



Judging the Performance of the Overstrand Local Municipality

A Citizen Perspective

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Common Knowledge

- The Overstrand Municipality is a business that should operate in line with solid business principles
- A municipality is subordinate to citizens (its customers), whom it is meant to serve
- There is a direct link between the calibre of leaders and the performance of a business (better leaders achieve better results – across key metrics)
- Political representatives should be elected by citizens (NOT by the party leadership) and be removed when they do not meet performance expectations
- An unhealthy workplace culture impacts employee performance | productivity
- Sound corporate governance, transparency and accountability are non-negotiable performance criteria
- Effective public participation in the affairs of a municipality (on issues that matter) is a citizen right
- Business strategies and operating models should regularly be reviewed to confirm its continued relevance
- Successful businesses invite and act on feedback from their customers
- Weak leaders cause significant harm to any institution – the impact of which will be felt for many years



What People See – The Veneer of Success

Operational Efficiency	Operational Efficiency
<ul style="list-style-type: none"> • Fixing of potholes • Replacement of faulty streetlights • Scheduled removal of domestic refuse • Litter free public open spaces • Service delivery in general (some may argue the opposite) 	<ul style="list-style-type: none"> • Eleven consecutive clean audits • Several awards • Handling of natural disasters (floods and fires) • Regular WhatsApp notifications • Hands-on Executive Mayor

What People Should Also Consider

Strategic Leadership (Imperative)	Competent Leaders (Critical)	Corporate Governance (Serious Questions)
<ul style="list-style-type: none"> • Articulating a Vision (for the Overstrand) • Formulating a Growth Strategy <ul style="list-style-type: none"> ◦ Considering Emerging Sector Trends, Headwinds, Future Challenges, Risks, Opportunities, Finite Resources, Green Initiatives and Master Planning • Exploring an Appropriate Business Model <ul style="list-style-type: none"> ◦ Collaboration Working with Civil Society ◦ Local Economic Development ◦ Headcount Reduction • Implementing Sustainable Practices 	<p>Essential Competencies</p> <ul style="list-style-type: none"> • Strategic Thinking Capability • Financial Acumen • Building and Mending Relationships • Respect for Residents Citizen Centricity • Achieving Results (that matter) • Being Transparent and Accountable • Managing Performance (developing talent and getting rid of under-performers – at all levels) 	<ul style="list-style-type: none"> • Supply Chain Management Tender Processes • Possible Fraud and Corruption (blatant theft) • Disclosure of Irregularities (to the Auditor General) • Release of Information (that should be in the public domain) • Effective Functioning of the Ward Committee System and OMAF (Overstrand Municipality Advisory Forum) • Lifestyle Audits (promises made – no action) • Resident Satisfaction Index (non-existent)
Financial Management (Apex Priority)	Innovation (Much Needed)	Stakeholder Relations (Significant Weakness)
<ul style="list-style-type: none"> • Financial Control • Data-Integrity (currently in question) • Quarterly Dashboard Reporting (for citizens) • Aggressive Cost Management • New Revenue Streams Financial Sustainability 	<ul style="list-style-type: none"> • Benchmarking Against Peers • Introducing New or Better Practices Red Tape Elimination • Business Process Re-engineering (working smarter, achieving greater efficiencies and cost savings) 	<ul style="list-style-type: none"> • Nature and Outcome of Public Meetings • Active Disengagement of Critical Voices • Stonewalling (refusal to engage) • Adversarial Relationships Defend-Attack Spirals • Degree and Effectiveness of Public Participation

Important Questions

Whilst on the surface the Overstrand Municipality is seen by some as a flagship municipality (refer operational efficiency), a closer look reveals a different story.

Several questions should be asked:

- What is the OM's vision for the Overstrand? How does it blend with the views and wishes of Overstrand-residents?
- What is the OM's growth strategy (not IDP) for the region? Does it incorporate input from civil society?
- How will the OM bring operating expenditure (especially spiralling employment-related cost) under control?
- Given what is known about possible fraud within the OM, what will be done to improve financial control, oversight and disclosure?
- What will the OM-leadership do to embed a performance culture that is sensitive to the needs of citizens?
- What is holding back the OM-leadership from tapping into the reservoir of expertise within civil society?
- What will the OM-leadership do to radically improve public participation in the affairs of the Municipality?
- How will the OM-leadership improve transparency, accountability, governance and financial management?
- How will the OM-leadership restore trust and build a collaborative relationship with its constituency?

Ethical and inclusive leadership forms the golden thread that runs through the questions listed above.



Results of the 2022 | 2023 Local Government Audit

Observation by the Auditor General

Inadequate skills and capacity, a culture of no accountability and consequence, together with governance failures, are the main weaknesses impeding progress in municipalities.



About OCAN

The Overstrand Community Action Network is a brand-new voluntary civil society association, which is now in its start-up phase.

Seeking to represent ratepayers and residents from across the Overstrand, its primary aim is to exercise oversight and coordinate efforts to drive meaningful change, transparency and accountability within the Overstrand Municipality through a collective and legitimate voice.

Should you have comments or recommendations, please send them to errol@ocan.co.za

