

Assessment of Basic Service Delivery in Mafikeng Local Municipality

By

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requirements for the partial fulfilment of the Masters
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DECLARATION

I, the undersigned Iponeng Jane Gaedie, hereby declare that the contents of this mini-dissertation for the requirements of the degree of Master in Public Administration at the North West University: Mafikeng Campus is entirely my work and has not previously been submitted to this university or any other University, and all the materials used have been duly acknowledged.

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ABSTRACT

The aim of this study was to assess the basic service delivery in Mafikeng Local Municipality which has been met with great difficulties and challenges. Mafikeng Local Municipality is a category B municipality, located in the centre of the Capital City of the North West Province. The municipality is a considerably big local municipality compared to the other four local municipalities located within the area of jurisdiction of Ngaka Modiri-Molema District Municipality.

Municipalities as the third sphere of South African government have a legal obligation to provide basic services to their communities in an adequate and timely fashion. The failure of municipalities to deliver basic services not only causes immense hardship to the residents of municipalities, but can have a detrimental impact on social and economic development. Mafikeng Local Municipality, like any other municipality in South Africa, is mandated and responsible to deliver services to its local community such as water supply, road maintenance, refuse collection, sanitation and is also supposed to be delivering electricity.

The study revealed from the interviews conducted with sampled councillors, municipal officials, ward committee members and members of the community that service delivery is poor; section 139(1)(b) intervention of the Constitution of South Africa was never effective in assisting the municipal situation. It revealed further that councillors and officials in key position are incapacitated, and the changing of such officials worsens the performance of the municipality in service delivery.

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CHAPTER ONE

GENERAL INTRODUCTION

1.1 Introduction

This research focuses on the evaluation of service delivery in the Local Municipality of Mafikeng. The study begins with the general introduction of service delivery because it has been met with great difficulties and challenges. There is a continuance of service delivery problems facing municipalities in the North West Province due to mismanagement by some of municipal officials. It is due to the fact that all 23 municipalities in the North West have failed to achieve clean audits during the 2012/2013 fiscal year. This indeed worried the North West Provincial Government and its citizens. The Auditor General's reports pointed to a disturbing picture of high levels of unauthorized, irregular, wasteful, and fruitless expenditure at municipalities. All these challenges have led to lack of provision of adequate services including lack of water and sewerage service and the general lack of services provision (News comment by Bobby Saul, 2014:4).

Since 1994, the South African Parliament has adopted laws which enable government to develop strategies, structures and processes with a view to ensuring that citizens obtain effective and efficient delivery of services. It is therefore a duty of Mahikeng Local Municipality to ensure compliance with municipal legal frameworks in order to achieve the objective of South African government as embodied in the Constitution of the Republic of South Africa Act number 108 of 1996 to render good services to the local community.

The following themes will be covered in chapter one: background to the study; role of local government, statement of the problem; significance of the study;

aims and objectives of the study; research questions; research design and methodology; scope of the study; organization of the study and conclusion.

1.2 Background to the study

The research have been conducted in the Mafikeng Local Municipality, Mmabatho in the North West Province. The primary purpose of the Mahikeng Local Municipality is to deliver basic services to its residents. For example, the municipality has to provide water reticulation, clean and healthy drinking water, sanitation, electricity and infrastructure, as service delivery is considered to be a comprehensive concept. Indications of a dissatisfied community can be seen where there is civic apathy, as the community does not fully participate in any meetings called by their councillors. Residents of the Mahikeng Local Municipality do not take part in decisions made by Council, thus matters that affect their lives are decided upon by only a few people. Where there are concerns, residents only complain among themselves and never formally approach the Council, meaning Council will only address matters as per its priority list and not as per the community's desire.

On the 13 March 2007, the North West Provincial Government accepted a memorandum of demands from some residents of Lonely Park village in Mafikeng. Among other things, residents demanded that people from Lonely Park be appointed in the Nelson Mandela Avenue road construction project. Then the project employed about 21 people from the village as well as many others from neighbouring villages. In addition, the protesters raised issues relating to electricity, water, sanitation and the ineffectiveness of their ward committee. The provincial government commended the marchers for the dignified and peaceful manner in which they conducted themselves. They raised their concerns in a very constructive manner and through legitimate channels.

The provincial government made an undertaking that it would do its best to respond to the issues raised in the memorandum within seven days, as requested (Office of the Premier, North West Provincial Government web, 13 March 2007).

In order to try and address issues raised in the memorandum handed to the Office of the Premier by Lonely Park community protesters, a Steering Committee was formed by Mafikeng Local Municipality (MLM) together with role players from the Office of the Premier, Departmental Local Government and Housing, Ngaka Modiri Molema District Municipality, South African Civic Organisation (SANCO) North West, Department of Transport, Roads and Community Safety, the local Head Man, leaders of the concerned group of Lonely Park residents, as well as the South African Police Service (SAPS). The Office of the Executive Mayor of Mafikeng Local Municipality, and Office of the Premier, through Mr Moss Kgantsi, reassured residents that their concerns, as contained in the memorandum, were being attended to, pending investigations into some of the allegations raised in the memorandum (Rantlha, The Mafikeng Mail dated 30 March 2007).

Beside the support rendered and interventions made by the North West Provincial Government, Mafikeng Local Municipality was previously in the 2003/04 financial year also under intervention in terms of section 139 (1) (b) of the Constitution of Republic of South Africa of 1996 relating to matters of poor governance, financial management, administration and service delivery. Despite these interventions, the municipality's financial situation continued to deteriorate and adversely affect service delivery.

The North-West Provincial Executive Council resolved on 30th June 2010 to again invoke the provisions of section 139(1)(b) of the Constitution and assumed the executive obligation and authority of Council as per the Constitution and other applicable legal prescripts, vesting these powers with the Administrator. The basis for intervention includes poor governance and administration, service delivery, financial management and labour relations (Official Journal of the Mahikeng Local Municipality Vol. No. 1, Jul-Sept 2010:2-3).

The North West Provincial Government appointed an Administrator on the 15th July 2010 to address the non-fulfillment of executive powers with specific terms of reference that included, inter alia, financial management, improving the financial controls in the municipality, expenditure management, procurement processes, revenue management and collection as well as addressing issues raised by the Office of the Auditor – General in their reports, appointment of an acting Municipal Manager, improvement of service delivery, attending to labour matters, concluding outstanding disciplinary cases, facilitating improvement of governance and investigating all recently awarded tenders for projects. Municipalities have a legal obligation to provide basic services to their communities in an adequate and timely fashion. The failure of municipalities to deliver basic services not only causes immense hardship to the residents of municipalities, but can have a detrimental impact on the social and economic development (Idasa, 2010:9).

Yet another concern of “ratepayer monies wasted in local municipality” was raised by a councillor of the opposition party at Mafikeng Local Municipality in November 2010. The concern was about the price paid for the Industrial Development Corporation (IDC) book, which after paging through for hardly

five minutes, the pages started coming loose. The municipality was under administration for the second time, for failing to meet its responsibility of service delivery. The Councillor regarded this as still wasteful, considering that day Mafikeng was on Morning Live, pictured as one of the “dirtiest cities” in the province. The municipality’s annual reports for the 2008/2009 were also considered fruitless and wasteful, being on hard glossy coloured paper which served no purpose at all. Other issues of concern were the high outstanding debts of Councillors, senior managers and Directors while poor communities, who “zama” for a meal a day are continuously threatened with water cuts even though they were promised a better life since 1994 (Councilor Jacobs, Mafikeng Mail newspaper dated 26 November 2010).

It has been established that municipalities are not delivering infrastructure service in a sustainable manner. This is exacerbated by the lack of matching capital operations and maintenance funds. Most of the challenges in municipalities are due to planning, implementation and monitoring systems failure (Guidelines on sustainable Municipal Infrastructure provision and service delivery dated 1st April 2007:1).

The Government support programmes have assisted municipalities in specific ways, but it is still clear that a number of stubborn service delivery and governance problems have been identified in municipalities over a number of years. These remain consistently at the forefront of government’s developmental challenges. These priority areas include:

- Huge service delivery and backlog challenges, e.g. housing, water and sanitation;
- Poor communication and accountability relationships with communities;
- Problems with the political administrative interface;

- Corruption and fraud;
- Poor financial management, e.g. negative audit opinions;
- Number of (violent) service delivery protests;
- Weak civil society formations;
- Intra - and inter-political party issues negatively affecting governance and delivery; and
- Insufficient municipal capacity due to lack of scarce skills (“COGTA” working document 2009:4).

It is further stated in “COGTA” working document 2009, that “from evidence to date, it is clear that much of local government is indeed in distress, and that this state of affairs has become deeply-rooted within our system of governance. Therefore underpinning the analyses are some key questions, such as how deep-rooted is the state of distress in our local municipalities, what are the causes, and through what measures do we address these fault-lines in our governance arrangements?”

The South African Municipalities Workers Union (SAMWU) was shocked and angered by the situation which is unfolding within municipalities in the North West province. SAMWU stated in the COSATU today news letter dated 1st October 2014 that municipalities are being used by political parties in settling political scores. They indicated that the use of municipalities as political footballs would result in the dysfunction of municipalities which remain the core of government in promoting service delivery.

The South African Municipalities Workers Union (SAMWU) further stated that Mafikeng Local Municipality has not been spared the political infightings. The ANC resolved to redeploy its TROIKA (ANC three part executive), noting that the TROIKA is opposed to the deployment and ensuring that the decisions of the ANC are implemented within the council. SAMWU has made various

submissions to the office of the MEC which called for the withdrawal of the TROIKA, CFO and the Municipal Manager. SAMWU was of the view that these individuals are not fulfilling their duties in the interest of the municipality but that of their political masters which they seek to please by settling their political scores (Statement issued by SAMWU head office in the COSATU today news letter dated 1 October 2014).

1.2.1 Financial Challenges in Mafikeng Local Municipality

In the Mafikeng Local Municipality Financial Recovery Plan (2010:i-ii), it is stated that the following are evident from the review of financial status for the period 2007 to 2010:-

- Revenue collection for services rendered and property rates levied are extremely low.
- Need to address the significant number of debtors or amount of debt.
- Significant under-provision for bad or irrecoverable debts.
- Grants for capital expenditure being used to fund operating expenditure.
- Adopted budget for 2010/11 is structurally imbalanced.
- Salaries and administrative costs are extremely high

There is an immediate need to address:-

- The flaws in the current budget. The budget is significantly under-funded and major amendments are required to ensure that the operating expenditure can be funded from operating revenue taking into account long outstanding debtors and creditors, working capital and the need to re-instate Government Grants not used for their intended purpose.
- The high number of proportion of outstanding debtors relating to government and business accounts due to long outstanding disputes regarding property values and tariffs levied.

- The current powers and functions and the related services rendered on an agency basis, in particular where there are significant deficits.
- The funding of the organisational structure of the Municipality, which comprises nearly 55 percent of total operating expenditure.
- Financial administration of the Municipality due to inadequate staffing and inadequate internal controls.
- The continuous disclaimer of opinions issued by the Office of the Auditor-General. (www.mafikeng.gov.za: Mafikeng Local Municipality Financial Recovery Plan 2010).

1.2.2 History of Mafikeng Local Municipality

The Capital City of the Platinum Province is the birthplace of the Boy Scout Movement, which took place during the historic siege of the city. Mafikeng Local Municipality is located in the centre of the Capital City of the North West Province. The Municipality is a considerably big local municipality as compared to the other four local municipalities located within the area of jurisdiction of Ngaka Modiri-Molema District Municipality. Those neighboring local municipalities which form part of Ngaka Modiri-Molema District Municipality are: Ramotsere Moiloa Local Municipality, Tswaing Local Municipality, Ditsobotla Local Municipality and Ratlou Local Municipality. The total area of the Mafikeng Local Municipality is approximately 3 703 km². It is divided into 29 wards consisting of 102 Villages and suburbs.

The population of the municipality is estimated at 271 501 people. Mafikeng Local Municipality, like other local municipalities, was brought about by the new Local Government transformation in South Africa. Mafikeng Local Municipality is a Category B Municipality established in terms of section 12 of the Municipal Structures Act of 1997. The municipality has adopted the

Executive Mayoral system which entails concentration of executive authority in the hands of the Executive Mayor. It is a system wherein the Executive Mayor, assisted by the Mayoral Committee and its administration, led by the Municipal Manager, executes the mandate of council and the electorate (www.mafikeng.gov.za/index.php?option).

1.3 Problem statement

The Government support programmes have assisted municipalities in specific ways, but it is still clear that a number of stubborn service delivery and governance problems have been identified in municipalities over a number of years around the 2003/2004 financial year, Mafikeng Local Municipality was under intervention in terms of section 139 (1) (b) of the Constitution of the Republic of South Africa of 1996 relating to matters of poor governance, financial management, administration and poor service delivery. In June 2010 North West Provincial government again invoked the provisions of section 139(1)(b) due to the same problems encountered by Mafikeng Local Municipality. The local municipality's financial situation has continued to deteriorate and adversely affect service delivery.

1.4 Research questions

- i. How effective is service delivery in Mafikeng Local Municipality?
- ii. What is the role of councillors in service delivery in Mafikeng Local Municipality?
- iii. How effective was the intervention of section 139(1)(b) of the Constitution of South Africa of 1996 in Mafikeng Local Municipality ?
- iv. What could be the impact of poor service delivery on Mafikeng Municipality and its community?

- v. What are recommended ways and means of improving service delivery in the municipality of Mafikeng?

1.5 Aim and objectives of the study

1.5.1 Aim of the study

The aim of the study is to assess service delivery in the Mafikeng Local Municipality by identifying weaknesses of the municipality and recommending corrective measures to remedy the situation.

1.5.2 Research objectives

The objectives of the study are to:

- ☐ Assess the effectiveness of the municipal services rendered to the community.
- ☐ Assess the role of councillors in service delivery and existing policies of Mafikeng Local Municipality.
- ☐ Assess the effectiveness of the intervention of Section 139 of the Constitution of the Republic of South Africa of 1996.
- ☐ Establish the impact of poor service delivery on the Mafikeng Local Municipality and its community.
- ☐ Identify and evaluate gaps on actions taken to address poor service delivery.
- ☐ Recommend ways and means of improving service delivery in the municipality of Mafikeng.

1.6 Significance of the study

The Mafikeng Local Municipality will benefit from the study in that it will be able to:-

- Identify measures that can be implemented to improve municipal service delivery.

- Identify some of the loopholes that exist within the municipality with regard to service delivery so as to find solutions on how to address them.
- Improve the relationship between the municipality and the local community.
- Assist councillors and management to abide by municipal ethics.

1.7 Research Design and Methodology

The research design focuses on the end product, or what kind of study is being undertaken, planned for and the kind of result aimed at. Research methodology on the other hand focuses on the research process and the kind of tools and procedures to be used and the methods used to collect data (Mouton, 2001:56).

1.7.1 Research Design

Research design involves the type of study undertaken which is an evaluation study. Research design is concerned with assessing the quality of service delivery. It is also concerned with the formulation of the research sample. (Bless et al, 2000:45).

1.7.2 Research Methodology

Research methodology is the way to systematically solve the research problem. It may be understood as a science of studying how a research is done scientifically. In it the various steps are studied that are generally adopted by a researcher in studying his research problem along with the logic behind them (Kumar, 2008:5). A methodology does not set out to provide solutions - it is, therefore, not the same as a method. Instead, a methodology offers the theoretical underpinning for understanding which method, set of methods, or so-called “best practices” can be applied to a specific case, for example, to calculate a specific result (<https://en.wikipedia.org/wiki/Methodology>).

