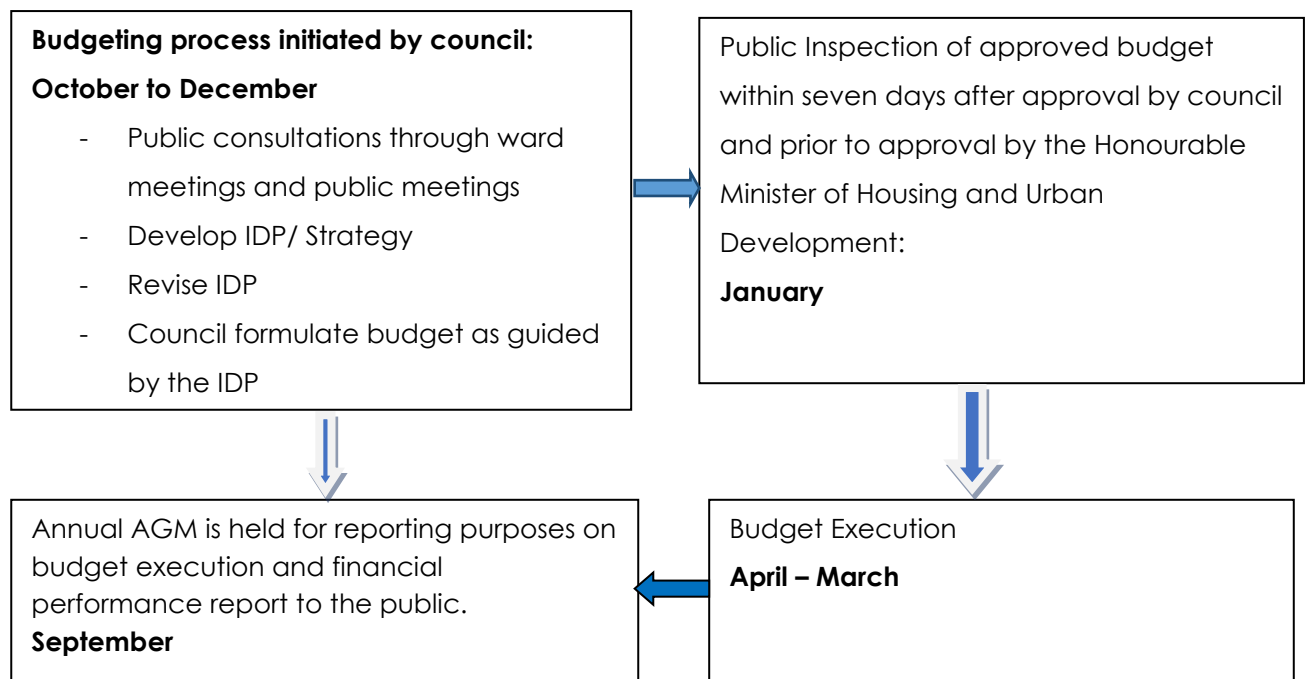
In light of the above analysis, Boex J. et al., (2003), made the following recommendations which becomes the basis of participatory Governance in Local Governments in Swaziland.

- a) **Participatory planning requirement:** "The local government should have a series of council meetings at which the public is able to express their priorities for local services and infrastructure in a participatory manner." Boex et al. (2003).
- b) **Accountability requirement:** "Local governments should receive a timely and positive audit report from an independent auditor. Local capital development funds should be audited every six months" Boex et al. (2003).
- c) **Reporting requirement:** "Local governments should provide the Ministry of Housing and Urban Development with timely submissions of all required budget documents and reports. All budgets and reports should be consistent with the specified format" Boex et al. (2003).
- d) **Anti-corruption requirement:** "Local governments should have sound tendering systems and procedures conforming to

standards agreed to by the Ministry of Housing and Urban Development” Boex et al. (2003).

- e) **Transparency requirement:** “Local governments should systematically inform the public about local financial decisions. Local government should post relevant local budget information on publicly accessible notice boards at all local public facilities” Boex et al. (2003).

A capacity building programme was thereafter initiated to ensure ULGS have capacity to implement those recommendations more especially as far as public participation is concerned.



**Figure 3.1: Current setting of Public Involvement as outlined by the urban government act of 1969**

The above setup suggest that the citizens only participate three times in a year; the first one during submissions for development of IDP and Budget.

### **3.3 Public Awareness on municipal responsibilities**

No literature could be sourced which makes reference to public awareness on municipal responsibilities in Urban Local government, which is a major gap in the literature. There is a study which was carried out by the World Bank which assessed the citizen review of service Delivery. The responses and conclusion suggested that the people of Bosnia and Herzegovina knew exactly about the responsibilities of municipalities. According Brucher (2003), the public in Bosnia and Herzegovina responded positively and honestly in the following areas; road infrastructure development, road maintenance, educational facilities provision, waste removal by the municipality, water and sanitation. The citizens in the same study by MaryMcNeil (2009) reveals that the citizens felt that they had no influence on decision making in the municipal development. On another note MaryMcNeil (2009) uncovered that the public in general has limited knowledge of local governance, their right to participation as well as detail in municipal responsibilities. In the event whereby the citizens are fully aware of their right to municipal services and general municipal responsibilities, the public become reactive irrespective of being accorded the opportunity to participate in decision making which could have made them to be proactive.

In light of the above sentiments, ULGs have specific duties and so the community members must ensure that public participation occurs smoothly. SALGA (2013) has clearly defined those rights and responsibilities in the context of South Africa. The fact that the rights and responsibilities are outlined by SALGA, means that the South African community is generally aware of municipal responsibilities. The rights and duties of local communities are not limited to the following;

- i. Contribute in the decision making process of the Municipality following the right channels.
- ii. Submit both written and oral suggestions, representations, and complaints to the town council.

- iii. have access to council decisions and other political structures that affect their rights within reasonable expectations.
  - a. On the other hand the municipality is legally expected to;
- iv. Establish clear relationships and facilitate cooperation and communication with the local communities.
- v. Provide accurate and reliable information on the type of services as well as scope of projects which the public should expect to receive or are entitled to in terms of existing plans.
- vi. Update the citizens on how the council is managed and the cost of managing it as well as the personnel structure.

### **3.4 Service Delivery and public Participation**

According to Mariu (2013) for effective public participation, legislators should not be hands-on but should formulate the policy and the executive arm conduct the participation. Mariu (2013) further argues that the stakeholders should not only be engaged to plan for a limited resource, but should be engaged in a continuous manner so that they have influence on decision making that is directly linked to Service Delivery. According to Mariu (2013) it is imperative that ULGs strengthen the public engagement mechanisms to ensure that there is a common understanding with regard to development taking place within the urban community. Furthermore the accountability and transparency part should be cyclical as opposed to being a once off thing, John (2003). SALGA (2013), strongly advocates for public participation in South Africa for improved service delivery as well as accountability. In the case of South Africa, public participation emanates from the South African 1996 constitution which is based on the principles of good governance SALGA (2013). The fundamental right of South African

citizens is access to service delivery through involvement in local government.

### **3.5 The Different stakeholder engagement methods**

According to Nyalunga (2006) there are so many methods of stakeholder engagement; those initiated by the public, and those initiated by the ULGs. Nyalunga (2006) states that public participation does not happen by itself but it needs a robust plan and proper strategies to enable all citizens to participate. This plan should also take into account the disadvantaged citizens. The public sometimes initiates the engagement process in their own way. Below are examples of initiatives by the public.

- i. Staging protests
- ii. Public demonstrations
- iii. Lobby with other legislative bodies such as parliament portfolio committees

On the other hand public participation that is initiated by the ULG is as follows;

- i. Attitudinal Surveys are other forms of stakeholder engagement
- ii. Ward meetings
- iii. The use of media to share information for the attention of the public
- iv. Public hearings are another form of public engagement
- v. Direct consultations with advisory committees or other committees in place responsible for public participation in the ULG

The community is also accorded an opportunity to provide feedback to the municipality and a couple of feedback mediums have been identified by SALGA (2013). Suggestion boxes can be conveniently used and be placed in strategic areas such as care centres, public places and

many other places frequented by members of the public. Another form of public engagement as identified by SALGA is the establishment of a formal citizens' complaints office with a clear complaints policy and management. This platform has a positive potential to lessen likely frustrations to members of the public while awaiting the ULG to provide a response to the complaint.

Furthermore, the ULG should report regularly so that the trend is not lost at any stage. If the public is involved in planning, see implementation, get progress reports, then be given an opportunity to evaluate such implementations and make recommendations for the future improvement, everything falls into place. Lodhia (2014) recommend the following methods for effective public engagement efforts; face to face discussions, workshops, online forums and panels, local newspapers, e-newsletters and direct mail. In addition to the engagement methods revealed, Reddel and Woolcock (2004) further detail several methods of stakeholder engagement which have proved to be more effective in Queensland. These are formal meetings, political reforms, informal discussions and gathering targeted stakeholders.

ULGs need to introduce participatory governance mechanisms because they have a great potential to encourage public involvement and citizens empowerment socially and economically, Chattopadhyay (2015). Newig and Fritsch (2009), on the critical review of public participation identified another public participation method and suitable concepts to enhance citizen participation. From a political perspective, the method involve voter education and enhancement of public awareness on their rights and responsibilities through lobbying and advocacy. From the social perspective, participation on social media such as Facebook, twitters, google chat and viber can be used successfully. On the contrary Cupido (2013), argues otherwise about community involvement in South Africa citing a previous research which indicated that in a total respondents of

2200 only four people responded positively on community involvement. However this does not mean the community does not need to participate but this is a short call to explore suitable engagement methods. (Cupido, 2013) is therefore advocating for new systems of public engagement. According to Grant, K., Hackney, R., & Edgar, D. (2010), the world has much improved in terms of technology where almost each and every desk, each and every home, and each and every individual has access to internet because the global community has embraced internet. For this reason public engagement through mobile phones and use of internet e.g. social media is the way to target a number of participants.

Within social structures and community authorities there now exists several proven methods of public participation used for planning and monitoring for even bigger development processes. These are also used in training and development processes; and in programmes for promotion and encouragement of awareness to the public on matters of participatory governance Grant et al., (2010) A knowledgeable public introduced to public participation raises appreciation for accountability, although there's room for creativity and exploration of more efficient and all-encompassing methods for public engagement by ULGS. Consequently Calista and Melitski (2007), fully supports electronic components of public participation through making use of electronic components which looks viable for a couple of reasons. E-governance makes peoples lives easier while they train themselves to participate in their local governance.

### **3.6 Effects of below average stakeholder participation?**

#### **3.6.1 Relations**

According to John ( 2003), quite a number of municipalities are struggling to coordinate proper participatory structures, and this as a result of different challenges such as limited human resource capacity. Furthermore some ULGs are still struggling as a result of councillors who cannot be available on a full time basis. Yigitcanlar et al. (2003) argues

on negative effects of non or below average participatory governance that the ULG runs the risk of losing the social bond with citizens. A local Government that is led without good public participation results in loss of peace which leads to repeated unhealthy protests. Awan (2014) shares the same sentiments that if the public is not well engaged, trust is compromised and reconciliation with community becomes almost impossible. The same effect of non-involvement of key community players yielded negative results in California College between staff and management hence the college had to undergo a serious heart healing process among the employees. Over and above that the most concern is the extent of conflict, mistrust and resentment if participatory governance is not recognised and employed fairly enough.

### **3.6.2 Council Facilities and Projects**

ULGs invest a lot of funds in community projects and facilities. Citizens fail to attach the financial value to those projects if they were never engaged in the planning stage for the project implementation, Pavey et al. (2007). This is the reason some municipalities in India have seen their community infrastructure vandalised. Below average public participation has also seen the rate of development being concentrated in one area instead of spreading across the urban area. If the municipality has developed a public involvement based approach in prioritising capital projects, only a small fraction of people shall influence the decision making and off course they prioritise their own areas. The balance in project implementation is compromised Chung and Windsor (2012).