Qualitative data is the non-numerical assessment of observations made through participant observation, (qualitative) content analysis, in-depth interviews, etc. It is a method of examining data without converting it into numerical format. It is a “continuing interplay between data collection and theory” (Babbie, 2011: 391). A researcher in qualitative research seeks to make sense out of the data (not by counting or measuring).

1.7.3 Data collection

Data is not what is out there to collect, but what is actually recorded by the researcher. Data is in fact the output of research, not the input (David & Sutton, 2004: 27). Data have been collected through interviews; open questions will be asked so as to allow the interviewees to give the researcher a very good idea of the variety of ideas and the feelings people have, as it will enable them to think and talk for longer and show their feelings and views more fully (Gribbin, 2002:215).

Councillors, municipal officials, ward committee members and community members have been consulted for data collection. The unstructured interview have been used to collect data. Unstructured interviews consist of asking respondents to comment on broadly defined issues. Here interviewers are free to expand on the topic as they see fit, to focus on particular aspects, to relate their own experience and so on (Bless and Smith, 2000: 105).

1.7.4 Data analysis

Brynard and Hanekom (2006:60) assert that during the processes of evaluation of data, analytical and logical reasoning are used to examine each component of data provided. Once the data collection completed, an in-depth analysis of the data is made by means of data filtering, which can be used during the processes of data collection with a view to eliminate irrelevant data.

1.8 Population and Sampling

Sampling is viewed as the way to select a small subset of population representative of the whole population (Floyd and Fowler, 2002:5). Population, sometimes referred to as a “target population”, is the set of elements that the research focuses upon and to which the results obtained by testing the sample should be generalized. It is absolutely essential to describe accurately the target population (Bless and Higson-Smith, 2000:85). The target population here are Mafikeng Local Municipality councilors, municipal officials, ward committee members and community members.

1.9 Scope of the study

The study focused on the assessment of service delivery in Mafikeng Local Municipality located in the capital city of the North West Province. The information has been collected from Mafikeng Local Municipality staff, Councillors and ward committee members.

1.10 Limitations of the study

This is a practical and new study. It has never been done before, which means the information is going to be limited. The researcher checked on the internet and in libraries; there was no research on the assessment of service delivery in Mafikeng Local Municipality found. As the researcher is not an employee of the Mafikeng Local Municipality, information collection was not easy as municipal staff felt uncomfortable in revealing sensitive information about their employer.

1.11 Outline of the chapters

The study is divided into five chapters:

Chapter 1

Introduction and orientation to the study

This chapter will outline the introduction, definition of concepts, background to the study, problem statement, research question, aims and objectives, significance of the study, research methodology and design, scope of the study and the organization of the study.

Chapter 2

Literature review on municipal service delivery

This chapter will focus on the assessment of service delivery in Mafikeng Local Municipality. An overview of local government will be given and the local government legal framework and policies will also be discussed in this chapter.

Chapter 3

Research design and methodology

This chapter will expand on the research design and methodology i.e. the type of study undertaken, and how the data will be collected and analyzed.

Chapter 4

Data presentation and analysis

Data is presented through Tables and Graphs and analyzed qualitatively, but in this study the tables and graphs was not used.

Chapter 5

Summary, findings, conclusions and recommendations

The chapter summarizes the entire research, findings, conclusion, the recommendations to the municipality, and suggestions for further research.

1.12 Conclusion

In conclusion, the creation of a good life for citizens remains a challenge for the South African government in all its spheres. This challenge is even more so for municipalities as they represent government closer to the people and interact closely with communities through delivery of various service acquired by the constitution of South Africa. From what has been discussed above, which are the background of the study and preliminary literature review, it is evident that a new philosophy of public service delivery has been introduced by the White Paper on the transformation of Public Service delivery of post1997.

The following headings were covered, background to the study; statement of the problem; literature review; significance of the study; aims and objectives of the study; research questions; research design and methodology; scope of the study; organization of the study; conclusion.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

A literature review discusses published information in a particular subject area, and sometimes information in a particular subject area within a certain time period. A literature review, like a term paper, is usually organized around ideas, not the sources themselves as an annotated bibliography would be organized. This means that the researcher read widely but selectively in the area of the topic and considers instead what themes / issues connect sources together. This means the works were consulted in order to understand and investigate the research problem. It contains the literature on assessment of basic service delivery.

According to Cooper (1988) cited in Wikipedia (www.deakin.edu.au > Library > Research) a literature review uses as its database reports of primary or original scholarship, and does not report new primary scholarship itself. The primary reports used in the literature may be verbal, but in the vast majority of cases reports are written documents. The types of scholarship may be empirical, theoretical, critical/analytic, or methodological in nature. Secondly, a literature review seeks to describe, summarise, evaluate, clarify and/or integrate the content of primary reports. The chapter will include the definition of assessment, municipal services and service delivery, a discussion on the municipal legislative framework, history of service delivery, composition and establishment of municipal wards and public participation, application of Batho Pele Principles, good governance and increased service delivery and lastly the conclusion.

2.2 Definitions of concepts

- **Assessment**

The process of making a judgment or forming an opinion, after considering something or someone carefully (www.onestopenglish.com/exams/assessment-matters/what-is-assessment).

According to Tshuma, (2009) cited in Maepa (2011:16), assessment is the systematic identification and evaluation of a potential outcome (e.g. socio-economic and cultural impact) of a proposed development on the lives and circumstances of people, their families and communities.

- **Municipal services**

Municipal services refer to basic services that residents of a city expect the city government to provide in exchange for the taxes which citizens pay (https://en.wikipedia.org/wiki/Municipal_services).

The Municipal Systems Act, Act No. 32 of 2000, Chapter 1, defines municipal services as a service that is necessary to ensure an acceptable and reasonable quality of life and which if not provided, would endanger public health, safety and the environment. According to Bachman and MacCleery (2006:1), municipal services including water, wastewater, solid waste, heating, and transport that are provided by national and sub-national governments to residents of a municipality are regarded as municipal services.

- **Service delivery**

It is defined as the provision of sustainable services by the municipality to communities as required by the Constitution of the Republic of South Africa, 1996 (Chipu, 2011:7).

In South Africa it is a common phrase used to describe the distribution of basic resources citizens depend on like water, electricity, sanitation infrastructure, land, and housing. Unfortunately, the government's delivery and upkeep of these resources is unreliable greatly inconveniencing or endangering whole communities (<http://www.worldpolicy.org/blog/2014/05/13/what-does-service-delivery-really-mean>).

2.3 Municipal Legislative Framework

- **The Constitution of the Republic of South Africa of 1996**

There are three primary spheres of government, namely local, provincial and national. The Constitution outlines the functional areas of each sphere. Local government must ensure that communities have access to sustainable services. National and provincial governments are obliged to support local government and regulate its performance.

- **Local Government: Demarcation Act of 1998**

This Act was the first step in transforming local government. It created the framework for the re-demarcation of municipal boundaries by the Demarcation Board. The functions of the Board are to determine municipal boundaries in accordance with this Act and other appropriate legislation enacted in terms of Chapter 7 of the Constitution; and to render an advisory service in respect of matters provided for in this Act and other appropriate legislation when so requested.

- **Local Government: Municipal Structures Act of 1998**

This Act establishes municipalities and creates their internal structures. The Municipal Structures Act deals with the division of powers and functions between district and local municipalities. As directed by the Constitution, the

Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) contains criteria for determining when an area must have a category-A municipality (metropolitan municipalities) and when municipalities fall into categories B (local municipalities) or C (district municipalities).

The Municipal Structures Act of 1998 as amended allows for a Category A municipality with a sub-council or ward participatory system, or a Category B municipality with a ward participatory system, and Executive committees or the executive Mayor must annually report on the involvement of communities and community organizations in the affair of the municipality. Category C (District) municipality has municipal executive and legislative authority in an area that includes more than one municipality. Local and district municipalities share the authority to make by-laws. The district and local municipality share the authority has been regulated in the Municipal Structures Act. Section 84(1) of the Municipal Structures Act lists the powers and functions of the district municipality. These powers and functions are derived from the local government matters in Schedule 4B and Schedule 5B of the Constitution.

Section 72 Municipal Structures Act states that the object of a ward committee is to enhance participatory democracy in local government and section 74 of the Municipal Structures Act, outlines functions and powers of ward committees. A ward committee may make recommendations on any matter affecting its ward, to the ward councillor, through the ward councilor to the local council and the ward committee has such duties and powers as the local council and/or metro council may delegate to it.

- **Local Government: Municipal Systems Act of 2000**

This Act focuses on municipalities' internal systems and administration. The Act provides basic elements of public accountability, the constitutional requirement for public involvement, policies and decision-making structures.

It focuses on “developmental local government”. It also distinguishes the responsibility of a service authority versus a service provider; it sets out the roles of officials and councillors and provides for a range of requirements, including IDPs, performance management and tariff setting. The Act, together with the Municipal Finance Management Act, is the primary legislation that regulates municipal service delivery.

Chapter two Section 2, of the Municipal Systems Act 2000 defines the legal nature of a municipality as an organ of state within the local sphere of government exercising legislative and executive authority within an area determined in terms of the Municipal Demarcation Act, 1998 which consist of the political structure and administration of the municipality to provide for community participation. Section 4 and 5 of the Municipal Systems Act 2000 further provide rights and duties of a municipal council as well as of the members of the local community:

A Municipal council has a duty ensure the following:

- i. to ensure and or encourage the involvement of the local community
- ii. to consult the community about the level, quality, range and impact of municipal services provided by the municipality, either directly or through another service provider.

Members of local community have the right to:

- iii. contribute to the decision-making processes of the municipality
- iv. to submit written or oral recommendations, representations and complaints to the municipal council or to another political structure or a political office bearer or the administration of the municipality;
- v. to be informed of the decisions of the municipal council
- vi. to demand the proceedings of the municipal council and its committees to be open to the public subject to section 20 (Municipal Systems Act, Act No. 32 of 2000).

Chapter 4 Section 16 of the Municipal Systems Act 2000, that deals with community participation, provides that the municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose:

- a) Encourage and create conditions for the community to participate in the affairs of the municipality, including the Integrated Development Plan (IDP), performance management system in terms of chapter 6, monitoring and review of performance, preparation of the budget and strategic decision-making in municipal services as earlier on highlighted.
- b) Contribute to building the capacity of the local community to participate in the affairs of the municipality and councillors and staff to foster community participation.

- **Local Government: Municipal Financial Management Act of 2003**

The Municipal Finance Management Act regulates the financial affairs of municipalities and municipal entities. It establishes treasury norms and standards for budgets, reporting and financial controls. The Act applies to all municipalities, all municipal entities and national and provincial organs of state that have financial dealings with municipalities.

The White Paper on Local Government of 1998 gives effect to the new vision of the local government entrenched in the Constitution. The second section of the White Paper, “Developmental Local Government” puts forward the vision of a developmental local government which centres on working with local communities to find sustainable ways to meet their needs and improve the quality of their lives. To realize this vision, municipalities are encouraged to build local democracy by developing strategies and mechanisms to continually

engage with citizens, business and community based organizations.

In Sections B (3.3) of the White Paper on Local Government of 1998, the Object of community participation is embedded in the following four levels:

- To ensure maximum democratic accountability of the elected political leadership for the policies they are empowered to promote.
- As citizens who express, via different stakeholder associations, their views before, during and after the policy development process in order to ensure that policies reflect community preferences as far as possible.
- As consumers and end-users, who expect value-for-money, affordable services and courteous and responsive service.
- As organised partners involved in the mobilisation of resources for development via for-profit businesses, non-governmental organisations and community-based institutions.

Approaches that can assist to achieve mechanisms developed by a municipality to ensure policy initiation and formulation as per Section B 3.3 of White Paper on Local Government 1998

- i. Forums initiated from within or outside local government allow organised formations to initiate policies and/or influence policy formulation, as well as participate in monitoring and evaluation activities. Forums tend to work better when it comes to formulating either general community-wide development visions or issue-specific policies, rather than formulating multiple policies that affect a multiplicity of interests.
- ii. Structured stakeholder involvement in certain Council committees, in particular if these are issue-oriented committees with a limited lifespan rather than permanent structures.

- iii. Participatory budgeting initiatives aimed at linking community priorities to capital investment programmes.
- iv. Focus group participatory action research conducted in partnership with non-governmental organisations and community-based organisations can generate detailed information about a wide range of specific needs and values.
- v. Support for the organisational development of associations, in particular in poor marginalised areas where the skills and resources for participation may be less developed than in better-off areas. This is important because citizens tend to participate via associations rather than as individuals (Section B (3.3) of White Paper on Local Government, 1998).

2.4 History of service delivery in South Africa

The main issue here is an assessment of basic service delivery. During the apartheid government, citizens were passive in their own locality, they could not query or question services offered to them or question the power of the government, they were in fact recipients of what government offered them rather than participants. Everything changed, or came to an end in 1994 when the new South African government of the people by the people for the people came into being. In order for the government to fit well with its objective it was divided into three spheres, Central, Provincial and Local government. Local government is the sphere of government that is within the reach of the citizen. Many basic services are delivered by local municipalities and local ward councillors are the politicians closest to communities.

An administrative decentralization of service delivery and regulatory processes can improve service provision by providing a local interface between the

responsible agencies and residents. However, it does not necessarily give citizens a say in decision-making. Local levels of deliberation and representation can play an important role not only making the bureaucracy more effective and accessible to residents, but also in providing channels for consultation, participation and accountability (Devas et al. (2004:84).

In South Africa, roles and responsibilities are allocated to different spheres of government under Sections 4 and 5 of the Constitution of South Africa of 1996. Section F of the 1998 White Paper on Local Government emphasises the need for creative service delivery arrangements to enhance service provision, especially given the backlogs created during the apartheid era (South Africa, 1998). Options listed for municipalities to consider include corporatisation, public-private partnerships, partnerships with community-based or non-government organisations (CBOs or NGOs), contracting out and privatisation. The White Paper on Local Government 1998 stresses that, when selecting a delivery option, the key consideration should be achieving government policy objectives.

Chapter 8 of the Municipal Systems Act (Act no. 32 of 2000) is dedicated to the provision of municipal services, including mechanisms for delivery. Section 76 of the Act defines internal and external delivery mechanisms. Internal mechanisms are defined as delivery by a department or administrative unit, a business unit established by the municipality or any other component of the administration. External mechanisms include municipal entities, another municipality, an organ of state, CBOs or NGOs. Section 78 lists aspects that municipalities need to consider when deciding how services will be delivered. These include the costs and benefits of the delivery option, the municipality's existing and future capacity and skills, the impact on job creation and development within the municipality, and the views of organised labour.