### **3.6.3 Economically**

ULGs with proper participatory Governance structures in place are considered to be well positioned for donor funding and other potential funders for infrastructure development and other social programmes Eriksson (2012). Similarly, Chung and Windsor (2012) emphasise the importance of participatory governance from the point of view of financiers for Local Government such as the World Bank. The World Bank project implementation manual (2009) with guidelines on municipal funding in Swaziland, where Government borrowed a loan for Road Infrastructure Development, one of the requirements for qualification is proof of public participation and involvement in decision making. This subject becomes a Key performance Indicator.

### **3.6.4 Social**

Local government has an authority over the community through a social contract with the community where the people trust that service delivery shall be done at their interest and Government makes promise to same. ULGs are supposed to have a good social relationship, where the citizens and municipal leaders are clear of their roles and responsibilities for creating a peaceful society. The fundamental elements underpinning the theory are that of ensuring justice and equality. Originally, social contract theory can be dated back to ancient Greece, where Plato, a Greek philosopher, explored the concept in explaining how justice is achieved and how it functions The Republic Madumo (2014). According to (Gauthier 1977:135) cited by Madumo (2014), there are four components that relates to the state of nature which is; equality of power, equality of need, scarcity and limited altruism. Madumo (2014) further supported the fact that without these four features the state of nature would appear different.

Following the thesis of agreement between civil society and the government, this means that the members of the society willingly entered into a social contract with Local Government. As such, public participation is also a key element in ensuring the legitimacy of local government and promoting local democracy in municipalities through ward committees. The notion of direct democracy advocates for an environment that requires active citizenry.

According to Laurian (2009), previous studies have proved that trust and distrust has a huge role to play in a social relationship at community level. It also enhances mutual planning. There is an acknowledgement that there is still a gap between planning and trust. Trust is an inherent commodity between the public and leaders. Trust is critical for planning, hence the need for shared input and sustenance. Laurian (2009), confirms the need for shared responsibility in defining the extremes of trust and distrust in order to achieve and sustain a degree of well managed trust.

### **3.6.5 Implications for Planning Practice**

First and foremost the issue of trust comes into play with regards to driving the development plan of the council on a day to day service delivery to the citizens, however (Laurian, 2009), argues that the dynamics of trust are elusive and complex hence the need for planners to maintain consistency in managing participatory planning.

The contextualising of trust and mistrust between council stakeholders and council, is a necessary prerequisite for planners as it is built on local history. The complexity of planning is compounded by multiple and conflicting interests, interrogating public interest, while planning deals with satisfying a number of competing demands with limited resources. Planning is done at the interest of the public, public/privates interest as represented by different agencies of the national government, non-

governmental organisations, citizens as well as other small and medium businesses Laurian (2009). This interaction introduces public/private partnerships that are cross cutting. Thus allowing for impartiality of expertise.

The conventional methodology for planning services has always been collaborative but excluded involvement of citizens Laurian (2009), however recent developments for efficient and transparent planning citizens assume a leading role and the ULGs are expected to create an enabling environment for such. ULGs should also be amenable to any significant changes as may be introduced by citizens intermittently.

### **3.6.6 Hinders of Public Participation**

According to Chattopadhyay (2015), as much as public participation is the way to go in this modern system of governance, some countries such as India still have the following challenges with implementation of public engagement initiatives;

- i. The legal and regulatory framework is still behind hence not empowering the citizens to deliberate on strong issues to prevent avoidance of public participation for poor service delivery and augment fairly distributed service delivery amongst the communities.
- ii. Lack of availability of information on objectives and anticipated outputs to all stakeholders in order to allow for enforcement of responsiveness from stakeholders and accountability since the public will have foreknowledge of their rights in general and so opportunities with the municipality.
- iii. Lack of capacity building and motivation of the political arm, which is the councillors. In this instance they then fail to comprehend the need to have public participation reforms and be encouraged to be proactive, take initiatives and forecast ahead. On the other hand the Indian community still banks hope on politicians that they

can still come up with effective initiatives to improve lives of the poor community.

- iv. Lack of capacity building efforts across the Government sectors and stakeholders to allow transparency in all aspects of planning participatory processes.
- v. Lack of inclusion of social transformation which should be taking care of underprivileged people who also need to ensure access to their right to be heard and recognised at policy level.

Over and above the challenges faced by India as far as participatory governance is concerned, Chattopadhyay (2015) identifies an element of abuse of public participation forums because officers or councillors find an opportunity to pursue their personal interests. The participatory governance machinery is normally dominated by middle class and upper class people who then undermine the poor people and therefore their voice remain unheard. On another note, Chattopadhyay (2015) still argues that poor people find it difficult or impossible to have a share of service delivery from the state's funds. In order for them to try and make their voice heard, they have to regularly visit the council offices to try and complain only to find that the complaints process is too complicated as well hence it becomes less beneficial to this class of people.

The low rate of public participation can be attributed to a number of reasons and vary per individual depending on management of time and level of commitment Brücher & Baumberger (2003). Brücher (2003), raises issue with the presumption that politics often interferes with the basic tenet for public participation due to the varied levels of understanding of the agenda of politics. The ordinary citizens are not keen to raise their concerns on matters of governance as they perceive themselves to be politically unqualified. Brücher (2003) states that public participation should assume a more responsive and

progressive stance than just being a receptive process allowing government to introduce a more effective methods of engagement.

### **3.7 Conclusion**

From the different authors, it is apparent that the public is generally aware on their rights to consultation and participations in decision making that end up affecting their lives. Several authors, SALGA in particular suggest a great need to assist ULGs to establish policies and guidelines that will enhance participatory Governance. The current structures are not undermined and should not be killed but the establishment should be over and above them.

ULGS are therefore advised to develop community engagement mechanisms that are effective in each of them. In the process, ULGS should also keep on testing the effectiveness of the public participation mechanisms in place.

The above theory, includes Siteki in relation to the problem as well as the objectives. As much as there are different recommendations to effective participatory Governance, this study further interrogates the cause for below average public participation. The mechanisms could be in place but what matters the most is what really encourages or motivates the public to engage in participatory Governance. This study further identifies the negative effects of below average participatory Governance.

#### **3.7.1 Conceptual Framework**

The framework that was followed allows for testing of several variables to public participation. The key variables used are service delivery variables namely; waste removal, sanitation, socio economic activities, infrastructure maintenance, roads construction as well as accountability and transparency. These variables have relevance as they all fall under service delivery. These variables were tested if they have an impact on service Public participation.

**Independent Variables**



**Dependent Variable**



**Figure 3.2:** *Independent variables and Dependant variables*

## **CHAPTER FOUR**

### **Research Methodology**

#### **4.0 Introduction**

This section explores the specific methodology of the study; the research design and rationale, identify the study area, define the target population and sampling techniques with corresponding sample size. Data collection techniques are defined and articulated. A narration of the steps followed in data analysis and testing for validity of the data. Observance of research ethics is captured and explained. The chapter also discusses the pre testing procedure that was followed and lastly an outline of the conceptual framework.

#### **4.1 Research Methodology**

##### **4.1.1 Purpose of a research**

According to Saunder et al. (2009) is an organised and systematic way of conducting an investigation into a specific problem. A research is conducted in order to provide solution to a problem, develop new theories, to aid decision making and to generate new knowledge Bougie ( 2014b)

#### **4.2 Types of Research Methods**

##### **4.2.1 Quantitative Method**

Quantitative research is described as the collection of numerical data from a large number of respondents with an aim of getting the relationship between theory and research using a scientific approach, Render et al. (2012). According to Polonsky (2011), quantitative research method aims to recommend a scientifically tested course of action. Quantitative method studies are analysed through statistical theories and mathematical calculations to generate end user information, Polonsky (2011).

#### **4.2.2 Qualitative Method**

According to, Bougie ( 2014b) qualitative research is based on opinions, attitudes, beliefs and intentions of people from their natural setting. These opinions, are obtained from small numbers in form of interviews and or focus groups Polonsky (2011). Data collected through this method does not need a statistical validation, however findings from this type of research method may results to a need to conduct quantitative analysis, Saunders M (2009).

#### **4.2.3 Mixed Methods Research**

A mixed methods research combines qualitative and quantitative research methods in a single study for the purpose of obtaining a better understanding of the research problem, Creswell (2008). There are three approaches to mixed methods research, Facilitation, Complementarity and Triangulation, Bougie ( 2014b). Creswell (2008) uncovered that facilitation supports one research strategy using the other ones, complementarity combines findings between the two research types and triangulation is applied when there is significant difference between the two strategies then the aspects of the investigation is aligned.

#### **4.2.4 Adopted Methodology**

This is an exploratory sequential mixed method research which has been conducted using both qualitative and quantitative methods. Qualitative information was collected through the use of focus group discussions with five types of stakeholders namely the Rate Payers Associations, the Siteki Youth Associations, Siteki Business Community, Siteki Transport Association and Siteki Market User association. Quantitative information was collected through the use of survey forms which were randomly distributed within Siteki Urban area. Both data sets have been analysed to draw conclusions. The main aim throughout the research process was to ensure that every citizen, every ward

and every stakeholder is represented. The stakeholders who participated in this research included some of the employees of the ULG who happen to be rate payers as well. This method was preferred because neither quantitative nor qualitative method was going to provide solutions to the problem when used alone.

### **4.3 Research Design and rationale**

This is a sequential mixed method study as it was used to determine the variables that were used in the first part of the research. It was used to deduce more detailed information about the importance of participatory Governance for the purposes of accountability and transparency. This study only covers Siteki Urban area.

Since the research approach for this study includes both interviewing of focus groups and using questionnaires to allow for more specific responses within the same participants, the mixed method approach (qualitative and quantitative study) was preferred. The Rate Payers association, Siteki Youth and Local Transport association, Markets users forums and the Business community had been interviewed and a structured questionnaire was further distributed. The selected groups represent all the population in Siteki.

### **4.4 Study Area**

The Study has been conducted at Siteki Urban Area and the study relates to Siteki Urban area.

### **4.5 Target Population**

According to Saunder et al. (2009), population is the universe of units from which the sample is selected for research purposes. The targeted population for this study is 1096, Siteki Town Council valuation Roll (2013). This targeted population relates to Siteki Citizens as well as beneficiaries of council services such as the civil servants who reside in the small town for purposes of work. Other than the

targeted population the business community have been considered since it consists of people who may only conduct business in Siteki and reside outside Siteki area.

#### **4.6 Sampling Techniques**

Sampling is the selection of members of a subset of the population which could be a group people, events or any other elements for the purposes of conducting a study Bougie (2014b). Sampling techniques are divided into two types namely probability sampling and non-probability sampling Saunder et al. (2009). The difference between probability and non-probability sampling is that probability sampling is representative while non probability sampling is judgmental. Furthermore, Bougie (2014a) states that probability sampling is subject to statistic test, while non probability sampling does not stand any statistical test, however there is a risk of obtaining biased results. Examples of probability sampling techniques include simple random, systematic, stratified random, cluster and multistage random sampling, on contrary examples of non-probability sampling techniques include quota, purposive, snowball, self-selection, convenience sampling a focus group sampling has been used to select five groups which are association representatives with a minimum of six people per group. Discussion meetings had been arranged with focus groups so that detailed views and perception on participatory governance makes sense to them, as well as general awareness on municipal functions. The focus groups are renowned Council stakeholders which in their totality allows for representation of everyone residing in Siteki. These interviews were used to ascertain if they find value in attending ULG meetings and if service delivery motivates them to attend the participatory sessions accordingly. For the quantitative data collection sampling, a random sampling was used. It was enough for the research because there had been a focus group study done already which made a good representation of the population of Siteki.

## **4.7 Sample Size**

The study used both individual and organisational analysis. Probability simple random sampling was used for quantitative data collection, which is individual analysis. On the other hand, non-probability quota sampling was used for the qualitative approach where five focus groups were gathered for discussions. The focus groups were chosen from associations hence they qualify for organisational analysis.

According to Saunder et al. (2009) , sample estimation is commensurate with size of the population, and hence the variation. In terms of Siteki Town Council General Valuation Roll (2013), the population was 1096, the sample is 291 with a 5% margin of error at a confidence level of 95%.

## **4.8 Research Instruments**

Structured questionnaires were used for the individuals and unstructured interviews were conducted for the focus groups.

The structured pre tested questionnaires was used for the random selected samples using a five point Likert scale. The aim was to draw analyses that ascertain whether improved service delivery encourages the citizens to attend to the ULGs invitation for participation. It was also used to ascertain the level of awareness on municipal responsibilities. A five point score card consisting of Waste removal, Infrastructure maintenance, sanitation, Road constructions and Social affairs was used in this questionnaire to guide the respondents accordingly. This tool was also used to enable participants to rank the general performance of the council in service delivery. Lastly the tool was used to make the respondents rank projects that took place in the way they expected them to have been executed. The last question has been used to test the strength of relationship between people's

expectations in the next three years and the council's plan to execute projects in the next three years

The unstructured tested questionnaire and interview was used for the focus groups. It was addressing the issue of methods of participation to test their effectiveness. It channeled them to provide more ideas on the effect of none or poor participation. Furthermore the instruments engaged the participants into discussions about Town council responsibilities and which key service delivery areas were identified as a basis for responsibilities.

#### **4.9 Pre-Testing - Use relevant statistics techniques to conduct pre-testing**

A total of 10 questionnaires were piloted to test if the prepared questionnaire would be able to provide the required response. It was also done to ensure that the respondents are not confronted with technical difficulties while providing information in the questionnaires.

#### **4.10 Scaling, Reliability and Validity**

##### **4.10.1 Scaling**

Measuring and assigning objects to numbers according to specific and mathematical rules in research is called Scaling, Bougie (2014b). Bougie (2014b) identified most widely used classification as nominal, ordinal scale, interval and ratio scale. The ordinal scale was used in this research. The possible responses were structured in a sense that respondents can rank the variables in their preferred choices.

##### **4.10.2 Reliability**

Reliability is a matter of ensuring that the results of a study are dependable in a sense that if the study may be repeated the same results could be obtained, Bryman & Bell (2007). Reliability highlights three factors which are internal reliability which test respondents 'consistency across indicators, stability which determines whether a measure is stable over a period of time

and inter-observer consistence which is applicable when testing the consistency of submission by observers where they are above one, Bryman & Bell (2007).

### **4.10.3 Validity**

Validity is concerned with where findings of a study are exactly as they appear to be. It is also concerned about the type of relationship between variables Saunder et al. (2009). According to Bryman & Bell (2007), validity is also apprehensive with the integrity of research conclusions. Valid conclusions should be possible to justify at all costs.

Due diligence was paid during data collection, analysis and interpretation of results with an aim of minimizing any potential lack of validity. In terms of reliability, the data collection was done on normal days where there are no specific events in the local area which had a potential to deviate the results.

### **4.11 Data Collection Techniques**

The quantitative data was collected through questionnaires that were distributed both in hard copy and soft copy. Four out of school youth were identified to assist as enumerators in the process for administration of the questionnaires. Qualitative Data collection was done through structured questions for group's discussions.

### **4.12 Data Analysis**

Render et al. (2012) identified a number of methods that may be used to analyze data. Each method is suitable for a particular scenario. Statistical Package for Social Sciences (SPSS) is the most popular data analysis tool and there are other programmes such as Minitab, Statview, SAS, Statpac and Mac platforms.

Data collection was done in two ways. The qualitative Data has been manually analysed through grouping similar ideas across the groups to reach a general conclusion on that particular area. The quantitative data was analysed through the use of SPSS statistics software. All responses were assigned numerical codes according to options outlined in each item for ease of analysing. Graphs and histograms were used to present the results. To test the effects of non-participatory governance, a simple comparison of Council planned projects and projects expected by the public was done. The variables tested were the projects executed and those planned already. The non-changing variable was public participation.

#### **4.13 Logistical and Ethical Considerations**

Sekaran, U & Bougie, R (2014), opine that business research ethics invokes moral behaviour while undertaking the study. Business research ethics include appealing to the sensitivity of inherent issues. It involves engaging all parties necessary in the study while conducting the research, namely the researcher, participants, sponsor and organisations, hence all ethical requirements have been observed through to declarations of consent agreement by participants which assures them of confidentiality. An ethical clearance was also obtained from the UKZN research ethics Committee prior to commencement of the study.

#### **4.14 Conceptual framework and Measurement of variables**

a) In this research, to ascertain the level of awareness on municipal responsibilities, the changing variables were the different areas of service delivery namely waste removal, road construction, infrastructure maintenance, social services and sanitation. The respondents were asked to discuss each area and further rank their response from one to five, one meaning I agree and five being the maximum to indicate strongly agree. The results then determined

their level of awareness on those basic municipal functions. The groups were also made to engage in a strong dialogue with regards to their rights entrenched in town council policy and legislation and the town councils' reciprocal rights. Each focus group was led to identify activities that the town council does well to their satisfaction and further discuss the value of being a citizen of Siteki through tangible benefits.

b) To test whether improved service delivery encourages participatory Governance the questions were addressed through the unstructured questions and interviews. There were two changing variables to test whether the positive public participation is dependent on service delivery. Capital projects execution and service delivery were tested against public participation.

c) Effectiveness of the current stakeholder engagement methods were the changing variables while public participations was a non-changing variables. The changing variables were Suggestions boxes, Websites, Media, public meetings, lobbying, bulk sms, and email. The respondents took time and criticized each of the methods.

d) The effects of below average stakeholder participation.

The variables here were the main projects done in the past two years, allowing the respondents to rate them in their order of priority in which they felt they would be done. Part two of the questionnaire led the respondents to suggest five projects in the order of priority which they would appreciate to take place or improve in the next three years. These results were then compared with the ULGs three year development plan. A simple comparison was done between the two strings of projects.

## **CHAPTER FIVE**

### **Analysis, Presentation and Discussion of findings**

#### **5.0 Introduction**

This section presents findings from both qualitative and quantitative data. The qualitative data was collected through meetings with five focus groups. Each group was invited to come with six to ten members but different groups came with different numbers. The fact that the groups were selected from existing associations, the participants numbers did not influence the results since the groups represented existing associations suggesting that they share common goals. All five groups managed to make it to the meetings ensuring a 100% a 100% response rate. A thematic narrative approach is used to analyse the outcome of the group meetings.

The quantitative data was collected through the use of questionnaire which 50% were personally administered. Three hundred (300) questionnaires were distributed, while the actual sample size was 291 and only two hundred and eight (208) responses were received which represents a 71% response rates. The five focus groups were engaged in an interactive debate with guiding questions were not limited to explore further ideas as per the nature of the research. The questions had four key areas which addresses the research objectives.

#### **5.1 QUALITATIVE DATA ANALYSIS**

##### **5.1.1 The level of stakeholder awareness on Town council responsibilities**

The groups based their discussions on key service delivery areas which are believed to be municipal responsibilities. The respondents went on to rank the extent in which they agree on each service delivery area to be the duties of the Town Council.

**5.1.1.1 Waste Removal** – Five groups , which is 100% strongly agreed that it was the duty of the Town Council to remove waste in all homesteads and in the business areas. The participants also understood and weighed the responsibilities of the town council to be beyond refuse removal but also to educate the citizens of the town about effective waste management practices from domestic waste to industrial waste. In light of this view the participants deemed the citizens to have a distinct responsibility to cooperate with the town council in all efforts to manage waste in Siteki Urban area. The town council has a duty to strategically place refuse bins within the urban parameters to avoid rampant littering at all costs.

#### **5.1.1.2 Recommendations by the participants**

- i. The Town council should provide information stickers and fliers with a message that discourages the public from deliberate littering.
- ii. The Town Council should consider outsourcing the waste management and removal function to create employment for the public.
- iii. The Town Council should employ more efforts to deal with stray dogs which keeps dropping the bins at night and on another hand the bins should be closed ones as this would also prevent waste food scavenging at night as this leads to the refuse bins falling and spilling the contents all over the streets in town.

#### **5.1.1.3 Roads construction**

80% of the participating groups strongly agreed that road construction is a key project under the main responsibility of the Town Council while 20% disagreed. However they understand that such capital projects depend on municipal financial ability with the assistance of national government. The Town Council has a responsibility for the construction of roads and road infrastructure within the urban area. The respondents overemphasised their unhappiness over road infrastructure which council does not improve in Siteki.

#### **5.1.1.4 Recommendations**

- i. The participants recommended that council should stop rehabilitating already tarred roads when there are gravel roads and town feeder roads that are dusty.
- ii. Council should also prioritise storm water drains because the whole town floods during rainy days.

#### **5.1.1.5 Infrastructure Maintenance**

60% of the Participants strongly agreed while 40% agreed that all infrastructure within the urban area belongs to the council in trust for the citizens. Even the structures that are not owned by council but by the public, council has to maintain. The council has a responsibility to ensure proper maintenance of infrastructure.

#### **5.1.1.6 Recommendations**

##### ***i. Road Infrastructure***

- a. Council should improve road infrastructure maintenance because the roads have potholes all over. Unsurfaced roads are even worse. Feeder roads are just horrible hence council should prioritise maintenance of those roads. Council needs to frequently revive road markings within the Central Business District Area. Council also needs to align the road markings into straight lines at the intersection of Ngwenya road and J.B Horse fall road. The council should introduce a traffic calming tool within Jacaranda road since the cars come at a very high speed and there is a high risk of fatal accidents right in the town.

**ii. Public Market**

- a. Council needs to maintain the public market as it looks old and dirty. The facility is also leaking on rainy days.

**iii. Recreational Facilities**

- a. Council has to put efforts and maintain recreational facilities such as the existing public hall (Mahwala Hall). The tennis courts should be well maintained as well for sustainability purposes.

**iv. Street Lighting**

- a. Council must make sure all the street lighting infrastructure is regularly checked to ensure the town never goes dark for security of the citizens.

**5.1.1.7 Social Services and Sanitation**

The participants started by defining social services and sanitation from their understanding as follows;

Social services is explained as HIV and health related issues, public decency and recreational facilities while sanitation defines ablution facilities and sewerage. 60% of the participants was neutral while 40% strongly agreed that council has the responsibility to coordinate the Regional Health Department and the Regional Swaziland Water Services Cooperation.

**5.1.1.8 Recommendations**

- i. Council should identify smoking zones for the good health of the public.
- ii. Council should open all ablution facilities in town even on weekends to ensure that the public does not mess behind buildings.

- iii. Council should make sure there are municipal security guards to monitor issues of public indecency
- iv. Council provide swings at the park for kids and ensure that those swings are located in a safe zone within the park to minimise risk of accidents for the kids.
- v. Council should also consider putting up more playing facilities for the kids in the park such as swimming pools.

#### **5.1.1.9 Accountability**

60% of the participants strongly agreed while 40% agreed that it is their right to have information in all possible ways as far as town development is concerned. Council has the full responsibility to account to the public in all aspects. The council of Siteki is not yet playing this role to the public.

The participants then recommended that the Town council should have an information desk within public offices.

#### **5.1.1.10**

As citizens of Siteki Urban Area, what do you understand to be your rights to the Town Council and the Town council rights on you?