Chapter 10 of the Municipal Finance Management Act (MFMA) (Act no. 56 of 2003) speaks to the establishment and financial governance of municipal entities and Public Private Partnerships (PPPs) (South Africa, 2004). Similar to the Municipal Systems Act, the MFMA explicitly emphasizes that municipalities need to be aware of the impact on the municipality's staff and assets of shifting a function to an entity. When motivating for Alternative Service Delivery (ASD) arrangements, other principles to consider are affordability and value for money. These local government policies and legislation entrench alternatives to traditional, government-led service delivery. These guiding documents do not simply mention the use of alternatives to traditional service delivery, but motivate for government and municipalities to make use of creative means to enhance the delivery of public services. However, policy and legislation are also emphatically clear on the processes to be followed and the aspects to be considered prior to adopting Alternative Service Delivery arrangements. The question is whether policy and legislation stimulate practically the use of creative delivery arrangements and, equally important, if pre-establishment guidelines are being well adhered to; or whether it is a case of compliance for the sake of compliance. Certain regulatory requirements may still be used for Alternative Service Delivery arrangements.

An example related to the discussion above is Section 33 of the MFMA which requires additional approvals to be obtained if a contract runs in excess of three years. These additions range from ensuring some form of public participation to obtaining views/recommendations from provincial and national treasuries, the national department responsible for local government and the relevant sector department (thus, the Department of Water Affairs if the Alternative Service Delivery arrangement concerns water). This lengthy process can prolong the contracting stage and jeopardise service delivery (Peters, 2013:261).

2.5 Composition of municipal wards and establishment of ward committees for public participation

The MEC for the Department of Cooperative Governance and Traditional Affairs in the North West province gave a departmental presentation to the Portfolio Committee in September 2012. He further provided the background of section 139 of the Constitution of Republic of South Africa 1996 intervention on four North West Local Municipalities.

The total number of wards within the North West Province is 383 and the total number of ward committees established is 382. The only ward committee not established is ward 28 in Rustenburg, due to the fact that it was led by an independent councillor.

Members of all ward committees established were taken through induction workshops to orientate them on their new roles and responsibilities.

Each member of the ward committee was provided with copies of the following legislation: Constitution, Municipal Structures Act, Municipal Systems Act, MFMA, Intergovernmental Relation (IGR) Act 13 and Promotion of Administrative Justice Act (PAJA). A total number of 1443 ward committee members underwent an accredited training on Core Municipal Processes and Service Delivery that was offered by Department of Cooperative Governance (DCoG) through funds donated by the EU.

The department has developed a tool in a form of a questionnaire to assess functionality of ward committees on a half yearly basis. Each local municipality is required to submit a report based on the questionnaire. Based on these reports, the functionality of ward committees within this province can be regarded as above average.

The department has also established a Provincial Ward Committee Coordinators Forum consisting of departmental officials from the municipalities' Speakers offices. The purpose of the forum is to enhance functionality and effectiveness of ward committees by sharing best practices and also providing the necessary guidance with the view of maximizing public participation.

2.5.1 Intervention in terms of Section 139 of the Constitution of RSA of 1996

The Department of Local Government and Traditional Affairs motivated to the Provincial Executive Council for the invocation of section 139 of the Constitution of Republic of South Africa of 1996 interventions in four Local Municipalities in the Province. The Provincial Executive Council on the basis of the motivations by the Department of Local Government and Traditional Affairs resolved to invoke section 139(1)(b) interventions of the Constitution in the following municipalities during the 2009-10 and 2010-11 financial years as follows:

- ☐ Madibeng Local Municipality – March 2010
- ☐ Moses Kotane Local Municipality – March 2010
- ☐ Tswaing Local Municipality – March 2010
- ☐ Mafikeng Local Municipality – July 2010

These interventions were initially invoked for six months and later extended until the end of the previous Local Government term by the Provincial Executive Council. The interventions were as a result of among others the following:

- ☐ High level of polarization in the municipalities
- ☐ Numerous allegations of fraud, corruption, and maladministration.
- ☐ Poor service delivery standards and service delivery protests.

- ☐ Weak political oversight by councils
- ☐ Weak and ineffective administrations and labour unrests
- ☐ Financial mismanagement impacting on financial viability of the municipalities
- ☐ Poor public involvement and engagement

The Premier appointed administrators to implement the interventions on behalf of EXCO to among others:

- ☐ Stabilize administration by developing administrative systems, ensuring and enforcing compliance, developing controls etc
- ☐ Fast-track and unblock service delivery programmes
- ☐ Improve the financial viability of the municipalities
- ☐ Build and improve on administrative capacity
- ☐ Stabilize governance structures of councils
- ☐ Investigate fraud, corruption, maladministration and take appropriate action (MEC T. S. Dodovu, September 2012 pg9-13: Departmental presentation to Portfolio Committee on Cooperative Governance and Traditional Affairs).

2.5.2 Community participation

Public participation is a relatively new phenomenon on South African soil. The previous government created race based municipalities to facilitate and regulate the suppression of participation by African, Indian and Coloured communities. Under apartheid the bulk of power resided at the centre with local government being the lowest tier within a strict hierarchical structure. Consequently, there was only minimal space for meaningful public participation in decision making processes. Nyalunga (2006:1) commented that the local government system was structured to advance the agenda of racial segregation and exclusion. William (2000) in the same article reiterated that in term of community participation,

South African history reflects very little opportunity for community participation primarily because local government in South Africa had until the early 1990's no constitutional safeguard, as it was perceived as a structural extension of the State and function of provincial government. Yet since the demise of the notorious apartheid government, leaders of the new South Africa were compelled to create space for community participation (Nyalunga, 2006:1).

There are clear legislated provisions for community participation in municipal decision making, with Section 152(1) of the Municipal System Act providing for public involvement in the sphere of local government, by compelling it to 'provide democratic and accountable government for local communities; and encourage the involvement of communities and community organisations in the matters of local government.' Moreover the Act provides for community involvement in local development planning and budget processes and also imposes a duty on municipalities to create a conducive and accessible environment for implementing a continuous systematic process of involving citizens in taking decisions relating to their affairs. Such constitutional and legislative provisions leave no doubt as to the existence of extraordinary political commitment to notions of participatory governance. But the problem remains the translation of these provisions into meaningful civil society contribution, where citizen participation could potentially reduce poverty and social injustice (Municipal Systems Act of 2000).

The significant absence of formal or functional ward committees coupled with the lack of understanding of the role that ward committees are supposed to play contribute to alienating civil society from effectively participating in processes that facilitate service delivery at local government level. Municipalities need to

sincerely and seriously engage communities and not resort to seeking input into already formulated ideas and policy, where such participation serves simply as endorsement of planned action by local authority (<http://www.sangonet.org.za>).

Löfkvist (2012:16) states the main concern of citizens is that municipalities deliver good quality services to meet their needs. Public communication is thus essential to enable citizens to know how to access services, what service standards to expect, how to give feedback or complain about services, what is being done to improve services. Transparency regarding service delivery, service standards and service improvement efforts will result in realistic expectations on the part of citizens, and encourage striving by municipal councils and staff to meet public commitments. A good starting point for communicating with citizens is to identify what they want and need to know, and then decide how to respond.

2.5.2.1 Guidelines derived from Community Values

Values and norms shape every community. In South Africa, with its complex social composition and different communities, it is necessary that government agencies and political office-bearers are sensitive to the various ethical and moral systems. To further complicate this matter, it is virtually impossible to quantify these values and they are also subject to change. These aspects make it very difficult to address societal problems with a specific policy directive. Other guidelines that could be derived from society include probity, religious doctrine and value systems, thoroughness, effectiveness and efficiency, and fairness and reasonableness (Journal of Public Administration, Vol 41 no 2.2, August 2006:393).

Government actions must always, in terms of section 9(3) of the Constitution of South Africa of 1996, be fair and reasonable towards every citizen, irrespective of race, religion, or language group. Answers to the following questions could point out whether governmental action is fair and reasonable, or not: is it in conflict with national or specific legislation?

- did the office-bearer or public servant responsible for the action act without the necessary authority?
- did the office-bearer or public servant act in manner perceived as fair and reasonable by the community? (Van Niekerk, Van der Waldt & Jonker, 2001:120 cited in PAD Journal Vol 41 no 2.2)

2.5.3 Application of Batho Pele Principles

The principle of remedying mistakes and failures is also known as recovery. Recovery implies acknowledging that the institution made a mistake, apologising, rectifying the mistake, and doing more than is required or expected. Customers are more likely to accept that the institution cares about them if the institution endeavours to remedy mistakes as soon as possible after they occurred (Crous, 2004:583).

2.5.3.1 Batho Pele Principles

Batho Pele means people first; this is South African government's commitment to serving and putting its citizens first. The White Paper on Transforming Public Service Delivery (Batho Pele White Paper) of 1997 state these principles as follows: consultation, service standards, access, courtesy, information, openness and transparency, and value for money.

Consultation: this principle requires that citizens should be consulted about the level and quality of the public services they receive, and wherever possible,

should be given a choice about the services that are offered. It is emphasized in the “White Paper on Local Government” that municipalities have an obligation to involve local citizens in municipal matters such as planning and policy making and in development programmes.

Service standards: citizens have to be told what level and quality of public services they will receive so that they are aware of what to expect.

Access: all citizens should have equal access to services and no one should be discriminated against on any grounds. It is also stated in Chapter two, Section 9(3) of the Constitution of the Republic of South Africa that the State may not unfairly discriminate directly or indirectly against anyone on grounds including race, gender, sex, pregnancy, marital status, ethnic, or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language or birth.

Courtesy: citizen should be treated with courtesy and consideration. Public servants including municipal officials must comply with this principle by being polite and unselfish when servicing or giving services to community.

Information: citizens should be given full, accurate information about the public services they are entitled to receive. It vital for public officials to ensure that the citizens of local community they serve get relevant information regarding the services rendered at all times

Openness and transparency: citizens should be told how national and provincial departments are run, how much they cost and who is in charge. This also should apply in the case of a municipality, since the municipality is there to ensure that the objectives of government are achieved. The municipality is the third sphere of government and is there to address the needs of the community at local level, so the community they serve has the right to know the affairs of their local municipality.

Redress: if the standard of services promised is not delivered, citizens should be offered an apology, a full explanation and speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response. This principle is vital in the case of municipalities. The municipal officials must always be responsible for their actions and be apologetic to community they service where it necessary. There should be a good relationship with the community at all times to avoid unnecessary conflicts in service rendering.

Value for money: public services should be provided economically and efficiently in order to give citizens the best possible value for money. This means that the municipality also has to do its best to provide the best service that is equal and value for money (White Paper on Batho Pele principles of 1997:15).

According to the White Paper on Local Government of 1998 cited by Ngxongo, (2003:29-32), in choosing service delivery options for their areas, municipalities should be guided by the following principles:

- **Accessibility of service:** Municipalities must ensure that all citizens, regardless of race, gender or sexual orientation have access to at least a minimum level of service. Imbalances in access to services must be addressed through the development of new infrastructure, and rehabilitation and upgrading of existing infrastructure. Accessibility is not only about making service available, but also about making service easy and convenient to use. Municipalities should particularly aim to ensure that people with a disability are able to access municipal services and amenities.
- **Affordability of service:** Accessibility is closely linked to affordability. Even when service infrastructure is in place, services will remain beyond the reach of

many unless they are financially affordable to the municipality. Municipalities can ensure affordability through setting tariffs which balance the economic viability of continued service provision and the ability of the poor to access service.

- **Quality of products and service:** The quality of service is difficult to define, but includes attributes such as suitability for purpose, timeliness, convenience, safety, continuity and responsiveness to service-users. It also includes a professional and respectful relationship between service-providers and service-users.

- **Accountability for service:** Whichever delivery mechanism is adopted, municipal Councils remain accountable for ensuring the provision of quality services which are affordable and accessible.

- **Integrated development and service:** Municipalities should adopt an integrated approach to planning and ensuring the provision of municipal service. This means taking into account the economic and social impacts of service provision in relation to municipal policy objectives such as poverty eradication, spatial integration and job creation through public works.

- **Sustainability of service:** Ongoing service provision depends on financial and organisational systems which support sustainability. Sustainability include both financial viability and the environmentally sound and socially just use of resources.

- **Value-for-money:** Value in the public sector is both a matter of the cost of inputs, and of the quality and value of the outputs. The above principles require that the best possible use is made of public resources to ensure universal access to affordable and sustainable service.

- **Ensuring and promoting competitiveness of local commerce and industry:** The job generating and competitive nature of commerce and industry must not be adversely affected by higher costs of rates and services to industry and

commerce in order to subsidise domestic users. Greater transparency is required to ensure that investors are aware of the full costs of doing business in a local area.

- **Promoting local democracy:** Local government administration must also promote the democratic values and principles enshrined in the Constitution, including the principles provided by Section 195(1) (Ngxongo, 2003:29-32)

2.6 Good governance and increased service delivery

Good government is accountable, participatory, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It ensures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in consensus-oriented decision-making. It is also responsive to the present and future needs of society (Mercy Corps, 2010:8).

According to Dlalisa (2009:24), good governance involves efficient practices for economic development and ultimately includes political dimensions. He further states that the World Bank approach to good governance that has dominated the scene rests on six pillars, which are applicable to the macro or state level, as well as the regional and local levels. These are political accountability, freedom of association and popular participation, a sound judicial system, bureaucratic accountability, freedom of information, and capacity building.

In the local municipality, a community expects ethical behaviour from municipal officials in the fulfilment of their duties in order to create good governance and increased service delivery. The responsibility of a public institution is therefore to serve the community at large under specific codes of

ethics. Unethical behaviour could lead to ineffective administrative, poor governance and unsatisfactory service delivery. It is also important that attention be paid to ethical problems, which occur as a result of tensions which exist between politicians and the public service hierarchy. Undue pressure placed on public officials could result in unethical behaviour on the part of the public official and could lead to a search for moral justification of his action. As soon as the public official is faced with a moral dilemma, it emphasizes “the lack of ethical subtlety that the public official was permitted in making decision” (Henry, 1975 cited in Sereo (2008:25). It is also important to remember that a public official is also a citizen, with the ethical identity of a public official being that of a citizen who is employed by the community to work for the community.

The South African Constitution states that municipalities have the responsibility to make sure that all citizens are provided with services to satisfy their basic needs. Councillors are elected to represent residents and have to ensure that they participate in many consultation and decision-making processes at local level - for example ward committees, budget consultations, ward meetings, Integrated Development Planning Forums, and so on. The people who represent community members must fight for their interests, it is very important to understand the level of services that are available, the ways services can be delivered and the choices for how to deliver services that a municipality faces. Municipalities must make sure that people in their areas have at least the basic services they need. There are a large number of services that municipalities provide, the most important of which are: Water supply, Sewage collection and disposal, refuse removal, electricity and gas supply, municipal health services, municipal roads and storm water drainage, street lighting, municipal parks and recreation (<http://www.etu.org.za/toolbox/docs/localgov/munservice.htm>).