##### **a) Stakeholder Rights**

- i. *Service Delivery* – 100% of participants mentioned that they have a full right to service delivery. The main areas of service delivery are quality road infrastructure, well maintained with relevant infrastructure such as pedestrian walkways. Street lighting in the wards is another uncontested rights amongst other service delivery rights.
- ii. *Civic Education* – 60% of the participants claimed their right to be educated on municipal governance and other general issues that

concerns them. The citizens also felt that they have a right to be educated on different municipal legislations, polices and bylaws.

- iii. Economic Activities- All the five groups responded that they have a right to participate in all economic activities, should it be trade and access to trade and shopping facilities. Allocation of business stalls was identified as a right to all citizens to ensure an active local economic involvement.
- iv. Legal rights – The public has a right to take legal action towards council and claim all other legal entitlement from council.
- v. Right to social and recreational facilities - Respondents agreed that access to social and recreational facilities is their fundamental right as it is entrenched in their social lives.
- vi. Right to stay in a clean town and conducive environment for their well-being – respondents stated that they have a right to a healthy and conducive environment. They also mentioned having a right to clean water services. Sanitation was said to be another fundamental right which the citizens have.
- vii. Right to be consulted - this is another concerning right as highlighted by the participants. All the five groups said they have a right to plan for their own town, and participate in development plans.

#### **b)Town Council Rights**

- i. Right to Stakeholder cooperation, – the Town Council has the right to be supported by stakeholders and all role players within the urban area. This response came from 80% of the total participating groups.

- ii. 40 % of the respondents understand that council has a right to develop policies, bylaws and user fees and charges. It is also within council's power to impose fines in terms of existing bylaws.
- iii. All the participated groups submitted that council has a right to charge property rates and institute legal proceedings to defaulting property owners.
- iv. All the participated groups submitted that Town Council has a right to consult the public in all development matters that concerns them.
- v. Only 40% of the participating groups submitted that the Town Council has a right to regulate good use of all facilities vested in council's control in trust for the public.
- vi. 60% understands that Council has a right to partner with potential investors and engage in a business partnership for Local Economic Development(LED)

**5.1.1.11 Benefits of being citizens of this small urban area of Siteki.**

The respondents identified the following benefits of being citizens of Siteki Urban area:

- i. Participation in commercial activities – all the respondents said they are able to participate in trade from the different sectors. The council provides stalls within council owned land, to allow for Small and Medium Enterprises and Trade.
- ii. 80% of the participated submitted that they have access to banking facilities although some banks are still not there but they acknowledged the services as benefits of being residents of Siteki Town
- iii. Hospitality services - 40% of the groups submitted that Siteki Town has a number of restaurants and few hotels, and lodges.

- iv. The Town council offers ablution facilities, sanitary services, and HIV/AIDS care programmes. This was raised by 80 of the respondents.
- v. 60% of the respondents submitted that the town council has a spacious bus rank facility which is friendly to both the public and transport operators. It is free of dust and user friendly.

#### **5.1.1.12**

Can you identify things/activities that the Town Council is doing good and things that Town council is doing bad or not doing at all.

#### **Good Things**

- i. Refuse Removal – all the groups (100%) agreed that the Town Council is doing well in refuse collection from households as well as from the Central business District.
- ii. Public Order in the market – 60% of the participants submitted that the Town council is able to ensure there is peace amongst vendors in the market since it is spacious hence there are no disputes amongst users as a result filthiness and other user conflicts. Council is able to manage unlicensed traders.
- iii. Grass Cutting – 100% respondents, said council is able to cut grass in road reserves hence the town is clean
- iv. Accountability and Transparency - 100% of the respondents said town council is doing well by recognising rate payers and all other associations existing within the town area to consult them on service delivery issues and account on progress on implementation of projects.

- v. Road Constructions – 100% of the respondents submitted that Siteki Town council was doing well by engaging in road construction projects on a yearly basis.
- vi. Public Health and sanitation – 80% of the respondents said council was doing well by investing in public health and sanitation services for the public. The council is also doing well by providing HIV/AIDS support programmes to the public.
- vii. Socio economic activities – 60% of the participants submitted that the Town Council provides opportunities for economic activities which improves the communal lives of citizens. Issuing of permits from the council side is flawless hence it motivates aspiring entrepreneurs from all spheres of the town area to engage in small and medium business.
- viii. Infrastructure Development and Maintenance – all the five groups stated that the council is doing a good job by establishing new infrastructure such as, streetlights, civic Centre, improvement of the park, rehabilitation of recreational facilities.

### **Bad Things**

- i. **Road Infrastructure Maintenance**- all the participated respondents stated that Siteki Town Council takes longer to fix faulty streets, patch bad potholes. Council also takes longer to action on privately owned dilapidated structures which are no longer inhabitable. The signage and information signs are not revived as they look too old along the roads. Council hardly maintains clogged drainage systems hence the roads flood during rainy days.
- ii. **Public safety** – 80% of the participants stated that Council is not able to remove stray animals which poses a danger to motorists and some

even tamper with refuse bins and spill garbage in town streets. On another note council is not doing anything to manage mentally challenged people as some become violent to town visitors while some keep on scavenging which is unhealthy for them and they empty the bins, with garbage spread all over the streets.

- iii. **Sanitation** - 60% of the participants stated that The council closes the public toilets too early and close some of them on Sundays which leaves the public with no options than to commit public indecency. The Public health standards are non-existent hence most shops are dirty. Town council does not regularly collect refuse from townships.
- iv. **Accountability** –40% of the respondents cited that council does not account on all aspects to the public and respondents said there is a lot not going well with council but it does not reflect in any communiqué. Councillors do not report back to the public.
- v. **Customer Care** – 80% of the respondents stated that their complaints takes forever to get resolved.

### **Objective 2: The Extent in which best service Delivery encourage stakeholder participation**

The respondents answered the following question;

- a) List at least three main projects that have been done by the Town council in the past two years; of which the all the respondents listed the projects below;
  - i) Rehabilitation of Ngwenya Road
  - ii) Improvement of the Public Park
  - iii) Rehabilitation of Ablution Facilities
  - iv) Construction of Siteki Civic centre

b) Were you consulted prior to implementation of those projects?

All the respondents said they were not consulted prior to implementation of the projects.

c) If “Yes” what was your involvement in project planning, implementation and hand over to the public?

This question was not relevant to all the participants since they were never involved in the planning and implementation of the projects.

d) Do these projects motivate you to be a stakeholder participation advocate?

All (100%) of the Respondents said that these projects motivate them to be stakeholder participation advocates because there is a sign that their lives will be improved even going forward. It is also interesting to be engaged for the good than to be consulted when things are bad. On another note the participants agreed that lack of refreshments does encourage the public at large to attend public meetings, so if the council can adopt the culture of offering refreshments, non-participation can be history.

e) If your answer to b) is “no”, what can you say about implementation of these projects listed in a).

All the participants now appreciate the projects because they improve the image of the town, however they stated that they would love to be consulted in the future, more especially because as much as they accept the projects, but they would love to see them executed in a different order, than the order that was followed by council. Participants stressed that they should have

made better inputs towards implementation of these projects if they were involved at the planning stage.

- f) Do you have Service delivery issues you would like to discuss with the Town council if given an opportunity?

80% of the respondents said they would appreciate a platform where they will discuss at length service delivery issues in the town. Moreover they mentioned that they feel they own the town hence the need to engage with council and share future developmental ideas for planning.

**Objective 3: To ascertain whether the stakeholder engagement methods used are effective.**

Respondents are aware of some engagement methods and platforms and they further identified effective platforms and practical ones in this modern world. The matrix below shows all engagement platforms used by the Town Council, indication whether they are aware of those platforms or not, and further discuss their effectiveness.

**Table 5.1 Stakeholder engagement methods used**

No	Engagement Platform	Known or Not Known	Response and Effectiveness
1	Suggestion Boxes	100% of the participants did not know about this engagement platform.	Suggestion boxes are not effective because participants and the public don't know how to use them. Participants said if council wants to use suggestion boxes to engage the public and obtain feedback Council should begin with educating them on how they work.
2	Emails	100% of the participants did not know about this engagement platform.	Participants are not aware of this engagement platform but it can only be effective when used by business and a few individuals

3	Websites- effective	100% of the participants did not know about this engagement platform.	Website is unknown, however this public engagement platform can be effective when used for the business communities
4	Public Meetings	100% of the participants know about this engagement platform	Participants are aware of Public meetings and feel the meetings are more effective. However council need to put more effort on announcing and advertising the meetings. Meetings can be effective if council can hold those meetings frequently as opposed to twice a year.
5	Media- effective	100% of the participants know about this engagement platform	Participants are happy with the use of media, however the only effective media platforms are; newspaper and the radio. They said Swazi TV is not effective because most residents, including them watch foreign channels so they might miss the information from Town Council
6	Lobbying	100% of the participants did not know about this engagement platform.	The citizens never use lobbying. The respondents feel they can't use their councillors for lobbying purposes of talking in one voice on certain issues of common interest because they last engage with their councillors during elections. Participants will never use lobbying until the mind set of councillor's change and looking at them as competitors but as key players in the operation of the town.
7	Bulk SMS-effective	100% of the participants know about this engagement platform.	Participants have never been given the bulk sms number. They are only aware that it is used for only ratepayers but council never uses it to the rest of the stakeholders to share different information. However this platform is gaining a positive response since its straight forward and most handy because almost every home and every individual has a cell phone at home. Respondents said they can even be able to respond if they get this sms should need be.

## **5.2. Recommendations**

The respondents recommended that the Town Council should focus more on two types of engagement methods which is relevant for the type of people residing in Siteki.

### **i. Public Meeting**

Council should focus on improving the way public meetings are advertised and advertisement methods. Council should start advertising public meeting a week before the meeting date using all forms of advertising such as;

- The radio
- Newspapers

- Fliers all over the urban area with meeting information and messages.

Council should also adopt the principle of issuing flyers even on information about council activities which the public need to know even if they don't come into the meeting.

However relying on public meetings may not achieve the desired goals because some people are always not available so council should be proactive and look into other platforms which can target those hard to get citizens because they may also have good ideas for the Town.

### **ii. Use of Social Media**

The respondents further recommended that council should make good use of social media. Some modern people don't have time to be assembled in a hall more especially because some stay away from Siteki Town because they work in other towns but this does not mean they would not love to join hands with council. Council can have a Facebook page and announce a chat session at certain specified times where anyone can log in wherever he or she is and participate in the chat session.

## **5.2.1 Research Objective 4: To establish the effects of below average stakeholder participation on service delivery.**

### **5.2.1.1 Effects of Non-participatory governance**

Participants agreed on the negative effects of non-participatory Governance. The respondents overemphasised that non-participatory is not pro-development as it results to lack of accountability and transparency which is against what they want as citizens of Siteki Urban area. Non-participatory Governance was also criticised for slowing development, perpetuating corruption as councillors may decide on implementation of projects for their indirect benefit. On another note, non-participatory governance leads to a number of projects delivered by council as surprises and therefore cause resistance and lack of acceptance. Additionally, if the public is not involved on issues of mutual and common interest with the council, they turn to lose interest on all issues of the town and even ignore the call to public meetings. Investment and job opportunities are lost in the process of non-participatory governance, and lastly, the minority that participate end up losing interest and make no sense of the participatory activities with Council.