The King report identifies the following primary characteristics of good governance:

Figure 1: Characteristics of good governance

| | |
|-------------------------|---|
| • Discipline | Management commitment to accept standards of correct proper behavior |
| • Transparency | The ease with which outsiders can meaningfully analyse the organisation's actions and performance. |
| • Independence | The extent to which conflicts of interest are avoided, such that the organisation's best interests prevail at all times. |
| • Accountability | Addressing the shareholders' rights to receive information relating to the organisation's performance. |
| • Responsibility | Acceptance of all the consequences of the organisation's behaviour and actions including commitment to improvement |
| • Fairness | Acknowledgement of, respect for and balance between the rights and interests of the various stakeholders. |
| • Social responsibility | The organisation's demonstrable commitment to ethical standards and its appreciation of the social, economical and environmental impact of its activities on the communities in which it operates |

<http://oag.treasury.gov.za> (CFO Handbook pg. 16)

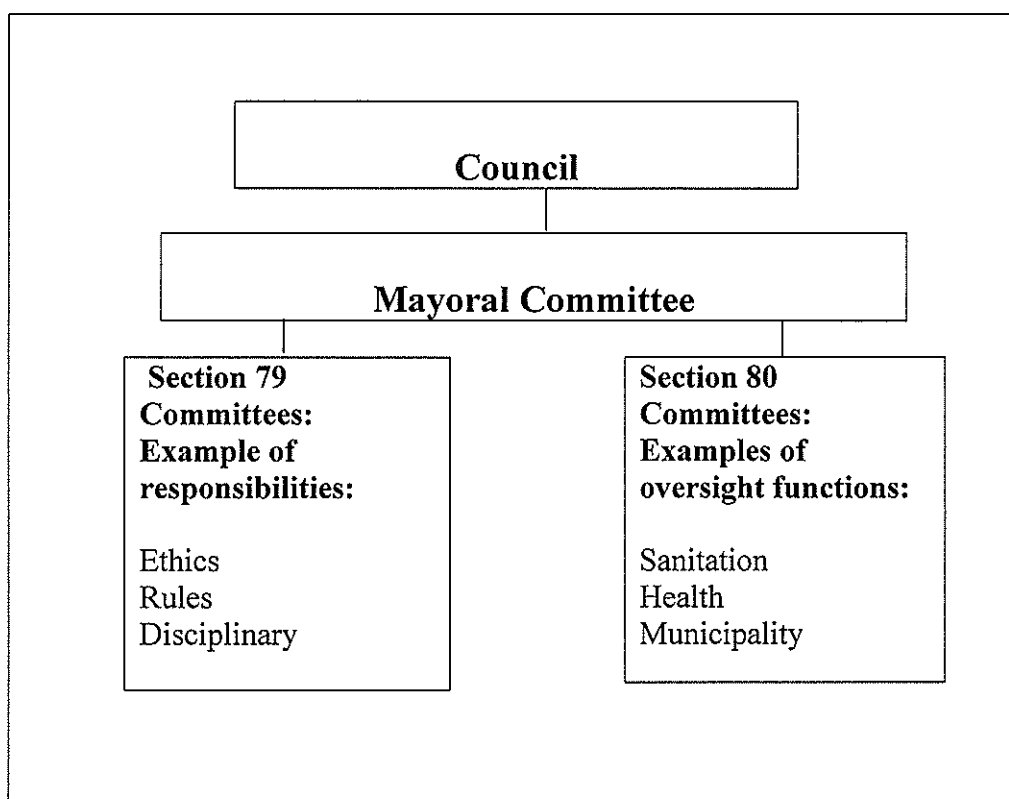
2.6.1 Oversight and Governance

2.6.1.1 Municipal Councillors' roles in committees and oversight

Municipal councillors serve as the interface between their local community and the municipal officials who design and apply municipal policies. Councillors are not only there to serve as the voice of the community they represent but also to act as a watchdog of the municipality. Councillors have to ensure that municipal policies are fully implemented in order to address the needs of the community.

Section 33 of the Municipal Structures Act of 1998 provides that a municipality may establish committees, detailing the specific powers of such committees and the need for delegation and commitment of resources to such committees. Section 79 Committees are established by the Municipal Council and its members for the efficient and effective performance of the Council. The Committee comprises members of the municipal Council, which determines the powers and functions of these committees. Municipalities are not obliged to establish Section 79 Committees and the general trend is for municipalities to establish Section 80 Committees rather than Section 79 Committees. Section 80 Committees are also established by the Council specifically to support the Mayor. The Executive Mayor may appoint a person from the Mayoral Committee or Executive Committee to chair each committee (Section 79 Committees) and may also delegate powers and duties to these Committees if necessary.

Figure 2: Illustration of a political governance structure in a municipality



Source: Paradza et al. (2010:14)

2.6.1.2 Municipal managers to be accounting officers

The municipal manager of a municipality is the accounting officer of the municipality. An accounting officer must exercise the functions and powers assigned to an accounting officer in terms of Section 60(a)(b) of Municipal Finance Management Act of 2003, provide guidance and advice on compliance to the political structures, political office-bearers and officials of the municipality; and any municipal entity under the sole or shared control of the municipality (MFMA, 2003:74).

2.6.1.3 Responsibilities of accounting officers

The accounting officer of a municipality must:

- (a) act with fidelity, honesty, integrity and in the best interests of the municipality in managing its financial affairs;

(b) disclose to the municipal council and the mayor all material facts which are available to the accounting officer or reasonably discoverable, and which in any way might influence the decisions or actions of the council or the mayor.

(c) seek, within the sphere of influence of the accounting officer, to prevent any prejudice to the financial interests of the municipality.

2.6.1.4 The Chief Financial Officer of a Municipality

The Chief Financial Officer in a municipality is a person designated by the Accounting Officer or Municipal Manager as Chief Financial Officer. The Chief Financial Officer is required to provide good governance, effective oversight and to address operational matters that constitute sound financial management.

Chapter 10 Section 195 of The Constitution of the Republic of South Africa of 1996 and as per schedule 2 (10) of Municipal Systems Act 32 of 2000, describes the democratic values and principles applicable to all spheres of government, organs of state and public enterprises. These are:

- A high standard of professional ethics must be promoted and maintained.
- Efficient, economic and effective use of resources must be promoted.
- Public administration must be development-oriented.
- Services must be provided impartially, fairly, equitably and without bias.
- People's needs must be responded to, and the public must be encouraged to participate in policy-making.
- Public administration must be accountable.
- Transparency must be fostered by providing the public with timely, accessible and accurate information.
- Good human-resource management and career-development practices, to maximise human potential, must be cultivated.

- Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.

2.6.2 Financial misconduct

Municipalities are requested to operate in an accountable and transparent manner. Good governance requires that the municipal council or manager institutes disciplinary action in accordance with the prescriptions of the relevant legislation.

It is recommended that disciplinary action, when undertaken, should be within the bounds of “grossly negligent or wilful transgressions” and the National Treasury should be consulted on such matters. The MFMA, section 171, distinguishes between financial misconduct committed by the accounting officer, chief financial officer, senior manager or other official responsible for financial management and officials. The circumstances are similar in that an act of financial misconduct is committed if the relevant party deliberately or negligently does the following:

- Contravenes any provision of the MFMA;
- Does not comply with a duty imposed by the MFMA or delegated in terms of the MFMA;
- Makes, allows or issues instruction in respect of an unauthorised, irregular or fruitless and wasteful expenditure; or
- Presents incorrect or misleading information in terms of the provisions of the MFMA to the administrative or political office bearers or the public.

The municipality must act in accordance with the provisions of section 172(3) of the MFMA, when financial misconduct is committed. If the investigation of

alleged misconduct finds that financial misconduct has indeed been committed the municipality must proceed with disciplinary action which may result in criminal proceedings depending on the severity of the offence (Sec 171 & 172(3) of MFMA).

2.6.2.1 Mismanagement of municipal resources

Municipal officials must be mindful of mismanagement when exercising their duties. Financial mismanagement is what happens when officials use municipal funds inefficiently, carelessly, badly whether or not such actions are deliberate. When municipal funds are misdirected it negatively impacts service delivery as the funds do not reach the intended recipients (<http://oag.treasury.gov.za>: CFO Handbook).

If the MEC of Local Government has reason to believe that a municipality in the province cannot or does not fulfill a statutory obligation binding on that municipality, or that maladministration, fraud, corruption or any other serious malpractice has occurred or is occurring in a municipality in the province, the MEC must by written notice to the municipality, request the municipal council or municipal manager to provide the MEC with information required in the notice; or if the MEC considers it necessary, designate a person or persons to investigate the matter. In the absence of applicable provincial legislation, the provisions of sections 2,3, 4, 5 and 6 of the Commissions Act, 1947 (Act No. 8 of 1947), and the regulations made in terms of that Act apply, with the necessary changes as the context may require, to an investigation in terms of subsection (1)(b). An MEC issuing a notice in terms of subsection (1)(a) or designating a person to conduct an investigation in terms of subsection (1)(b), must submit a written statement to the National Council of Provinces motivating the action (Section 106 of Municipal System Act, of 2000)

2.6.2.2 Fraud and corruption

In the context of the public service, corruption includes embezzlement of public funds, theft, bribery or any attempt to steal or unlawfully obtain or misuse any asset or power. Corruption is what happens when the right or correct manner of doing things is forsaken for the improper manner and this negative choice is usually motivated by internal or external influences that involve a third party and bribery. While the concepts of “fraud” and “corruption” are often used interchangeably, they must be distinguished and understood. Simply explained, corruption is mainly associated with the public service; it arises when public service officials misuse their positions. Fraud is committed by employees or by persons external to the public service environment; it lacks third party involvement and it is harder to detect than corruption. In the case of fraud the public service official or external person acts of his own accord.

When municipal resources are misdirected or not appropriately allocated because of mismanagement due to incompetence amongst other reasons, the consequences are that service delivery is impeded and the municipality is labelled as being inefficient.

The municipal code of conduct, code of ethics and the Batho Pele principles are rules that guide municipal employees to act appropriately and appeals to their moral and social conscience so that they do not abuse their positions in the public service or misuse public resources, financial and other, when executing their duties(<http://oag.treasury.gov.za>: CFO Handbook pg. 22-23).

2.7 Conclusion

The government of South African system of local government legal framework is well-to-do. It needs people with skills to make sure the mission and objective of government are not compromised. The provincial government has, by and

large, tried to provide instruments that help to establish North West local municipalities' accountability. In this chapter the municipal legislative framework that governs South African municipalities has been discussed in broader detail. The value, ethical conduct and the principle of good governance in all spheres of government, also the way to increase the service delivery were discussed. The following themes as mentioned in the introduction of this chapter have been explained in detail on how this study was conducted - the definition of assessment, municipal services and service delivery, the municipal legislative framework, history of service delivery, composition and establishment of municipal wards and public participation, application of Batho Pele Principles, good governance and increased service delivery.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY OF THE STUDY

3.1. Introduction

The chapter discusses research methodology and procedures that are followed in the study. Research methodology is the “how” of collecting data, and the processing thereof within the framework of the research process. It also necessitates a reflection on the planning, structuring and execution of the research in order to comply with the demands of truth, objectivity and validity. Research methodology focuses on the process of research and decisions which the researcher has to take to execute the research project. The following questions must be asked: “which decision(s) need to be taken as the research progresses?, which methods and techniques for data collection and data analysis should be selected?, which factors play a role in the design of a research project?, what influence does the particular purpose of the research project have on the selection of methods and techniques?, which factors play a role in the process of research and how do these factors influence the methodology of the researcher?”(Brynard and Hanekom, 2006:38).

In this chapter the methodology that is going to be used in the assessment of service delivery at Mafikeng Local Municipality will be presented. The chapter focuses on the permission for the research; population and sample; site of data collection; the instrument to be used in eliciting information from the respondents.

3.2 Research Approach

The research approach followed in the study is qualitative research. Qualitative research has been assigned many different labels, such as field research, critical research, interpretative research, naturalism, ethnography, anti-positivist approach, an alternative approach, and constructivism. However, they all share a common focus: to interpret and construct the qualitative aspects of communication experiences (Du Plooy, 2009:30).

Qualitative approach describes, either explicitly or implicitly, the purpose of the qualitative research, the role of the researcher(s), the stages of research, and the method of data analysis (<http://www.socialresearchmethods.net/kb/qualapp.php>). Qualitative methods aim to answer questions about the ‘what’, ‘how’ or ‘why’ of a phenomenon rather than ‘how many’ or ‘how much’, which are answered by quantitative methods. Now in this study the aim was to assess the basic services delivery in local municipality and understand how councillors, municipal officials and community members perceive the issue of service delivery, and therefore qualitative methods are appropriate for the study.

In the case of this study, the qualitative approach was followed. In qualitative research the researcher has personal contact with the participants through in-depth interviewing and prolonged observing. Qualitative studies are personal in nature and are not centered on variables or measures (Creswell, 2008:7).

3.2.1 The distinction between quantitative and qualitative research

According to McKereghan cited in Sereo (2008:45), one difficulty, among many, with the quantitative/qualitative research paradigm is that it exemplifies what philosophers call an “either/or dichotomy.” Research must be either quantitative or qualitative. There are no other possibilities, despite the fact that there are several kinds of quantitative research and several divisions of qualitative research. Particular research projects may be difficult, perhaps even

impossible to answer if the ideal paradigms are too impoverished to capture the fuller extent of real possibilities. No knowledge can be completely objective. Complete objectivity is complete ignorance. The subject or knower is always related to the object or known. The extent and nature of this relationship, rather than whether or not it is the case. Nor can what is known be totally subjective. The knowing subject always knows some object. A more accurate and productive way of considering research would be as more quantitative than qualitative but never as quantitative as opposed to qualitative.

Although the study is qualitative, it is important to give a perspective on the quantitative method. General types of quantitative methods versus qualitative methods as discussed by Bless and Higson-Smith (2000:67) are as follows:

- **Three general types of Quantitative Methods**

- **Experiments:** True experiments are characterized by random assignment of subjects to experimental conditions and the use of experimental controls.
- **Quasi-Experiments:** Quasi-experimental studies share almost all the features of experimental designs except that they involve non-randomized assignment of subjects to experimental conditions.
- **Surveys:** Surveys include cross-sectional and longitudinal studies using questionnaires or interviews for data collection with the intent of estimating the characteristic of a large population of interest based on a smaller sample from that population.

- **Three general types of Qualitative Method**

- **Case Studies:** In a case study the researcher explores a single entity or phenomenon ('the case') bounded by time and activity (e.g., a program, event, institution, or social group) and collects detailed information through a variety of data collection procedures over a sustained period of time. The case study is

a descriptive record of an individual's experience and/ or behaviours kept by an outside observer.

- **Ethnographic Studies:** In ethnographic research the researcher studies an intact cultural group in a natural setting over a specific period of time. A cultural group can be any group of individuals who share a common social experience, location, or other social characteristic of interest -- this could range from an ethnographic study of rape victims in crisis shelters, to children in foster care, to a study of a cultural group in Africa.

- **Phenomenological Studies:** In a phenomenological study, human experiences are examined through the detailed description of the people being studied --the goal is to understand the 'lived experience' of the individuals being studied. This approach involves reaching a small group of people intensively over a long period of time (Bless and Higson-Smith, 2000:67). In case of this study all three general types of qualitative are important but the more appropriate type is the case study.

- **Qualitative and Quantitative Validity**

Trochim (2006:1) argues that some qualitative researchers reject the framework of validity that is commonly accepted in more quantitative research in the social sciences. They reject the basic realist assumption that there is a reality external to other researcher's perception of it. The author further argues that it doesn't make sense to be concerned with the "truth" or "falsity" of an observation with respect to an external reality (which is a primary concern of validity). These qualitative researchers argue for different standards for judging the quality of research.