### **5.2.1.2 Relationship between Siteki Town Council and the Public**

#### *a) The Associations as Stakeholders of Siteki Town Council*

All the participants acknowledged being rightful stakeholders of Siteki Town Council and cited that their invitation to participate in the study itself goes beyond that they were targeted participants of the researcher but they take it that it is because they are key stakeholders. On another note the representatives believed that they represent the whole population of Siteki that subscribes to each of the associations that have been invited to this study. Moreover participants

acknowledged that they have opportunity to make input in the development of the town. They may not come in numbers but a representative from the association make collective contributions on their behalf. The participants stated that they value the recognition by Town Council when it comes to giving them update on projects taking place within town although the engagement is not yet satisfactory. The associations went on to request Council to always recognise them even on matters that touch on their membership at large for the purposes of organising them.

b) **Possible relationship that could be forged to strengthen stakeholder participation.**

The common possible relationship identified by the participants is frequent engagement or general consultative meetings. All the five groups identified this possibility. In addition, the introduction of a public gallery within the council meeting room was identified as another likely relationship that could ensure a healthy working relationship with the associations and the public at large in one way or the other. A council representative in each of the associations was also identified as a possible and strong relationship initiative between council and the public through their different representatives in different forums. The relations could be further strengthened through sponsoring of sports such as soccer for the young generation of Siteki.

c) **Recommendations**

- i. Siteki Town Council should support the collective agreement initiatives by formations in a sense that any issue brought by individuals to Council that can be dealt better at association

level be referred to the association for ease of unified voice on matters of common interest.

- ii. Siteki Town Council needs to identify investors who shall develop undeveloped land. This should be an Income generating project for the town which will be likely to reduce the burden of rates payment to the ratepayers.

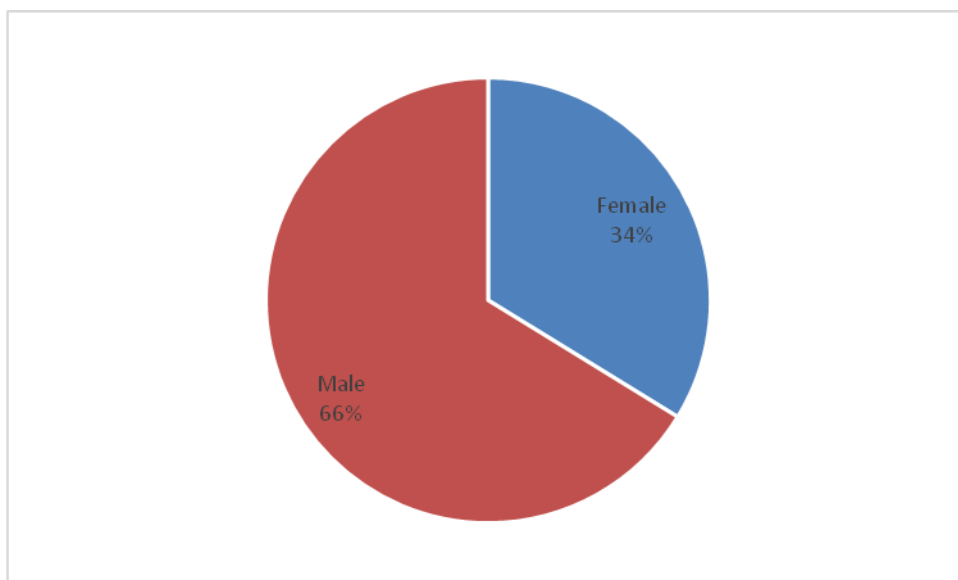
### 5.3 QUANTITATIVE DATA ANALYSIS

The reliability analysis showed that the data was reliable as the Cronbach's Alpha values were  $>0.60$  (Table 5.1).

**Table 5.1: Reliability analysis**

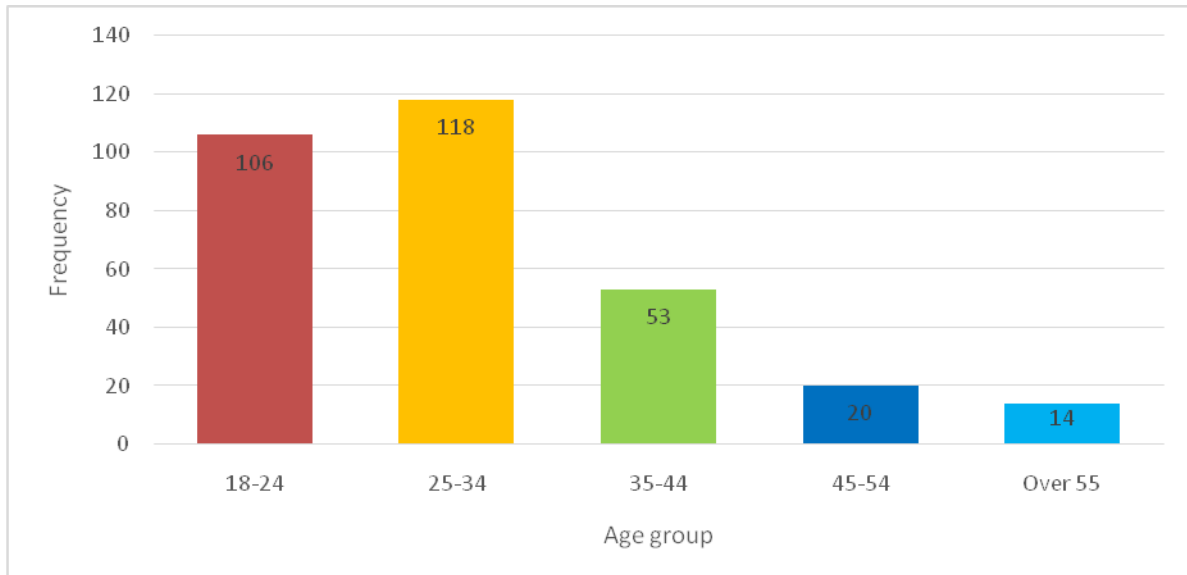
	Reliability Statistics	
	Cronbach's Alpha	N of Items
The municipal performance	.674	6
Improvement of service delivery areas	.901	6

Two-thirds of the participants were male (66%).

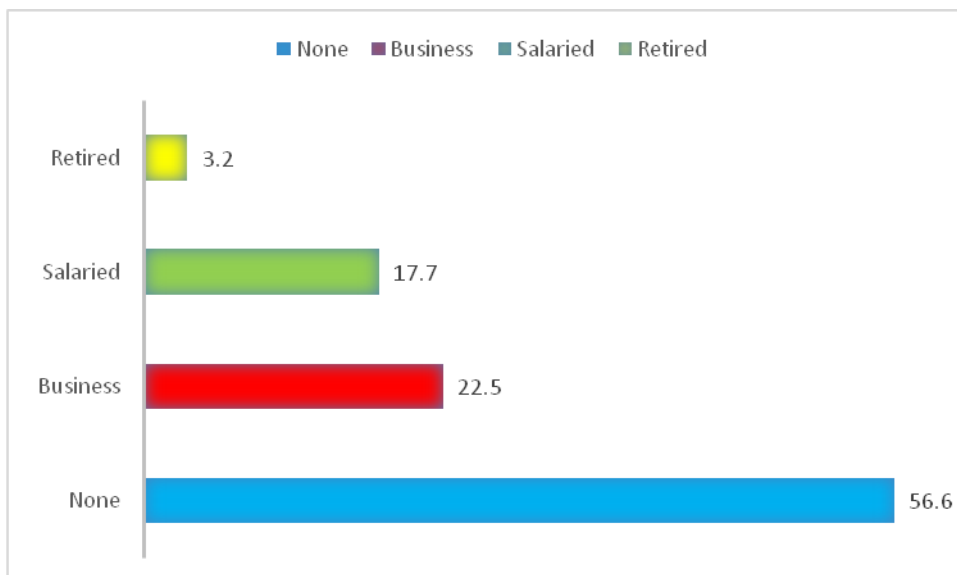


**Figure 5.1: Gender distribution of the participants**

About three-quarters (72%) of the participants were below the age of 35 years.

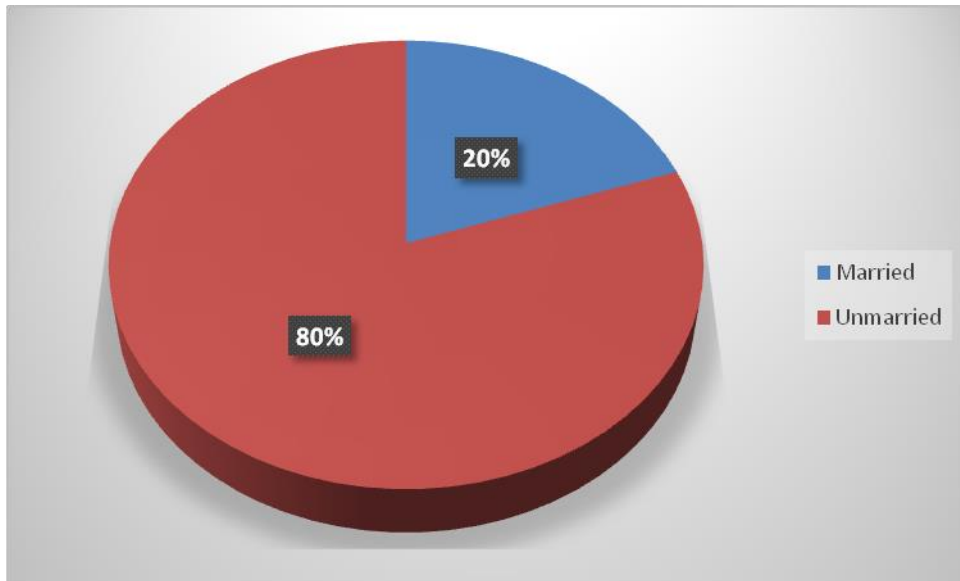


**Figure 5.2: Participants age distribution**



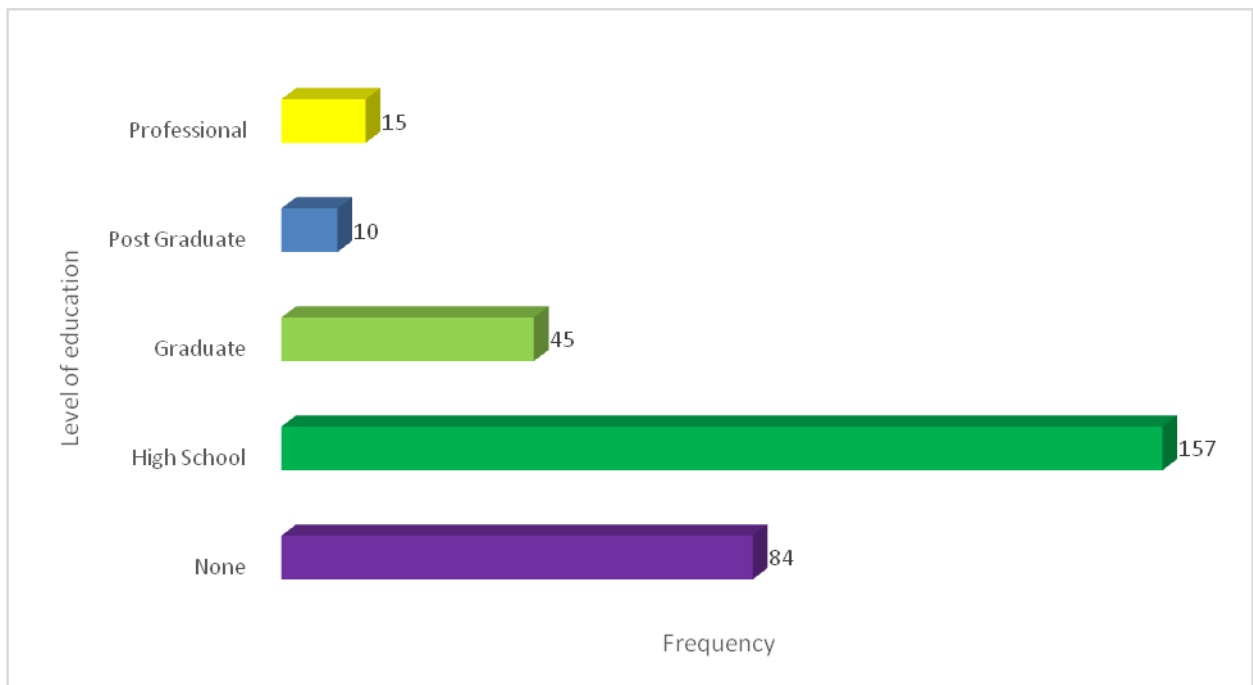
**Figure 5.3: Occupation of the participants**

Most of the participants (80%) were married.



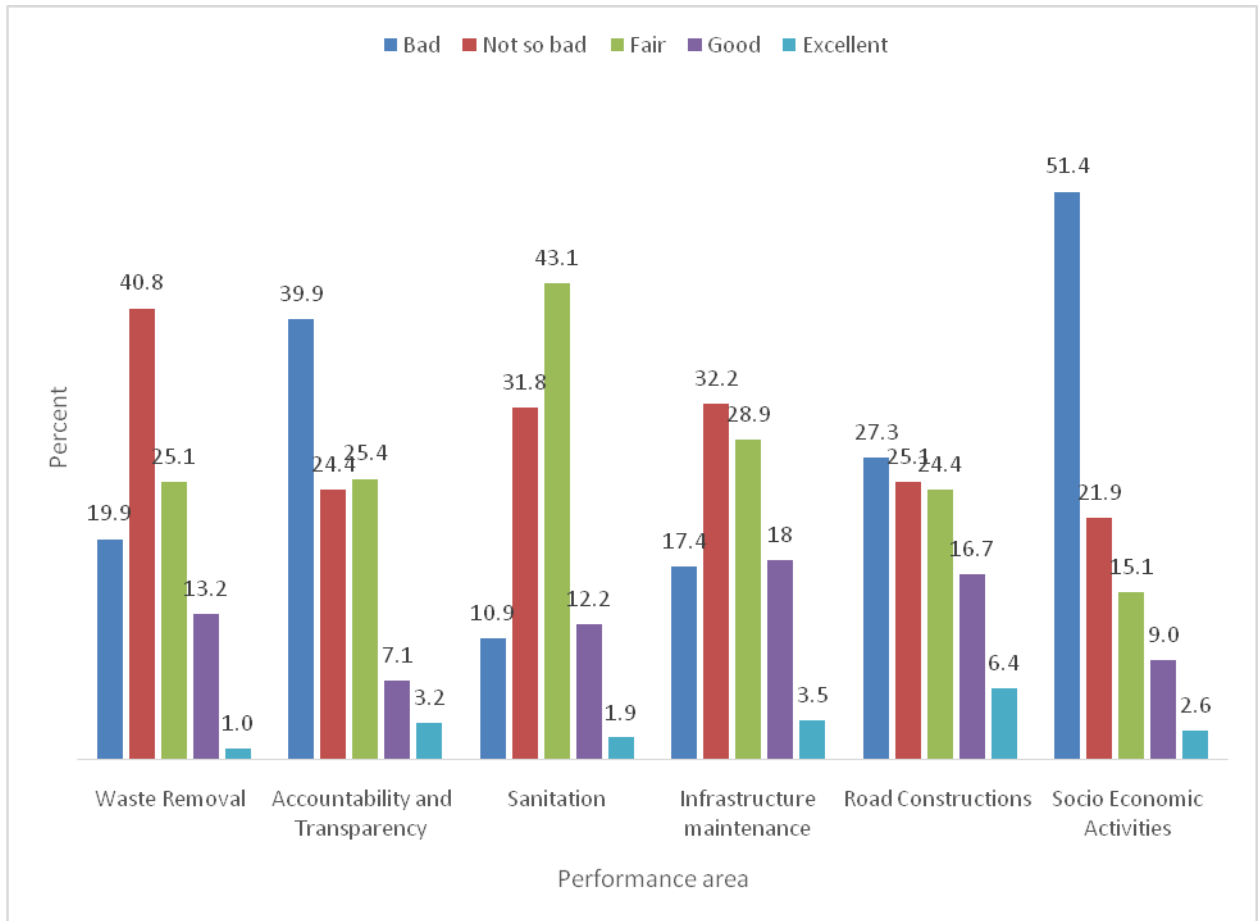
**Figure 5.4:** Marital status of the participants

It was found that more than a quarter of the participants did not have any education (27%) and 50% had completed high school.



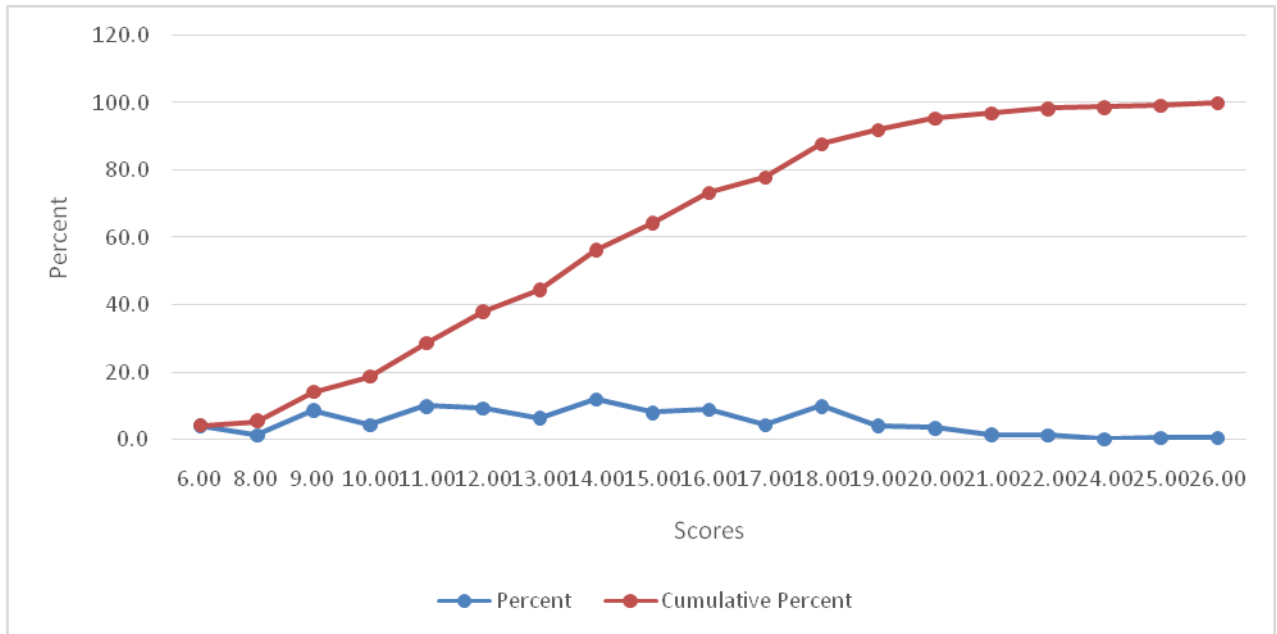
**Figure 5.5:** Participants level of education

With regards to the municipal performance, it was found that more participants were not happy with the performance. For example, 51% reported badly when it comes to socio economic activities, 40% answered negatively for accountability and transparency, and more than a quarter reported as bad for road constructions (Figure 5.6).



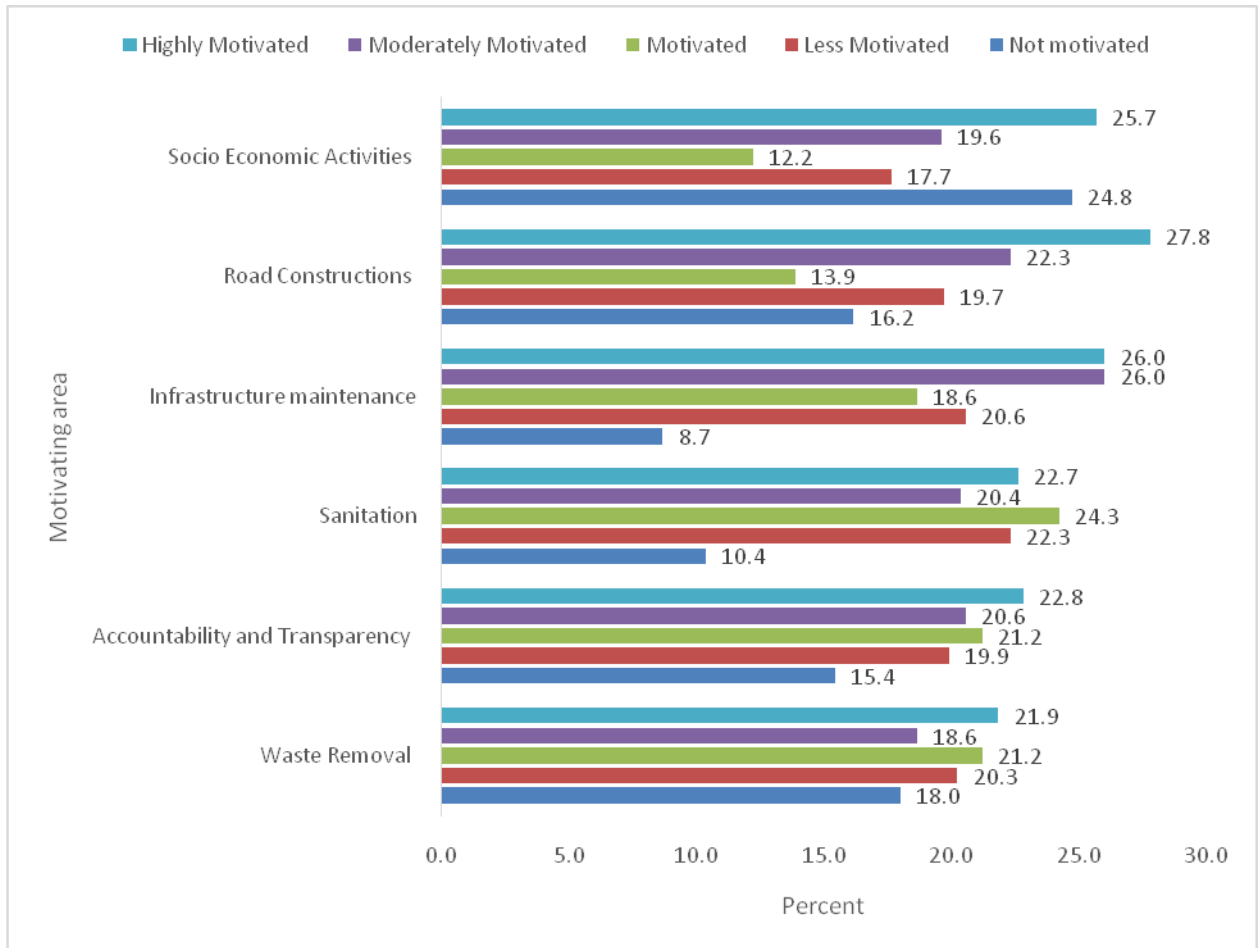
**Figure 5.6: Ranking the municipal performance by the participants**

Combining all the scores, it was also found that 78% of the participants scored less than 18 from six items (Figure 5.7). This indicated that the performance of the municipality was poor.