Guba and Lincoln (2006:1) propose four criteria for judging the soundness of qualitative research and explicitly offer these as an alternative to more

traditional quantitatively-oriented criteria. They felt that their four criteria better reflected the underlying assumptions involved in much qualitative research. Their proposed criteria and the “analogous” quantitative criteria are listed in the table below:

Figure 3:1 Traditional Criteria for Judging Quantitative Research versus Alternative Criteria for Judging Qualitative Research

| Traditional Criteria for Judging Quantitative Research | Alternative Criteria for Judging Qualitative Research |
|---|--|
| Internal validity | Credibility |
| External validity | Transferability |
| Reliability | Dependability |
| Objectivity | Confirmability |

Source (<http://www.socialresearchmethods>)

Credibility criteria involve establishing that the results of qualitative research are credible or believable from the perspective of the participant in the research. Since from this perspective, the purpose of qualitative research is to describe or understand the phenomena of interest from the participant's eyes, the participants are the only ones who can legitimately judge the credibility of the results.

Transferability refers to the degree to which the results of qualitative research can be generalized or transferred to other contexts or settings. From a qualitative perspective transferability is primarily the responsibility of the one doing the generalizing. The qualitative researcher can enhance transferability by doing a thorough job of describing the research context and the assumptions that are central to the research. The person who wishes to "transfer" the results to a different context is then responsible for making the judgment of how sensible the transfer is.

Dependability - the traditional quantitative view of reliability is based on the

assumption of replicability or repeatability. Essentially it is concerned with whether we would obtain the same results if we could observe the same thing twice. The same thing cannot be measured twice by definition if measured twice; two different things are measured twice. “In order to estimate reliability, quantitative researchers construct various hypothetical notions (e.g., true score theory) to try to get around this fact”.

Confirmability - qualitative research tends to assume that each researcher brings a unique perspective to the study. Confirmability refers to the degree to which the results could be confirmed or corroborated by others. There are a number of strategies for enhancing confirmability. The researcher can document the procedures for checking and rechecking the data throughout the study. Another researcher can take a “devil's advocate” role with respect to the results, and this process can be documented (<http://www.socialresearchmethods>).

The researcher has to be objective when selecting the data collection methods and when analyzing the data during the entire research process. The result of the research will tend to be presented as objective facts and established truths (Crotty cited by Gary, 2004:18)

3.3 Research design

Research design is the “blue print” of the study and a logical plan for getting from here to there. It defines the study type and sub-type. Research design is detailing four issues, namely what question to study, what data is deemed relevant, what data to collect and how the data is to be analyzed (Yin, 2003:21-22). Mouton, (2000:55) also views research design as the blue print of the research project that precedes the actual research process.

Williams (2006:51) further argues that once the research question has been stated, the research design must be developed which then leads to the evidence being collected and results reported. According to Painter, (2006:34) research design is a strategic framework for action that serves as a bridge between research questions and the execution or implementation of the research. Since the research is going to be conducted at a local municipality, it is therefore, required to first request permission from the office of the Municipal Manager and office of the Speaker at Mahikeng Local Municipality.

3.4 Qualitative Research Method

According to Gray (2004:25), before the commencement of any study, a researcher must investigate the methods most suitable and relevant for the study inquiry. The qualitative research approach has been used in this study. Qualitative Methods are key factors in the selection of instruments or data collection methods, are utility and adaptability for capturing natural phenomena such as real life interactions between individuals. Unstructured or semi-structured observation and interview methods are more suited to naturalistic inquiry than highly structured standardized measures such as tests (Gutkin and Reynolds, 2009:32).

Quantitative method is a research method that relies less on interview, observations, and small numbers of questionnaires, focus groups, subjective reports and case studies but is more focused on the collection and analysis of numerical data and statistics. The opposite to this type of research is qualitative research, which is much more reliant upon, interviews and case studies and deals generally with much smaller numbers ([http://www. Paranormality.com/quant-itativemethod.shtml](http://www.Paranormality.com/quant-itativemethod.shtml)).

3.5 Population Sampling

This is a process of taking a subset of subjects that is representative of the entire population (<https://explorable.com/population-sampling>). In this study the researcher requested permission from the Mafikeng Local Municipality Municipal Manager to obtain data from municipal officials, and permission from the Speaker of Council to interview members in order obtain data from Ward committee members, and Community members and to complete interview questionnaires. The type sampling used was snowball which is considered to a type of purposive sampling.

3.5.1 The population

Population refers to all constituents of any clearly described group of people, events, or objects who are the focus of an investigation. Population may be quite large (theoretically infinite) or it may be fairly small (Clifford, Michael & John, 2007: 40). The term population also determines a group of people with common characteristics such as place of residence, gender, age, use of certain medical services etc (Aschengrau & George, 2008:7). The population of this study is therefore constituted by Mahikeng Local Municipality councilors, municipal officials, ward committee members and community members.

3.5.2 The Sample

Sample is viewed as the way to select a small subset of population representative of the whole population (Floyd and Fowler, 2002:5). Du Plooy (2009:115) stated three sampling categories; probability, quasi-probability and non-probability. The requirements of these categories are that:

- every unit in the target population has an equal and therefore probable (p) chance of being selected as part of the sample, ensuring that the sample will have the same parameters (or characteristics) as target population;

- the researcher does not predict or control the random choice of units of analysis;
- a sampling frame can be compiled; and
- every possible combination of units can be drawn from the sampling frame, thereby eliminating bias that occurs when excluding certain units of analysis.

Collis and Hussey (2009: 209-211) cite four types of sampling techniques in qualitative research as described below:

Purposive Sampling: The researcher selects each sample member based on pre-established rules and qualification criteria.

Quota Sampling: The purposive sampling process is carried out for multiple samples representing different populations.

Snowball sampling: The sample size is increased with research in progress because intermittent accomplishments determine the qualification criteria of the next subset of members to be recruited in the sample.

Convenience sampling: The sample members are included based on their availability and eagerness to participate.

In the case of this study, the purposive sampling method was selected because there is only one sample set in which the respondents shall be placed. Therefore Mafikeng Local Municipality is selected as a sample. The area of the study where 5 councillors, 5 municipal officials, 5 ward committee members and 5 local community members.

3.5.2.1 Purposive Sampling

According Bless and Higson-Smith (2000:92), sampling method is based on the judgment of a researcher regarding the characteristics of a representative sample. A sample is chosen on the basis of what the researcher considers to be typical units. The strategy is to select units that are judged to be the most

common in the population under investigation.

Barreiro and Albandoz (2001:4) view purposive sampling as the one in which the person who is selecting the sample tries to make the sample representative, depending on his opinion or purpose, thus making the representation subjective.

3.6 Data Collection

Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcomes. The data collection component of research is common to all fields of study including physical and social sciences, humanities, business, etc. While methods vary by discipline, the emphasis on ensuring accurate and honest collection remains the same. The goal for all data collection is to capture quality evidence that then translates to rich data analysis. It allows the building of a convincing and credible answer to questions that have been posed. Regardless of the field of study or preference for defining data (quantitative, qualitative), accurate data collection is essential to maintaining the integrity of research. Both the selection of appropriate data collection instruments (existing, modified, or newly developed) and clearly delineated instructions for their correct use reduce the likelihood of errors occurring (https://en.wikipedia.org/wiki/Data_collection).

The core qualitative data collection methods are participant observation and in-depth interviewing with the assumption that observing in the natural environment and exploring the experiences and perspectives of the research participants are essential to understanding physiological, cultural or social phenomena as they are experienced in real life (Gutkin and Reynolds, 2009:39). Nxumalo (2001:118) asserts that the focus of the interaction should be to maximize validity and minimize inconvenience to the respondent before,

during, and after the process. It is therefore the responsibility of the researcher to strike a balance between the requirements of the research and that of the respondents.

Qualitative research data collection methods are time consuming; therefore data is usually collected from a smaller sample than would be the case for quantitative approaches. The main methods for collecting qualitative data are:

- Individual interviews
- Focus groups

3.6.1 The interview as an instrument of data collection

DeMarrais (2004) cited in Merriam (2009:87) defines an interview as a process in which a researcher and participant engage in a conversation focused on questions related to a research study. The most common form of interview is the person-to-person encounter in which one person elicits information from another. Both person-to-person and group interviews can be defined as a conversation, but a “conversation with a purpose”. Payne and Payne (2004) assert that qualitative interviews should be fairly informal and participants feel they are taking part in a conversation or discussion rather than in a formal question and answer situation. The three main methods for collecting qualitative data are discussed below:

- **Unstructured interview**

Unstructured interview can be referred to as “depth” or “in depth” interviews through open-ended questions. Merriam (2009:89) views it as flexibility, exploratory and more like a conversation. It is used when researcher does not know enough about the phenomenon to ask relevant questions. They have very

little structure at all. The interviewer may just go with the aim of discussing a limited number of topics, sometimes as few as just one or two. The interviewer may frame the interview questions based on the interviewee and his/her previous response. This allows the discussion to cover areas in great detail. They involve the researcher wanting to know or find out more about a specific topic without there being a structure or a preconceived plan or expectation as to how they will deal with the topic.

- **Semi-structured interview**

Semi-structured interviews are sometimes also called focused interviews. They contain a series of open ended questions based on the topic areas the researcher wants to cover. A series of broad questions are asked and may have some prompts to help the interviewee. The open ended nature of the question defines the topic under investigation but provides opportunities for both interviewer and interviewee to discuss some topics in more detail. Semi-structured interviews allow the researcher to prompt or encourage the interviewee if they are looking for more information or find what they are saying interesting. This method gives the researcher the freedom to probe the interviewee to elaborate or to follow a new line of inquiry introduced by what the interviewee is saying. They work best when the interviewer has a number of areas he/she wants to sure to be address.

- **Structured interview**

The interviewer asks the respondent the same questions in the same way. A tightly structured schedule is used. The questions may be phrased in order that a limited range of responses may be given - i.e. "Do you rate municipal services delivery as very good, good or poor". A researcher needs to consider whether a questionnaire or structured interview is more appropriate. "If the interview

schedule is too tightly structured this may not enable the phenomena under investigation to be explored in terms of either breadth or depth” (<https://en.wikipedia.org/wiki/Datacollection>).

3.6.2 Asking interview questions

The key to getting good data from interviewing is to ask good questions; asking good questions takes practice. The pilot interviews are crucial for trying out your questions. Merriam indicated that not only do you get some practice in interviewing, but you also quickly learn which questions are confusing and need rewording, which questions yield useless data, and questions, suggested by your respondents, you should have thought to include in the first place. Different types of questions will yield different information. The questions you ask depend upon the focus of your study (Merriam 2009:95).

Du Plooy (2009:148-149) asserts that, we conduct interviews or survey by asking questions, and collecting self-report data or behavioral observation data. The unit of analysis is usually individual persons, and we collect information that describes their abilities, opinions, attitudes, beliefs and/or their knowledge of a particular topic or issue. In cases where the units of analysis are artifacts, such as newspapers or policy documents, we combine survey research with content analysis. Asking questions’ to collect data can be used in survey research (e.g. in a questionnaire), in field research (e.g. conducting focus-group interviews), in experimental research, and in observational research.

Type of questions asked during interviews:

Closed-ended: the type of closed-ended question that can be asked during a personal or telephonic interview is very limited. For example, to ask an inventory question with a long list of options is unsuitable because, by the time

the interviewer reads the last option, the respondent may have forgotten those that appeared earlier on the list.

Open-ended: it is useful to encourage respondents to express attitudes or opinions in their own words. Open-ended questions usually commence with the following words: who...; what..., how..., when..., where...; which...; why... and are especially appropriate when conducting qualitative research.

Free-narration: it is another type of open-ended question, where respondent is invited to tell his or her own story.

Role-playing: it is similar to free-narration question. It is also an open-ended question, but the difference is that the respondent is asked to fulfill or to play a particular role.

Follow-up (probing; mirror; climate): as the name suggested, follow either a close-ended or another open-ended question. They are typical in telephone and personal interviews because the interviewer asks a follow-up question in response to answer or statement made by the respondent (Du Plooy 2009:158-159).

3.6.3 Conducting of an interview

In order to have access to Mafikeng Local Municipality staff members and councillors, the researcher had to obtain written permission from the office of the Municipal Manager and Speaker of Mafikeng Local Municipality. The above municipality will be approached and requested to give the researcher permission to conduct interviews. The interview will be conducted only on the above mentioned.

According to Woods (2006:11), the best technique to be used will be the unstructured interview. Care is needed, therefore, to avoid leading questions or suggesting outcomes, and skill is called for in discovering what the interviewee

really thinks. A researcher has to be a person who engages with interviewees on a person-to-person basis. Structured interview will also be used.

3.7 Data analysis

Bless & Higson-Smith (2000:137) view data analysis as a process that allows the researcher to generalize the findings from the sample used in research. It generalizes the findings to the larger population in which the researcher is interested.

Analysis, therefore, begins almost immediately, with 'primary analysis'. Later on, after more data collection in interaction with primary analysis, a second stage occurs with 'category and concept formation'. The research might stop at this point, depending on the aims, or it might proceed to a third stage, the generation of theory Woods (2006:24).

- **Primary data analysis**

Woods (2006:24) asserts that interview transcripts are made, or field notes of observation compiled, or documents assembled, the researcher continuously examines the data, perhaps highlighting certain points in the text or writing comments in the margins. These might identify what seem to be important points, and notes contradictions and inconsistencies, any common themes that seem to be emerging, references to related literature, comparisons and contrasts with other data and so on.

3.8 Findings of the study

Findings are descriptive. Findings, as well as the whole procedure leading to them, must be thoroughly and critically reviewed to detect any errors of measurement, bias and mistakes which could have distorted the description of the aspect of social reality under study. It is therefore essential to recognize the

observations of any kind can never be expressed without some error when carrying out a research project and recognition of this weakness does not mean that the researcher should passively accept these errors (Bless & Higson-Smith (2000:138).

3.8.1 Generalizing research findings

Research findings can be generalized from one situation to another if the study population is representative of both situations. Otherwise, it may be necessary to validate within the specific situation in which they will be used. In many cases where situations appear to be similar, sub-surface differences may cancel the similarities and make research findings obtained in one situation inapplicable in another (www.joe.org/joe/1968fall/1968-3-a3.pdf).

According to Bless & Higson-Smith (2000:140) once the conclusions have been drawn, the researcher can estimate how far these findings could be generalized to a larger population and predict modification which would have to be taken into consideration when undertaking such a generalization. For example, a researcher could be interested in estimating how far results obtained on a target population of 5 councillors, 5 municipal officials, 5 ward committee members and 5 community members could be generalized to the broader population in Mafikeng Local Municipality.

3.9 Conclusion

This chapter described the procedure to be used. The main purpose of this chapter is to examine the methodology to be used in data collection. It highlighted how the information is going to be gathered from the staff, councillors and ward committee members of Mafikeng Local Municipality. The

Qualitative method will be the most suitable to collect data required for this study. In spite of the limitations, which are discussed in this study, it is hoped that this research will give a much desired basis for future research.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1. INTRODUCTION

In Chapter Three, the research design, qualitative research and research methodology were discussed. This chapter focuses on presentation and interpretation of data gathered from 20 respondents namely; 5 municipal officials, 5 councillors, 5 ward committee members and 5 community members by means of the interview. Qualitative research is concerned with trying to achieve a clear understanding of the problem under review in a more multifaceted way than in the generalized way. This method is used to get information about how people think, feel and act and what they know. To assess the basic of service delivery in Mafikeng Local Municipality the researcher has to know firstly how municipal officials, councilors, ward committee members and community members think, feel and know about the service delivery in their municipality. The qualitative approach was used and the analysis and interpretation of data was carried out, and is based on the results of the interview and was a qualitative interpretation.