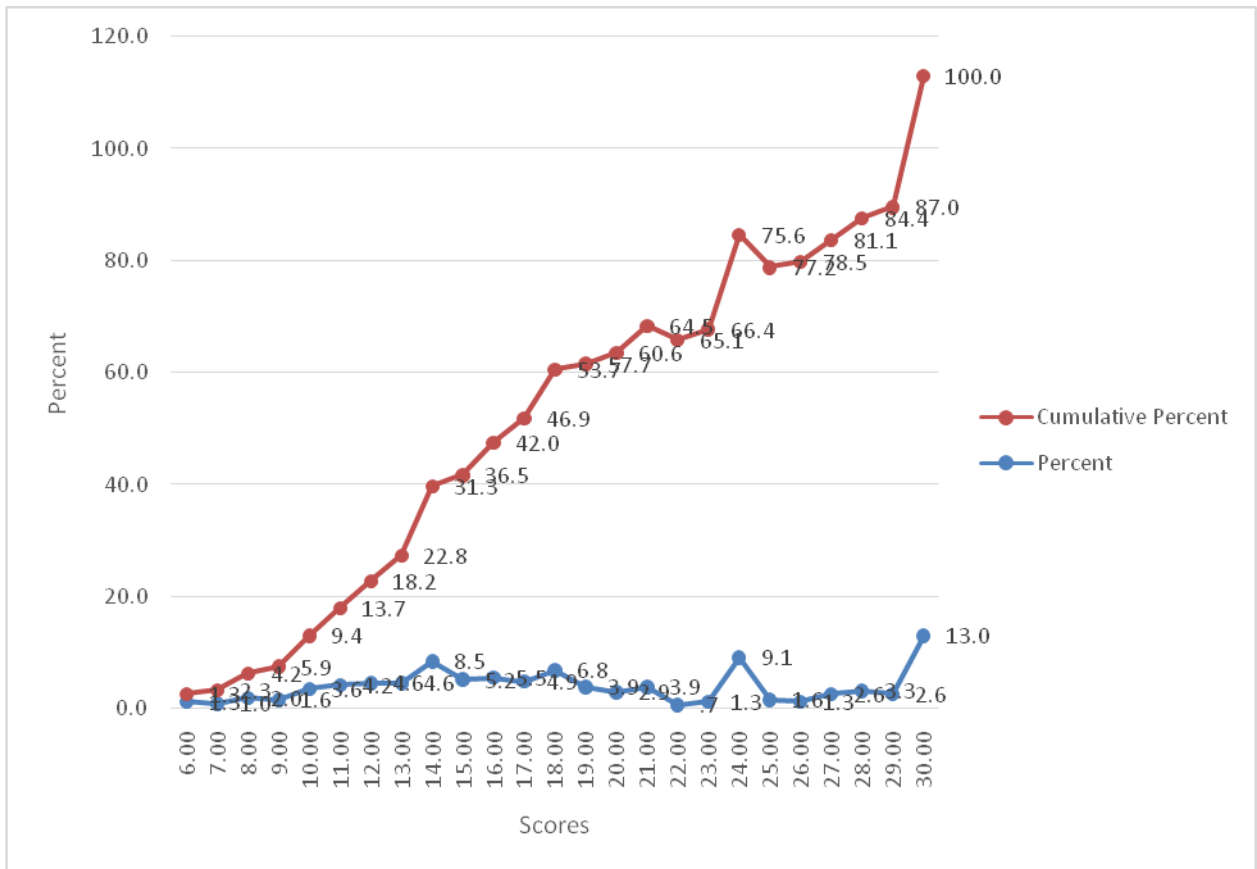
**Figure 5.7: Overall distribution of scores for municipal performance**

With regards to service delivery areas for motivation, it was found that 28% of the participants were highly motivated for road construction followed by infrastructure maintenance (26%). The other aspects were almost equally distributed among the participants (Figure 5.8).



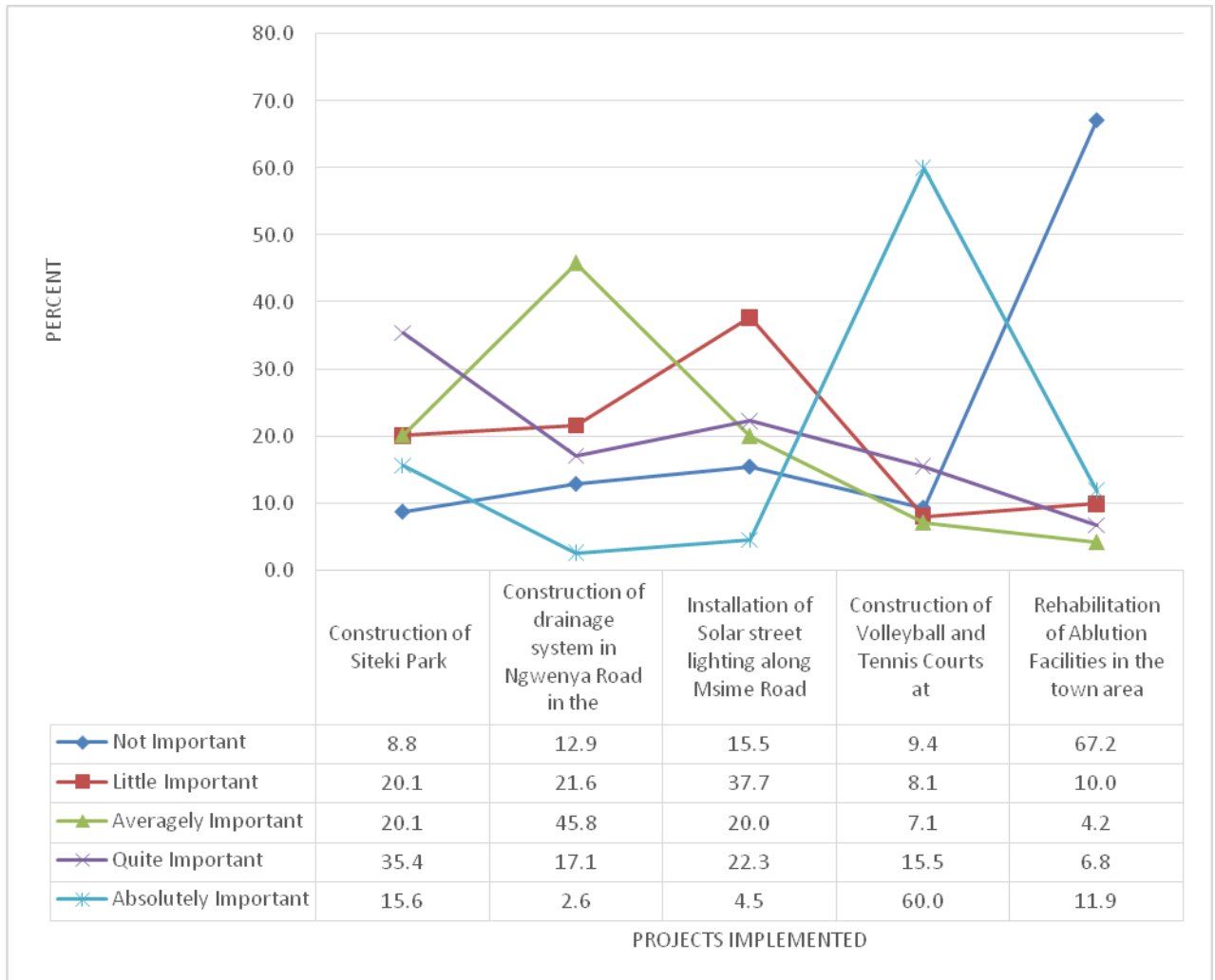
**Figure 5.8:** The service delivery areas that can motive you to engage in public participation forums

It was found that 54% of the participants scored 18 or less from six items indicating they were not very motivated for the items listed (Figure 5.9).



**Figure 5.9: Overall scores distribution for the service delivery areas which could motivate to engage in public participation forums**

For project implementation, just over half of the participants (51%) were motivated for construction of Siteki Park. More participants were less or not motivated for installation of solar street lights, and rehabilitation of ablution facilities in the town area (Figure 5.10).



**Figure 5.10: Project implementation**

From the five tables below, it could be concluded that the top five priorities should be: building stadium, Town Hall, Shopping Complex Next to Bus Rank, Road Maintenance, and Street Lighting.

**Table 5.2: Desired Project 1**

	<b>Frequency</b>	<b>Percent</b>
None	73	23.5
Shopping Complex next to Bus rank	38	12.3
Town Hall	29	9.4
Recreational Facilities	17	5.5
Recycling Centres and Waste Management	1	.3
Income Generating Projects	5	1.6
Street lighting	17	5.5
Road Maintenance	38	12.3
Pedestrian Walkways	3	1.0
Youth Centre	2	.6
Ablution Facilities	7	2.3
Park and Pay in Streets	2	.6
Waiting Rooms along Bus Stops	2	.6
Traffic lights	9	2.9
Stadium	55	17.7
Vendor Stalls	9	2.9
Industrial Site	3	1.0
Total	310	100.0
System	1	

**Table 5.3: Desired Project 2**

		Frequency	Percent
Valid	None	136	43.7
	Shopping Complex Next to Bus Rank	27	8.7
	Urban Landscaping	2	.6
	Town Hall	37	11.9
	Establish new Townships	2	.6
	Recreational Facilities	2	.6
	Recycling Centre and waste management projects	5	1.6
	Street Lighting	19	6.1
	Road Infrastructure Development	13	4.2
	Pedestrian Walkways	5	1.6
	Youth Centre	2	.6
	Ablution Facilities	3	1.0
	Park and Pay in streets	5	1.6
	Waiting Rooms in Bus Stops	2	.6
	Traffic Lights	7	2.3
	Stadium	39	12.5
	Vendor Stalls	2	.6
	Instrustrial Site	3	1.0
<b>Total</b>	<b>311</b>	<b>100.0</b>	

**Table 5.4 : Desired Project 3**

		Frequency	Percent
Valid	None	196	63.0
	Shopping Complex next to bus rank	18	5.8
	New Park	3	1.0
	Town Hall	17	5.5
	Recreational Facilities	5	1.6
	Recycling Centre and Waste Management	2	.6
	Income Generating Projects	5	1.6
	StreetLights	5	1.6
	Raod Maintannce	22	7.1
	Ablution Facilites	10	3.2
	Park and Pay in streets	2	.6
	Waiting Rooms in Bus Stops	2	.6
	Traffic Lights	6	1.9
	Stadium	16	5.1
	Vendor Stalls	2	.6
	<b>Total</b>	<b>311</b>	<b>100.0</b>

**Table 5.5**

<b>Desired Project 4</b>		Frequency	Percent
Valid	None	244	78.5
	Shopping Complex next to Bus Rank	5	1.6
	New Park	2	.6
	Town Hall	12	3.9
	Recreational Facilities	2	.6
	Streetlights	2	.6
	Road Maintenance	8	2.6
	Ablution Facilities	9	2.9
	Park and Pay in streets	5	1.6
	Traffic Lights	11	3.5
	Stadium	6	1.9
	Vendor Stalls	4	1.3
	Industrial Site	1	.3
	Total	311	100.0

**Table 5.6**

<b>Desired Project 5</b>		Frequency	Percent
Valid	None	285	91.6
	Shopping Complex Next to the Bus Rank	3	1.0
	Town Halls	3	1.0
	Recreational Facilities	4	1.3
	Recycling Centre and Waste Management	2	.6
	Streetlights	2	.6
	Road Maintenance	1	.3
	Pedestrian Walkway	1	.3
	Ablution Facilities	3	1.0
	Park and Pay In streets	1	.3
	Waiting rooms in Bus Stop	3	1.0
	Traffic Lights	3	1.0
	Total	311	100.0

## 5.6 Concluding Summary

The objective of this chapter was to present the research findings. In order to present the research findings, the following information was taken into account, demographic information, municipal performance, service delivery, public engagement platforms, and motivational factors for participatory governance. Public expectations in terms of project planning and execution. The results were analysed and interpreted as presented above together with graphs, tables and charts. In this chapter a number of factors that contributes and motivates public participation were revealed such as improved service delivery, and to be more specific improved road construction and infrastructure maintenance. The study further reveals areas in which the town council is delivering well on her mandate and some areas where the town council completely fails to deliver. The following chapters shall elaborate on these findings.