4.2 PRESENTATION OF DATA

One of the aims of descriptive data is to describe the basic features of a study, often through the use of graphical analysis (Gray, 2004:293). In this study, graphical analysis is not used but the approach is thematic analysis as the most foundational of qualitative analytic procedure. Since thematic analysis is a descriptive presentation of qualitative data, the data collected from Mafikeng

Local Municipality is qualitative and is in the form of interview transcripts collected from research participants: Councillors, Municipal officials, Ward committee members and community members.

4.3 INTERVIEW RESPONSES AND ANALYSIS OF DATA

The interview schedules were developed in line with the research questions of this study which is “Assessment of basic service delivery in Mafikeng Local Municipality”.

The main data was collected from different sources in Mafikeng local municipality as categorised in the interview form (see annexure A), namely 5 Councillors, 5 Municipal officials, 5 Ward committee members and 5 community members, but the interview responses and analysis of data is done from five (5) people of each category.

4.3.1 COUNCILLOR RESPONSES AND ANALYSIS

| | |
|-------------------|---|
| Question 1 | How effective is service delivery in Mafikeng Local Municipality ? |
|-------------------|---|

Councillor 1 response

The level of service delivery in Mafikeng Local Municipality is not much effective since it took a longer period for the municipality to attend to things such as maintenance of infrastructure.

Councillor 2 response

Service delivery is not effective and changes of senior managers makes the municipality to be dysfunctional.

Councillor 3 response

Not as effective as it should be for the size of the municipality.

Councillor 4 response

Not very effective, there is a lot of room for improvement, responding is lacking to an extent that it affects perceptions, even if there is good performance people don't see it because of perception.

Councillor 5 response

It is not that satisfying.

Analysis:

Councillors statements agree that the service delivery in Mafikeng Local Municipality is not effective. Councillor 1 is aware that municipality took long to attend things such as maintenance of infrastructure. Councillor 2 indicated that change of senior management makes the municipality dysfunctional. Councillor 3 stated that it is ineffective for size of municipality, Councillor 4 stated that there is a room for development but responding is lacking and there is already a perception of ineffective of service delivery in community even where is good performance and Councillor 5 also views municipal service delivery as not that satisfying.

The surprise here is that all these councilors fall into the same category; they are employers (members of SALGA), decision and policy makers of council, they take resolutions in council sitting, and are also community representatives. Their response is as if there is someone who must be blamed for ineffective service delivery in the municipality. They have to comply with the municipal legal framework governing the local government and ensure that the mission

and objective of government reaches the local community. They are aware of the situation in Mafikeng Local Municipality and it is their duty as municipal Councillor to address this situation.

| | |
|-------------------|--|
| Question 2 | Does the municipality have enough money to deliver services according to its mandate? |
|-------------------|--|

Councillor 1 response

No this is because there are lots of projects that had not been started but are in the Integrated Development Planning (IDP)

Councillor 2 response

Yes municipality has funds, if they did not plan properly they cannot utilise their funds when there is a lack of planning.

Councillor 3 response

Yes it does or rather can have if they took effort and improved their revenue collection as well as comply with relevant acts and implement their revenue collection policies.

Councillor 4 response

Yes, the honourable Premier pledged support of Provincial Government funds overlying in the Department of Local Government and Housing not utilised properly.

Councillor 5 response

No

Analysis:

Councillor 1's response is conflicting with other councillors, he is of the view that there are no funds in the municipality as there are lots of projects that had not been started but are in the IDP. I would indicate that the statement somehow link to his response in question that the service delivery is ineffective and that could be because there are no funds as stated. Councillors 2, 3, 4 and 5 agree with one another but differ from Councillor 1. Councillor 2 further in his response claims that the municipality cannot utilize its funds properly due to lack of planning. Councillor 2's response distances him as if he is not a member of council. He is a member of council and is the one to be blamed for the improper planning. Councillor 3 on the other hand in his response contradicted himself by stating that Council can rather have funds if they made an effort and improved their revenue collection as well as complying with relevant acts and implementing their revenue collection policies.

Councillor 3 statement is not clear or he is not taking his job of being a councillor seriously, in the sense that he stated that the municipality has money and again municipality does not have by stating that "if they took efforts and improved their revenue collection", this means there are no funds and it is because they are not complying with relevant acts. Councillor 4 in his response further stated that there are funds overlying in the Department of Local Government and Housing not utilised properly. He is also not clear by stating that the Department of Local Government is supposed to respond to the municipality. His response is not significant because you cannot understand when he stated that there are funds whether he was referring to Mafikeng Local Municipality or Department of Local Government and Housing.

| | |
|-------------------|---|
| Question 3 | What is the role of councillors in service delivery? |
|-------------------|---|

Councillor 1 response

The role of municipal councillors is to do oversight on projects and also to make sure that IDP is implemented to the letter after being approved by council.

Councillor 2 response

The role of municipal councillors is to monitor whether the municipality has complied with the legislative requirements.

Councillor 3 response

Municipal councillors represent the community at the municipality. They take resolutions based on what serves the community best. They are responsible for bringing services to the community.

Councillor 4 response

Councillors as elected members of the municipality are supposed to be in the forefront of talking to community to prevent my response to question 1.

Councillor 5 response

To represent community of the ward.

Analysis:

Generally the responses of all councillors are similar. According to their responses they understand what they should do, but do not know why they are elected as Councillors. They do not clearly understand their role as Councillors due to how they responded in question one and two. In question one their responses are meeting their mind that the service delivery is ineffective, but in

question 1 only one Councillor differs from others and their responses are incomprehensible. Now in question 3 they know their roles as councillors. I could state that they are only readers of the Acts but cannot walk their talk. It is stated in Schedule 1 of Municipal Systems Act 32 of 2000 that Councillors must be accountable to local communities and report back at least quarterly to constituencies on council matters, including the performance of the municipality in terms of established indicators. In order to ensure that Councillors fulfill their obligations to their communities, and support the achievement by the municipality of its objectives set out in section 19 of the Municipal Structures Act, the following Code of Conduct is established.

- (a) A Councillor must perform the functions of office in good faith, honestly and a transparent manner; and
- (b) at all times act in the best interest of the municipality and in such a way that the credibility and integrity of the municipality are not compromised.

| | |
|-------------------|--|
| Question 4 | How effective was intervention of Section 139(1)(b) of the Constitution of South Africa of 1996 in Mafikeng Local Municipality? |
|-------------------|--|

Councillor 1 response

The intervention brought some changes in terms of administration and implementation of projects. But there is a need for the government to report their findings in this council.

Councillor 2 response

Not effective

Councillor 3 response

It supposed to have assisted the municipality and progression be seen. Looking at the state of the municipality now they tried but were not successful.

Councillor 4 response

If you look at Back to Basics reports, one can see that there is movement to the positive. It is not enough because the Sec 139 did not work.

Councillor 5 response

No report was provided

Analysis:

The response of councillor 1 on question 3 above is uncertain by saying that intervention brought some changes in terms of administration and implementation of projects. In his response in question one he indicated that the service delivery is not effective since it took long for the municipality to attend to things such as maintenance of infrastructure. In question three he indicated that municipality does not have money because there are lots of projects that had not been started but are in the IDP. It is either councillor 1 himself is not effective or he lacks capacity to know more about how council operates.

Councillor 2 differs from Councillor 1 and responded that the Section 139 of the Constitution was not effective. The statement links to his response to question one of non-effective service delivery. If the service delivery is still not effective in the municipality this tells that Section 139 of Constitution was never effective. Councillor 3's response does not indicate whether the intervention was effective or ineffective but after reading the response you will understand that the intervention was not effective. He stated that the intervention was

supposed to have assisted the municipality and progression been seen, and also that they tried but without success. The view of councillor 3 tells exactly that the intervention was not effective. Councillor 4 in his response he trying to state that the B2B (will assume B2B means Back to Basics programme initiated by government to assist local municipalities) tried to come up with the positive direction but in vain. Councillor 4 further stated and ends his statement that the intervention of Section 139 did not work. Councillor 5 responded that no report was provided, which means he cannot say the intervention was effective or not effective. This indicates to us that councillor 2, 3, 4 and 5 are agreeing to one another that the Section 139 intervention of the South African Constitution was never effective in Mafikeng Local Municipality.

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| Question 5 | Are your municipal officials appropriately capacitated to deliver services of high quality? |
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Councillor 1 response

No I don't think they are capacitated as it took a longer period to address some issues that does not need to take such a long time.

Councillor 2 response

Not capacitated

Councillor 3 response

No, not all of them anyway.

Councillor 4 response

Yes, they are capacitated

Councillor 5 response

Yes

Analysis:

Councillor 1's response is that the officials are not capacitated and this is because of delays they notice when officials are supposed to respond to queries. In interview question 1, councillor's response was clear that the municipality should attend to things such as maintenance and infrastructure and in question two that the municipality does not have money to deliver. So you may ask whether the Councillor's response is genuine due to the problem he stated or but on the other side he does not think municipal officials are capacitated. I now wonder if the problem is in municipal officials or municipal Council.

Councillor 2's response is that municipal officials are not capacitated. The researcher somehow disagrees with the councillor due to the fact that in interview question 1, he stated that council is not effective due to change of senior managers and that makes the municipality to be dysfunctional. So I don't think he could say the officials are not capacitated as they change them by sending them to workshops and training. Councillor 3 responded that they are not capacitated but not all of them. His statement differs from Councillor 2 in the fact that not all municipal officials are not capacitated. Councillor 4 and 5's responses differs from councillor 1, 2 and 3; they believe that municipal officials are capacitated. Maybe councillors 4 and 5 are of the view that the council is that one with the problem, not the officials, because provincial government tried to intervene with Section 139 but without success.

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| Question 6 | What are the main challenges in serving the local community? |
|-------------------|---|

Councillor 1 response

The main challenge is that there is need to buy the necessary equipment such as TLB, Graders and Cherry picker to maintain our infrastructure.

Councillor 2 response

If the municipality does not conduct community participation, it is going to be difficult for the organisation to serve the community.

Councillor 3 response

I believe change of management which is frequently happening at the municipality is the biggest challenge as well as hiring people without relevant qualifications

Councillor 4 response

Housing need and maintenance of roads (Infrastructure).

Councillor 5 response

- Lack of funds
- Lack of communication

Analysis:

Councillor 1's response tells that there is no equipment in the municipality and that is a challenge in serving the community. His response links with response of question 1 and 2 but contradicts the response in question 4 where he stated that intervention brought some changes. Councillor 2 is of the view that the

municipality does not conduct community participation. He thinks by involving the community the municipality could be different. Councillor 3 believes that the frequent changing of management in the municipality is the biggest challenge. I think this could be due to the fact that every new manager wants to do things his way and he cannot last in such positions. Councillor 4 thinks housing needs and maintenance of roads are the main challenges. I don't understand how but I think the main challenge could be the funds to build such houses and to maintain the roads. Councillor 5 thinks that the main challenge is lack of funds and communication. The researcher also think so, and if there are no funds in municipality, the municipal councillors should have communicated this to their respective wards.

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| Question 7 | What are the roles of ward committees in service delivery? |
|-------------------|---|

Councillor 1 response

The ward committee also plays an oversight role and they also held meetings with their respective community.

Councillor 2 response

Is to listen to the community needs, and also to report those need to the municipality and give feedback to the community.

Councillor 3 response

In my understanding the ward committee is made of members of community. They are very aware of all the services that are necessary and communicate them with the councillor to communicate to the municipality.

Councillor 4 response

To address community needs

Councillor 5 response

To represent community

Analysis:

Councillor 1 responded that the ward committee plays oversight role. The statement is bit confusing as it is known that Councillors are the ones that play an oversight role in the municipality. If the ward committee plays oversight role, it should be explained to it on what they playing oversight role. He is correct by indicating that they also held meetings with their respective community. Councillor 2 responded correctly by saying that it is to listen to the community needs, and also to report those need to the municipality and give feedback to the community. This show that he understands the role of his ward committee and this could assist in managing his ward correctly.

Councillor 2 and 3 statements are different but the meaning is the same. Their statements are corresponding with one another. They do understand the role of their ward committees. Councillor 4 responded in a shorter note by stating that ward committees are there to address community needs. The researcher does not deny the fact that the councillor is right but thinks he should have stated that they address the needs of community through a ward councillor. Councillor 5 responded by stating the role as to represent the community. Researcher thinks the main objectives of ward committees are there to enhance participatory democracy in local government. They must have a say in decisions taken by the municipality and in planning and projects that local municipality undertake and have impact in their community wards.

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|-------------------|--|
| Question 8 | What could be the impact of poor service delivery on Mafikeng Local Municipality and its community? |
|-------------------|--|

Councillor 1 response

Poor service delivery will lead the community to embark on violent measures especially on issues related to water and poor roads conditions.

Councillor 2 response

Changes of senior managers in terms of vacant posts, suspensions and lack of planning makes an impact of poor service delivery.

Councillor 3 response

The communities will continue to suffer and they might just decide to protest which will lead to vandalising of certain things. Also individuals will decide to stop paying for services.

Councillor 4 response

Change management and lack of communication

Councillor 5 response

Community strikes

Analysis:

Councillor 1 stated that poor service delivery will lead the community to embark on violent measures especially on issues related to water and poor road conditions. The statement by councillor has a true meaning as this is what is currently seen through media in our neighbouring towns where the community complains of poor service delivery. It is now vital to take the statement raised by Councillor to cognisance. Councillor 2 responded that the change of senior

managers in terms of vacant posts, suspensions and lack of planning makes an impact of poor service delivery. The councillor's response could be right in the sense that frequent changes of key position managers will never take the municipality anywhere. It could be vital for the municipality to employ key position managers only when they have done a thorough research about them.

Councillor 3's response is the same as councillor 1 but one vital issue is that also individuals will decide to stop paying for services, which can put the municipality in a dire situation. Councillor 4, similar to councillor 2's, views change management as it could impact on service delivery and he also stated lack of communication could have an impact on service delivery. It will be a improvement for the municipality if the community has information about every service rendered. There must be a link between municipal departments and councillors in order to improve the service delivery in the municipality. In his response Councillor 5 stated community strikes could be the impact on service delivery. The Councillor is of the same view as Councillor 1 above.

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|-------------------|--|
| Question 9 | What can be done to improve service delivery in municipality? |
|-------------------|--|

Councillor 1 response

Projects should be implemented on time. Sectoral department should also be brought on board to assist the municipality.

Councillor 2 response

Proper planning and if municipality can employ people who have skills and expertise the municipality will improve service delivery.

Councillor 3 response

The municipality should actively participate with the community to know what it needs. There should be consistent management, and people with relevant skills should be hired and those present capacitated.

Councillor 4 response

Proper planning and elect people with relevant skills.

Councillor 5 response

- More training
- More communication

Analysis:

Councillor 1 responded that to improve service delivery in the municipality, projects should be implemented on time. The researcher thinks it could be implemented but the municipality first has to investigate what has been hampering the implementation of projects so that it does not repeat itself. There must also be a way that should be followed to bring sectoral departments in the municipality; why they were not brought in, in the first place, why do councillors think they could assist municipality and in which way. Councillor 2 responded that to improve service delivery in the municipality proper planning and employment of skilled personnel could assist. It seems the municipality has been doing things without a proper plan; even when building your own house you need a plan of doing that, therefore it is a prerequisite to run the municipality using guiding tools which local government Acts prescribe. Councillors need to comply and read their handbook for guidance on serving the local community. Skilled people could also be important to drive the municipality ahead. Councillor 3 responded that in improving service delivery

in the municipality should involve community participation. The researcher thinks the councillor here is right in the sense that community can only respond positively if municipality treats them accordingly. The municipality has to listen to the needs of the community.

Councillor 3 is of the same view of councillor 2 on the fact of employing skilled people, consistent management, and capacitating of current municipal officials. Councillor 4's response on improving service delivery agrees with both councillors, and on the other hand with councillor 2 and 3 that proper planning and hiring people with relevant skills could improve service delivery. Councillor 5 indicated training and more communication even though he did not state who needs training. The researcher think by training and communication the councillor is right and this could be beneficial both stakeholders.

4.3.2 MUNICIPAL OFFICIALS RESPONSES AND ANALYSIS

| | |
|-------------------|---|
| Question 1 | How effective is service delivery in Mafikeng Local Municipality ? |
|-------------------|---|

Municipal Official 1 response

Not really effective. It is very slow hence we see most communities embarking in strikes

Municipal Official 2 response

It is not effective because of lack of service delivery/funds.

Municipal Official 3 response

None

Municipal Official 4 response

Moderate

Municipal Official 5 response

Not effective due to delaying infrastructure as well as working tools

Analysis

Officials 1, 2, 3 and 5 response are on the same page by stating that service delivery is not effective, but official 3 just stated none and this could be interpreted as meaning that there is no effective service delivery. Municipal official 4 just responded that the service delivery is moderate. With these response of municipal officials I would say generally they agree with municipal councilors that the service delivery in the municipality is ineffective.

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| Question 2 | Does the municipality have enough money to deliver services according to its mandate? |
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Municipal Official 1 response

Not at all, the municipality is not carrying its mandate because of lack of funds. Consumers are not paying their dues.

Municipal Official 2 response

No because it lack skilled people.

Municipal Official 3 response

No, the budget of municipality is severely pruned making implementation of mandates after submissions to national government.

Municipal Official 4 response

No, the budget is always depleted

Municipal Official 5 response

No

Analysis:

Municipal officials 1, 3 and 4 responded by indicating budget as a problem; one stated the municipal budget is pruned and one stated that the budget is always depleted. All three statements agree on the fact that the municipality does not have enough budget to deliver services according to its mandate, while official 2 differs with them by indicating that the municipality lack a skilled people. Their response is different to that of Councillors, Councillor 1, 2 and 4 believe that municipality has funds but planning is a problem. It is now difficult to establish the factual response on this question from councilors and officials. Municipal official 5's response is no and without any explanation. Municipal official 5's response to the interview question is similar to Municipal official 1, 3, and 4; they stated not but with explanation.

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|-------------------|---|
| Question 3 | What is the role of Councillors in service delivery? |
|-------------------|---|

Municipal Official 1 response

The role of Councillors is not clear, not visible they seem to be councillors because they want salary.

Municipal Official 2 response

To make sure service delivery takes place.

Municipal Official 3 response

To coordinate mandates from the community

Municipal Official 4 response

To oversee the budget

Municipal Official 5 response

They play oversight

Analysis:

Municipal official 1 responded by analysing what she sees in councillors, she did not mention the role of councillors. It would seem she sees them only as cheques collectors but not as real councillors since their roles are not clear and visible according to her. Officials 2, 3, 4 and 5 responded by stating their role and I could state that they are on the same page with councillors on this response.

| | |
|-------------------|--|
| Question 4 | How effective was intervention of Section 139(1)(b) of the Constitution of South Africa of 1996 in Mafikeng Local Municipality? |
|-------------------|--|

Municipal Official 1 response

You cannot always draw a line between intervention and normal running there is no differences to that extent the seconded employees will leave without notice.

Municipal Official 2 response

It is not effective because of change management.

Municipal Official 3 response

Not effective. The intervention of government to Mahikeng Local Municipality renders service delivery stagnant. Matters are put on hold with the hope that the problems would disappear.

Municipal Official 4 response

Had no impact at all

Municipal Official 5 response

Not very much effective

Analysis:

Generally the response of the municipal officials here indicates that the intervention of Section 139 of the South African Constitution of 1996 by Provincial government was never effective at Mafikeng Local Municipality.

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|-------------------|--|
| Question 5 | Are your municipal officials appropriately capacitated to deliver services of high quality? |
|-------------------|--|

Municipal Official 1 response

Yes employees can deliver whatever service; the problem lies with top management. These Section 57 employees have no interest in the municipality as well as community, they would not buy resources for employees to do work

Municipal Official 2 response

Not capacitated

Municipal Official 3 response

Some are capacitated, some there are no funds.

Municipal Official 4 response

No, training is not provided to junior staff and they are the one who are doing the spade work.

Municipal Official 5 response

Yes, most of management team did CPMD – that is Certificate Programme in Management Development with Wits Business School.

Analysis:

Municipal official 1's response indicates that top management or Section 57 employees do not have an interest in the municipality as well as the community. The researcher thinks she wants to state that these top management do not take them serious or see them as employees in fact they are not recognised. The researcher would think it is clear because if you don't have interest in the company how can you take company human resources seriously? Municipal official 2's response is the same as councillor 2 above. Similarly official 3's response is the same as councillor 3 above. It is just that Councillor 3 responded that not all employees are capacitated and official 3 indicated that some are capacitated and for some there are no funds. The statement of the official also talks politics in the municipality; it tells that there is preferential treatment when coming to training of municipal employees. It due to the fact that some are trained but when others are supposed to go for training there are no funds. The researcher thinks this is what official 3 wants to state here. Official 4 responded that there is no training for junior staff even though they do the work. This tells that official 4's statement links to official 3. Municipal official 5 states that

municipal officials are capacitated and stated the institution trained them with qualification they acquired. I wonder if they are capacitated, why they cannot lead properly ?

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|-------------------|---|
| Question 6 | What are the main challenges in serving the local community? |
|-------------------|---|

Municipal Official 1 response

Lack of resources and communication breakdown. Both councillors and top management do not care whether community is served as long as they do their own things (enriching themselves).

Municipal Official 2 response

The challenge is corruption and change management.

Municipal Official 3 response

Lack of sufficient funding by the other spheres of government to the municipality.

Municipal Official 4 response

Political interference in administration.

Municipal Official 5 response

Most of managers - on Acting – makes decision very difficult.

Analysis:

Municipal Official 1 responded by putting the blame on both Councillors and top management, but on the issue of lack of equipment or resources she has in

the same view as Councillor 1. Official 2 stated corruption as a challenge; the remark of corruption could be similar to the response of municipal official 1 where she stated that top management and Councillors are enriching themselves. On the other hand his view of change management is similar to Councillor 3. Official 3, in responding to challenges in serving the local community differed from other officials and stated the lack of sufficient funding by other spheres of government to the municipality. The response is confusing as he did not state exactly the spheres he is referring to.

Official 4, in responding to challenges in serving the local community, indicated the challenge as political interference in administration. If this is a reality, this will mean that official 1, 2 and 4 are of the same view. This is due to the fact that the Councillor's code of conduct in Municipal Systems Act of 2000 states that Councillors are not allowed to interfere with the administration of the municipality. The interference of councilors in administration could indeed lead to corruption as stated by municipal official 2. Municipal Official 5 stated that most managers are in an acting position and thinks that it makes decisions very difficult. He also thinks that it very difficult for acting management to take a proper decision as they are temporarily in such positions.

| | |
|-------------------|---|
| Question 7 | What are the roles of ward committees in service delivery? |
|-------------------|---|

Municipal Official 1 response

They are supposed to be the middleman between municipality and community, bring in community needs for inclusion to IDP but these ward committees also do not care. People want to be elected just to fill their pockets nothing else.

Municipal Official 2 response

To coordinate activity of the people or community.

Municipal Official 3 response

Coordination streamlining of activities and inputs of the community.

Municipal Official 4 response

To oversee the needs of address community needs ward members.

Municipal Official 5 response

To interact with community and link with different department.

Analysis:

Municipal official 1 indicates ward committee members are careless. The official here is trying to state that ward committee members must fully represent the community which falls in their ward. Municipal official 2 stated the answer as to coordinate activities of the people/community. The response is somehow similar to that of Councillors. Official 3 stated the role of ward committees as the coordination and streamlining of activities and inputs of member of the community. Municipal officials 2 and 3 are of the same view and stated exactly the roles of ward committees in society.

Official 4 responses stated the roles of ward committees as to oversee the needs of ward members. The response is still the same as of Councillors and official 2 and 3. This indicates that councilors as well the municipal officials know the roles of ward committees, but wonder if ward committees knows their roles. Looking to the response by municipal official 1 she indicated that ward committees were supposed to be the middleman between municipality and

community but do not care. Municipal Official 5's response differs from other officials. I think he is right by stating that ward committee member interact with the community but become irrelevant in indicating that ward committee link community with different government department. As a municipal official he should know the roles of community well.

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| Question 8 | What could be the impact of poor service delivery on Mafikeng Local Municipality and its community? |
|-------------------|--|

Municipal Official 1 response

Lack of investment, investors would not invest in a place which is poorly looked after. Lack of tourists, no tourists attraction.

Municipal Official 2 response

Corruption as money is not used in a way that should be used.

Municipal Official 3 response

Heightened suffering of the community of Mahikeng.

Municipal Official 4 response

Protest which are violent

Municipal Official 5 response

Disinvestment and delaying in town and other infrastructure.

Analysis:

In response on the impact of service delivery on Mafikeng Local Municipality

official 1 stated lack of investment and tourists. She further indicated that the investors would not invest in a place which is poorly looked after and with no tourists attraction. That is her view and the response differs from that of Councillors. This simply indicates that many things in Mafikeng Local Municipality are hampering service delivery and it clearly shows that someone in council does not do their work properly. Official 2 believes the impact of poor service delivery could be corruption as the money is not used in the way that it should be used. The researcher think change of management as stated by Councillor 2 and Councillor 4 could be because of corruption as stated here by this official.

Official 3, in his response stated heightened sufferings of the community of Mafikeng could be the impact of service delivery. It seems as if the respondent is trying to explain that the impact of service delivery will result in the major suffering of community of Mafikeng. He is correct in the sense that the local community depends on the sphere of government nearest them which is the local municipality. Official 4 here stated that the impact of poor service delivery could be protests which are violent. The researcher thinks the official is trying to indicate that if the municipality cannot assist the situation encountered, the community will turn angrily against poor service delivery. Local government immovable and movable properties could be damaged by violent protesters and the roads could also be blockaded by violent protesters as sometimes seen in SABC news. Municipal Official 5 in his response believes that disinvestment could be an impact causing delay in town infrastructure. The researcher thinks he means that investors in Mafikeng Local Municipality could withdraw their investment.

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|-------------------|--|
| Question 9 | What can be done to improve service delivery in municipality? |
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Municipal Official 1 response

The entire community must put pressure on councilors, so as councilors in that fashion will put pressure on top management thus this can move to the right direction. The thing is that our communities even if they strike the fore front people mostly are hooligans who want to perpetuate their crimes. Strikes should be well structured and demands clearly stated with discipline and dignity. Raised correctly and strongly.

Municipal Official 2 response

To put the skilled person and stop changing management.

Municipal Official 3 response

Capacity building to employees. Provision of resources (financial and human resources) to the municipality.

Municipal Official 4 response

Change in political system and implementation of By-laws and municipal policies.

Municipal Official 5 response

Setting of priorities base on people driven development as IDP is most not budgeted initiatives.

Analysis:

In improving service delivery in municipality official 1 responded that the entire community must put pressure on Councillors so as councillors put pressure on

top management to get municipality to move in the right direction. According to this official's response, municipal Councillors and management have relaxed and they only need pressure from community in order to comply. On the other hand municipal official 2 responded that improved service delivery in the municipality can take place only if the municipality could employ skilled personnel in key position, and stop changing management. This official tried to point out that people in key position are not skilled enough to comply or to do the job properly. The researcher thinks he is also of the view that the persistence of changing management is because they are unskilled and this could only change by employing skilled personnel. Municipal Official 3 stated capacity building for employees and provision of financial and human resources should be considered to improve service delivery in the municipality. The researcher thinks it is correct in the sense that nothing could go right for an organization if employees are not capacitated.

Official 2 is of the same view with official 3, Councillors 2, 3 and 4 in case of capacitating of employees and provision of human resource. Municipal Official 4's response is that a change in political system and implementation of By-laws and municipal policies could improve service delivery in the municipality. The researcher thinks the official stating this is due to the situation the municipality found itself; Councillors know their roles as councillors but they don't comply. There is a political interference in municipal administration. Municipal Official 5 in his response believes that the setting of priorities based on people driven development could be done to improve development. The researcher thinks he wanted to state that complying with the Integrated Development Planning could be most effective for Mahikeng Local Municipality.

4.3.3 WARD COMMITTEE MEMBERS RESPONSES AND ANALYSIS

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|-------------------|--|
| Question 1 | How effective is service delivery in Mahikeng Local Municipality? |
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Ward committee member 1 response

Not that effective, I don't think municipality is doing that much to provide the services to the community as there is always protest.

Ward committee member 2 response

Not effective, due to lack of capacity and equipment.

Ward committee member 3 response

It is not effective because of change management.

Ward committee member 4 response

Poor

Ward committee member 5 response

No response

Analysis

All ward committee members' responses agree, though committee member 1 stated that it because there are always protests. The researcher thinks by protest the committee member is referring to community protest even though they are not taking place at the ward at the same time. Ward committee member 2 thinks this is due to lack of capacity and equipment as stated by other Councillors and official. I agree with the respondent on the basis that without capacitated staff and work equipment nothing will go right when coming to the issue of service

delivery. Ward committee member 3 believe service delivery is ineffective due to change management. This issue of change management was also raised by some Councillors and municipal official as having impact on service delivery. Ward committee member 4 responded by saying poor which means nothing happens in Mafikeng Local municipal when coming to service delivery. Ward committee member 5, like municipal official 3, believes that there is no service delivery at all. It is because he responded by stating 'none' which means nothing.

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|-------------------|--|
| Question 2 | Does the municipality have enough money to deliver services according to its mandate? |
|-------------------|--|

Ward committee member 1 response

Municipality have at least the basic service they need to provide to its communities but without having any information how they operate I don't know if they have money or not.

Ward committee member 2 response

No, due to community failure to pay services.

Ward committee member 3 response

No, because of incapacitated

Ward committee member 4 response

No

Ward committee member 5 response

No, don't know about that but I know service delivery very poor.

Analysis:

Ward committee member 1 does not know if the municipality has money or not. His statement tells that he do not have information on how municipality operate. The surprise here is that he is a member of a ward community but does not know how the municipality operates. Ward committee 2's response tell us that he is aware that community members are failing the municipality by not paying for their services and this is the reason the municipality does not have money to deliver services. Ward committee member 3 thinks there is no money because of incapacity. Ward committee member 4 responded by stating only 'no' and Ward committee member 5 is also of the same view but he believes that is because service delivery is poor. The researcher thinks he right in the sense that if service delivery is poor everyone can think that it is because there are no funds. On the other hand I would say they are ward committee members and community must have an insight into the municipality through them.

| | |
|-------------------|---|
| Question 3 | What is the role of Councillors in service delivery? |
|-------------------|---|

Ward committee member 1 response

To make sure that the members of the community have access to their basic needs.