## **Chapter 6**

### **Discussions, Recommendations and Conclusion**

#### **6.1 Introduction**

This study has presented its findings in the preceding chapter, this chapter therefore elaborates on the findings of this study, and its limitations after which a conclusion is reached and recommendations made. The objectives of the study was to find out if stakeholders are aware of Town Council responsibilities, to ascertain the extent in which service delivery fuel stakeholder participation, to ascertain whether the stakeholder engagement methods used by the Town Council are effective and to establish the effects of below average stakeholder participation on service delivery. The study therefore answered the following questions;

- a) What is the level of stakeholder awareness on Town council responsibilities?
- b) To what extent does best service delivery encourage stakeholder participation?
- c) To what extent are the current stakeholder engagement methods effective?
- d) How does below average stakeholder participation affect service delivery?

#### **6.2 Discussions**

The discussions will look at research questions and the findings of the study, after which conclusions on the findings of this study will be drawn with reference to comparisons with the findings of previous studies as discussed in the literature review.

## **6.2.1 The Level of Stakeholder awareness on Town Council responsibilities**

### **a) Service Delivery Areas**

This question was structured in a broader sense which allowed respondents to discuss and explore new ideas then reach consensus.

The respondents were given a list of service delivery areas for the town council and were made to state if each area, according to their understanding, was the responsibility of the Town council or not. The key service delivery areas, were waste removal, infrastructure maintenance, roads constructions, accountability, social services and sanitation.

Participants were able to demonstrate knowledge of these function as town council responsibilities. The participants could make recommendations for improvement of each of the areas. In terms of the Urban Government Act of 1969, the town council has a responsibility over all those functions. As a means to ensure that they can even measure the performance of the municipality under service delivery the results shows that the ULGS is not doing its best to offer outstanding service delivery.

51% of the participants reported badly when it comes to socio economic activities, while 40% responded negatively for accountability and transparency. More than 25% ranked the level in which the ULG improves roads as a very bad one.

### **b) The public legal obligations and the town council's legal obligations.**

The following question channeled the participants to list their rights as citizens and town council rights to the citizens. The results showed that the citizens knew themselves to have the right to; service delivery, civic education, and conducive road infrastructure and road furniture, to partake in economic activities, legal right, a healthy and clean

environment, sanitary services, and right to be consulted on matters that concerns them.

The results further show that the citizens know the town council rights to be; stakeholder cooperation, right to regulate certain activities within the urban areas, right to consult the public, charge property rates, to source for business investors for the development of public private partnerships to stimulate local economy.

### **c) The importance of Siteki Town to the lives of Siteki inhabitants**

This question was structured in such a way that respondents looked at Siteki on a deeper angle. The results showed that the public easily identified the following as benefits of being a resident; access to participate in commercial activities by SMEs, access to banking facilities, hospitals and clinics, cemetery services, hospitality facilities, ablution facilities within the town area, HIV aids programs, spacious market and bus rank.

### **d) Strengths of Siteki Town Council.**

The results proved that Siteki town council has the following strengths; Proper collection of refuse, public order in the main market, proper management of unlicensed traders, clearing overgrown vegetation from road reserves, public engagement initiatives for reporting and accountability purposes, road constructions, public health issues, socio economic activities as well as infrastructure development.

### **Weaknesses of Siteki Town**

The following weaknesses were exposed by the survey results; Road infrastructure maintenance and signage, relaxed over removal of stray animals, management of violent mentally challenged people, and closure of public toilets on certain days, failure to pick up garbage on a daily basis at ward levels.

In conclusion, in light of all the above results in each question, all the issues raised by the participants are responsibilities of the town council in terms of section 55 of Urban the Government Act of 1969. Therefore the level of stakeholder awareness is high.

### **6.2.2 The extent in which best service delivery encourage stakeholder participation**

The question for this objective was structured in such a way that the participants should be able to first identify projects that have been implemented by the ULG in the past two years that was the second year of the IDP. The fact that they were able to take note of the projects taking place shows that they have interest in the activities of the town. In terms of the results the citizens were not consulted prior to implementation of the projects, however they were accepted because they were already done and finished.

The results prove that improved service delivery motivates the public to participate in engagement forums unlike where service delivery is very poor. Considering that even the minority that keeps attending public engagement forums end up losing interest of attending meetings on a regular basis yet there is no improvement in terms of service delivery.

With regards to service delivery areas for motivation, it was found that 28% of the participants were highly motivated by construction of roads followed by infrastructure maintenance (26%). Waste removal, sanitation and socio economic activities almost contain the same weight in terms of motivation to service delivery.

It can therefore be concluded that improved service delivery motivate stakeholder participation and further give birth to new stakeholder participation advocates. However with the service delivery areas which is the main focus in this study, waste removal, sanitation, infrastructure maintenance, road construction, socio economic activities and accountability and transparency are not highly motivated as seen in figure 5.9 where 54% of the participants scored 18

and less from the six items indicating that they were not highly motivated by those items. Lawton and Macaulay (2014), is of the view that improved service delivery has the great potential to improve public participation and improved public participation has a positive impact on service delivery.

### **6.2.3 The Extent of the effectiveness of current stakeholder engagement methods.**

The question introduced respondents to seven public engagement platforms used by Siteki Town Council namely, suggestion boxes, emails, public meetings, media, lobbying and bulk sms. During the discussions respondents confirmed to know only three forms of public engagement amongst the seven used by the ULG and those are public meetings, media as well as bulk sms. Out of the three methods, the results prove that only two were effective, being public meetings and bulk SMSs. The results further show that the public is not even aware of how those other four platforms work.

It is against the above discussion that it can be concluded that the public engagement methods are not effective enough in the manner Siteki Town Council is conducting itself. It would be effective if each group of people is approached in a different way suitable to them.

### **6.2.4 Effects of below average stakeholder participation on service delivery**

The question was structured in such a way that participants will be able to list negative effects and positive effects of non-participatory governance. The second part of the question prompted the respondents to rank projects already implemented by council in their order of priority, and further list five projects which they would love to see the council executing in the next three years which is the remaining life span of the current IDP. The results prove that when participatory governance is not practiced at all, either as lack of initiation by the

council or poor response from the public, it takes away the accountability and transparency responsibility from both the ULG and the citizens. The results further show that lack of participatory governance in Siteki municipality results in council implementing projects at their own will hence they come as surprises to the public. On another note non-participatory governance discourages local economic development (LED) in a sense that the public miss a lot of information that speak to economic issues.

The study also established whether strength of the relationship between Siteki Town Council and the stakeholders can be encouraged by participatory governance. Stakeholders acknowledged that they feel and consider themselves as stakeholders of Siteki town, they further made recommendations that since they come from associations it could be a good thing if council can have representative in their association to allow for diversified ways of engaging the public.

For project implementation, just over half of the participants (51%) were motivated by construction of Siteki Park. More participants were less or not motivated by installation of solar street light, and rehabilitation of ablution facilities in the town area as shown in figure 5.10.

Below is the list of projects as implemented by town council in terms of the IDP and the projects arranged in order of importance according to respondents?

**Table 6.1**

<b>Priority Number</b>	<b>Projects Implemented by Siteki Town Council as prioritized by the IDP</b>	<b>Project implementation as prioritized by the members of the public</b>
1	Siteki Park	Siteki Park
2	Drainage System	Volleyball and tennis Courts
3	Solar street Lights	Drainage System
4	Volleyball and Tennis Courts	Solar street Lighting
5	Ablution Facilities	Ablution Facilities

This table means that the public was in one mind with the Town Council with two projects out of five, construction of Siteki Park and construction of ablution facilities. This means that the IDP is not in line with what the public generally expect. The representation that is below average results to council implementing projects in an order that is not desired by the citizens.

The public list of top five projects to be implemented in the next five years are; building stadium, Town Hall, Shopping Complex Next to the new Bus Rank, Road Maintenance, and Street Lighting.

The table below will compare the municipal planned projects for the next five years compared with the projects as prioritized by the participants

**Table 6.2**

<b>Priority Number</b>	<b>Project Planned as per Siteki Town Council IDP</b>	<b>Projects prioritized by the participants for implementation in the next five years.</b>
1	Landfill design and Construction	Town Stadium
2	Upgrade unsurfaced Roads	Town Hall
3	Upgrade Cemetery	Shopping Complex
4	Construction of Vendor Stalls	Road Maintenance
5	Imvelo Township Development	Street Lighting

The municipality through the IDP thinks completely different from the general public. The Town Council has a completely different plan than that desired by the citizens of Siteki.

According to the public engagement narrative report in the Council budget (2014-2015), members of the public were invited to stakeholder consultation meetings during development of the five year IDP in 2013, and the attendance was below average. The average attendance is at least 50% but in the case of Siteki Town Council only 7% participated.

It can therefore be concluded that below average stakeholder participation results to lack of mutual interest on projects being executed by the ULG. The IDP does not represent what the citizens want, (!!! INVALID CITATION !!!) concurs with this finding as far as the balance in project implementation is compromised.

### **6.3 Recommendations to Siteki Town Council**

- i) It is recommended that the town council diversify ways of educating the public such as using stickers and flyers to educate the public about waste management related issues.
- ii) The town council should engage the public and develop Local Economic development interventions.

- iii) The town council should apply more efforts to educate the public and further work together to ensure stray animals are kept away from the urban area.
- iv) Council should develop a detailed infrastructure maintenance plan on a yearly basis to ensure all urban infrastructure remain up to standard.
- v) Council needs to improve on issues of public decency including identification of smoking zones within the urban area.
- vi) Council should invest more in recreational facilities
- vii) Council need to improve the relationship with the people at ward level through establishing ward committees, developing guidelines for the committees and have scheduled meeting dates with the public. This could assist the public to rebuild trust towards their council through participatory governance
- viii) On issues of customer care, the council should improve on the turnaround time for responding to clients mails.
- ix) Lastly it is recommended that as far as stakeholder engagement methods are concerned, Siteki Town council needs to undertake a 100 percent survey that will let each and every property owner state a preferred method of engagement with Town Council, and then council will segment the citizens according to their preferred methods of engagement. The engagement methods should also be flexible to the use of social media.

#### **6.4 Recommendations for future research**

This study is recommended to be used as a basis for a detailed study that will cover all the Local governments in Swaziland that has the same or less status as Siteki.

On another note this study should serve as a basis for a detailed study that will even include the politicians (Councilors) which the scope of this study excluded to ensure that the study is free from any political bias.

There are other stakeholders with vast interest in local government at large such as NGOS, service providers, other Government departments which still need to be engaged on the same study.

This study focused on a limited number of service delivery areas and some other areas were not part of this study such as Cemetery maintenance, public peace matters, and waste management at large. So a future research on these service delivery areas is recommended.

### **6.5 Limitations of the Study**

The study had targeted to collect data through focus groups. Some group members did not want any form of media, be it video, photo shooting or audio recording such that they had reservations during the interactions regardless of the fact that they had been assured of confidentiality as per the university research ethics.

About 29% of the sample population did not return their questionnaires hence the analysis was based on 71% respondents.

The last limitation was financial constraint which remained a barrier where the study could have covered more than the ultimate scope.

### **6.6 Conclusion**

Urban Local Governments are service delivery institutions which were established to serve members of the public using their money through property rates and taxes, user fees as well as Government Subventions. All citizens within the urban area have a right to service delivery as well as the right to be consulted on issues of mutual interest as well as issues reporting back.

Siteki Town Council needs to engage in a robust stakeholder engagement programs to ensure that the public is well mobilized and sensitized on issues that concerns operations of the local government, let alone operations, and planning too. Stakeholders need to be involved in the planning process so that the projects executed by Council are those desired by the citizens.

This study has revealed that the general public of Siteki is aware of the council responsibilities but it is the council that does not perform to their satisfaction. The study further revealed the willingness of the citizens to be consulted for planning and reporting purposes. The study also revealed their bitterness on shortcomings by council when it comes to service delivery. All these are clear indicators that the town council is not in the same mind with the public. Improved participatory governance is very critical and seems to have the potential to improve the level of understanding between local government and the people.

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Siteki Town Council Minutes of Public Engagement Meetings (2013)

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