Ward committee member 2 response

Play an oversight role

Ward committee member 3 response

To coordinate and mandates the community

Ward committee member 4 response

Public representative

Ward committee member 5 response

Since our ward Councillor is disbanded all things has stopped.

Analysis:

I think Ward committee member 1, 2, 3 and 4 are on the same page by mentioning the roles of Councillor each differently except Ward committee member 5, whom in his response did not stated the role of Councillor. I think he wanted to state that they no longer have a Councillor at his ward since the contract was terminated and further indicated that all things have stopped since termination of the Councilor's contract. Now this means this ward committee member cannot be sure of the Councillor's role because there is no Councillor at their ward. This indicates to us that the ward committee member here does not have a representative at municipal council, which according to me is totally wrong.

| | |
|-------------------|--|
| Question 4 | How effective was intervention of Section 139(1)(b) of the Constitution of South Africa of 1996 in Mafikeng Local Municipality? |
|-------------------|--|

Ward committee member 1 response

I don't know much about the Constitution

Ward committee member 2 response

Not effective

Ward committee member 3 response

It is not effective because of change of management

Ward committee member 4 response

No report was provided after Sec 139(1)(b) intervention

Ward committee member 5 response

Not effective

The change management

Analysis:

The response of the ward committee members here like municipal officials indicates that the intervention of Section 139 of the South African Constitution of 1996 by Provincial government was never effective at Mafikeng Local Municipality except ward committee member 1, whose responded that he does not know much about the Constitution of South Africa. I think as the ward committee member he should have known Section 139 (1)(b) of the Constitution of South Africa of 1996 by now. According to the information gathered under the background of this study in chapter 1, Mafikeng Local Municipality has been under the administration of the same section of the Constitution since 2003/2004 financial year. This indicates to me that this ward committee member does not know anything even about the municipal legal framework. .

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|-------------------|--|
| Question 5 | Are your municipal officials appropriately capacitated to deliver services of high quality? |
|-------------------|--|

Ward committee member 1 response

I don't think all of them are capacitated to deliver services they are expected to provide to the communities.

Ward committee member 2 response

Yes

Ward committee member 3 response

They are not capacitated and however they are not clear of the role they play.

Ward committee member 4 response

Yes

Ward committee member 5 response

Not capacitated because of lack of funds

Analysis:

Ward committee members 1, 3 and 5's responses are the same in that municipal officials are not appropriately capacitated to deliver services of high quality, while ward committee members 2 and 4 in their responses believe that municipal officials are capacitated. This shows that the minds of these committee members are not always together. The researcher thinks that ward committee members who take part in decision making on behalf of their ward committee members should all know exactly whether municipal officials are capacitated or not.

| | |
|-------------------|---|
| Question 6 | What are the main challenges in serving the local community? |
|-------------------|---|

Ward committee member 1 response

- Housing needs
- Tar roads

Ward committee member 2 response

Challenge is brought by officials or managers.

Ward committee member 3 response

Lack of sufficient funding by the other spheres of government.

Ward committee member 4 response

- Lack of funds
- Lack of communication

Ward committee member 5 response

Corruption, everybody for themselves

Analysis:

Ward committee member 1 responded by stating housing needs and tar roads as challenges, but did not explain further how these two issues brought challenges to the municipality. The researcher thinks the ward committee member wanted to state lack of building houses and lack of roads around Mafikeng Local Municipality rural areas as a challenge. Ward committee member 2 responded by stating that challenges are brought about by officials and managers but did not explain further how they brought the challenges to the municipality. The researcher does not think ward committee member 2 could be referring to incapacity of municipal officials because in his response in interview question 5 he stated that municipal officials are capacitated, either he did not understand the question. Ward committee member 3's response is similar to municipal official 3 above. The response is also not clear on how other spheres of government do not fund the municipality. Ward committee member 4 stated lack of funds and communication as the challenges. If there are no funds and no communication among the municipal directorate, the municipality cannot function well. Ward committee member 5 indicated corruption as the challenge and that it is everybody for themselves in the municipality. As a committee member and as a part of council decision making, there could be something that

he identified in council that makes him to say this. That form of corruption in municipality pertaining to funds or money could be embezzlement, bribery etc, and other political forms could be nepotism and systems patronage.

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| Question 7 | What are the roles of ward committees in service delivery? |
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Ward committee member 1 response

To communicate with the members of their wards and understand what are their needs.

Ward committee member 2 response

To provide service to the public or community.

Ward committee member 3 response

It is to ensure that service delivery runs efficiently and effectively.

Ward committee member 4 response

To work with councillor to help the community

Ward committee member 5 response

The role is to see that the service delivery must run smoothly, and look after elderly and the indigent people

Analysis:

Researcher thinks ward committee member 1's response is relevant by stating that as the committee member he has to communicate with the members of his ward and understand what their needs are. They will present the needs of their

ward to their chairperson, who is the ward Councillor, and also to Council to address such needs. Ward committee member 2 responded that the role is to provide service to the public or community. The researcher thinks it is the municipality that has to provide service to the community not a ward committee member. He has to be there to represents the interest of the community the municipality has to serve. Ward committee member 3 indicated that he has to ensure that service delivery runs efficiently and effectively. The researcher thinks this could happen if a committee member has more information on the municipality and there is always communication between him, the Councillor and his ward. Ward committee member 4's interview response is that his role is to work with the Councillor to help the community. This is the whole truth that working together could be fruitful to both parties.

Ward committee member 5 responded by stating that he has to see that the service delivery runs smoothly, and look after elderly and the indigent people. The researcher thinks the committee member by saying ensuring service runs smoothly is right and this also could be achieved through good communication among three parties, namely a ward councillor, ward committee member and the community they serve. On the issue of looking after the elderly people and indigent, he is right but it is more like the duty of the municipality through Community Work Programme (CWP). CWP is a South African Government programme. The programme is there to address high employment and contributes to strategies goal of government in addressing poverty and unemployment.

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| Question 8 | What could be the impact of poor service delivery on Mafikeng Local Municipality and its community? |
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Ward committee member 1 response

Communication?

Ward committee member 2 response

Failure to provide service in time

Ward committee member 3 response

It might be changed management through intervention at provincial level.

Ward committee member 4 response

Community riots

Ward committee member 5 response

Change management at provincial level for intervention.

Analysis:

Ward committee member 1 stated communication in his response on the impact of service delivery on Mafikeng Local Municipality and its community. This means there is not good communication between local municipality and the community and maybe among municipality officials and Councillors and/or Councillors and the community. Ward committee member 2 stated that the impact could be the failure of the municipality to provide service in time. This issue is also indicated by Councillors that the municipality takes time to address issues that have negative impact on the community. Ward committee member 3, like other Councillors and municipal officials above, stated that change management at provincial level for intervention has an impact on municipal

service delivery. In response to the interview question ward committee member 4 stated community riots as having an impact on service delivery. The committee member did not explain the kind of community riots he is referring to. The researcher thinks maybe the committee member meant community service delivery protests by stating riots. Ward committee member 5's response to interview question is the same as of ward committee member 3.

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| Question 9 | What can be done to improve service delivery in the municipality? |
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Ward committee member 1 response

If the municipality and the members of the communities can reach an understanding of what is required in the communities.

Ward committee member 2 response

To address priority of the community and also to engage them in meeting of IDP development.

Ward committee member 3 response

To have buy-in of community and top management to improve service delivery in the municipality.

Ward committee member 4 response

Improve training and communication among stakeholders.

Ward committee member 5 response

If the people above stop fighting and checked the service delivery than it will be better.

Analysis:

Ward committee member 1 in his response indicated that the municipality and the members of the communities can reach an understanding of what is required in the communities. According to this statement the ward committee member tells us that there is currently no working together among members of the community and the municipality and this could be achieved. Working together with the community could mean involving the local community in the affairs of their local municipality, giving feedback on their basic needs and demand. Ward committee member 2's response is not clear but the researcher thinks by addressing priorities he means the main concern of the community with regard to municipal services. He further indicated that the community must be involved in the Integrated Development Planning (IDP) development which could be more beneficial to the ward as whole. As a ward committee member his statement tells us that the people of the ward he serves are not involved in IDP which is totally out of line and contradicts the local democracy.

Ward committee member 3 stated that the municipality must have buy-in of community and top management to improve service delivery in the municipality. The researcher thought that what the ward committee member stated has been happening in the municipality since top management is there to implement the policies and resolutions of council. In improving service delivery in the municipality Ward committee member 4 suggested improvement of training and communication between stakeholders. The researcher also thinks the ward committee member is referring to Councillors, municipal officials and also to municipal ward committees as stakeholders. The researcher thinks ward committee member 5's response is that if the people above can stop fighting and check the service delivery, it will be better. This response talks of the above people and the researcher does not know which top people he is referring to. In the municipality the researcher thinks the top people could be senior

management, Councillors and people in the office of the mayor. The ward committee member's statement tells us that the management of Council and maybe Councillors are fighting and it cannot be easy for service delivery improvement at Mafikeng Local Municipality. He did not explain the kinds of fight he is referring to.

4.3.4 COMMUNITY MEMBERS RESPONSES AND ANALYSIS

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|-------------------|--|
| Question 1 | How effective is service delivery in Mafikeng Local Municipality? |
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Community member 1 response

None ?

Community member 2 response

Not effective at all (poor).

Community member 3 response

Service delivery in Mahikeng LM has deteriorated to a very alarming state.

Community member 4 response

Service delivery is very poor, especially roads, water and sanitation. The roads are full of potholes, water is not drinkable and there are blockages which are not resolved.

Community member 5 response

Poor

Analysis

All respondents to the question agree that service delivery is poor. On the interview question of how effective is service delivery in Mafikeng Local Municipality, the community member 1 responded by stating none, community member 2's response is not effective at all (poor) and community member 5's response is poor. In my analysis it is clear to the community members that the service delivery is not effective in the municipality. Community member 3 and 4's responses are the same in the sense that community member 3 stated that the service delivery in Mafikeng Local Municipality has deteriorated to a very alarming state, and on the other hand community member 4 stated all critical services could endanger the lives of the people if they are not attended to. This shows that the municipality's service delivery poor.

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| Question 2 | Does the municipality have enough money to deliver services according to its mandate? |
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Community member 1 response

Yes, due to lack of collection of rates and services and over spending that is why the budget is not enough.

Community member 2 response

I would argue that they have adequate resources including money, the challenge is poor management of the resources.

Community member 3 response

No I don't think they have enough money; The challenge is to collect money from the community for services rendered.

Community member 4 response

The money is there but it is not properly utilised. Why fence off the main office with R3m where water and sewer pipes are leaking everywhere.

Community member 5 response

No, some community members are not paying their services.

Analysis:

In response to whether the municipality has money to deliver service according to mandate, the majority (3) agree that there is money in municipality. Community member 1 responded with yes. He also thinks that the municipality is not doing enough on collection and overspends their budget. In my analysis the community member believes there is money in municipality it is just that there is no proper planning. On the same question of whether the municipality has money, community member 2 argues that the municipality has adequate resources, money and the challenge is poor management of resources. According to the response the researcher would say the municipality lacks skilled people or staff to do things properly.

Community member 3's response to the above interview question tells us that there is no money but the challenge is to collect money from the community for services rendered. This means that collecting money for the service rendered by the municipality is not a simple task. In other words I think he is trying to say that money is there for services rendered but not in municipal coffers. Community member 4's response is that there is money but not properly utilized. He further questioned why fence off the main office at a cost of R3 million when water and sewer pipes are leaking everywhere. This indicates to me that there is some information that the member has about what is taking place in municipal

administration. In the response of community member 5 the researcher thinks he is trying to say that there is no money but it is because of community members who are not paying for their services. He is telling us that there are municipal consumers who refuse to pay for their municipal service.

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| Question 3 | What is the role of Councillors in service delivery? |
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Community member 1 response

To ensure that service delivery take place in their allocated ward.

Community member 2 response

They lack the culture of serving as political office bearers. They are more concerned about themselves.

Community member 3 response

One of the role of councilors is to diagnose problems that face communities and try to resolve them through ward committee meetings.

Community member 4 response

The role of councilors is to ensure that the needs of community are fulfilled through the proper implementation of IDP.

Community member 5 response

Is to make sure that the service delivery is sustainable forever.

Analysis:

In the interview question of the role of Councillors in service delivery, the response of community member 1 is to ensure that service delivery takes place

in their allocated ward. On the above question the response of Councillors, municipal official and ward committee member1 are of the same view. The researcher thinks that in the response of committee member 2 to the interview question he is telling that Councillors are no longer representing community but their own interest. The community member 2 is of the same view as municipal official 1. Community member 3 in his response is trying to indicate that the Councillor's role is to make sure they are there for the community at all times. On this interview it shows that community members truly understand what the councillors should do for themselves. Reading their responses for the above interview question, community members 4 and 5 are of the same view with community members 1 and 3.

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| Question 4 | How effective was intervention of Section 139(1)(b) of the Constitution of South Africa of 1996 in Mafikeng Local Municipality? |
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Community member 1 response

Not effective. The administrator is not given enough time to turn around the organisation and political interference.

Community member 2 response

It didn't change the municipality's state of affairs.

Community member 3 response

Not effective at all. Political interference in administrative issues still pose a great challenge to transformation.

Community member 4 response

Only effective during the period it was in place. Things fell thereafter, e.g. the leaking water pipes next to the court were closed, but the reeds have since re-grown to a thicket.

Community member 5 response

Not effective

Analysis:

The overall or general response of the community members, ward committee members, officials and some councillors indicates that the intervention of Section 139 of the South African Constitution of 1996 by Provincial government was never effective at Mafikeng Local Municipality, except for community member 4 where he indicated that it was only effective during the period it was in place, and ward committee member 1, who responded that he do not know much about the Constitution of South Africa. I think community member 4 is trying to explain that after Section 139 (1)(b) termination at municipality things went back to where they are before or worsen again. .

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| Question 5 | Are your municipal officials appropriately capacitated to deliver services of high quality? |
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Community member 1 response

In some instances yes, however most are not clear of their role and part in the organisation.

Community member 2 response

Looking at the available training and development programmes and institutions involved, I would say yes the officials are not willing to learn the ropes.

Community member 3 response

Yes municipal officials are well capacitated. The political wing its a challenge within the transformational period.

Community member 4 response

Municipal officials always attend courses to equip them. Some are willing whilst some managers are there because of connections.

Community member 5 response

No

Analysis:

Community member 1, 2 and 5's responses are on the same page with Ward committee members 1, 3 and 5's responses that municipal officials are not appropriately capacitated to deliver services of high quality. Their statements are different but after reading you realise that their mind meets. Community members 3 and 5 believe that municipal officials are capacitated and they are of the same view with ward committee members 2 and 3. The community members like municipal officials and ward committee members are not always together in their view of things.

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| Question 6 | What are the main challenges in serving the local community? |
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Community member 1 response

Corruption

Community member 2 response

Planning is ill-informed as there are no town planning etc. To guide the responses to the community needs.

Community member 3 response

Political interference and cadre deployment that are not capacitated to govern.

Community member 4 response

The will of the politicians to implement the laws of the country without favour.

Community member 5 response

Failing to provide service to the community e.g. service delivery-water and refuse removal.

Analysis:

Community member 1 responded by stating corruption as the main challenge, but did not explain further how corruption brought challenges to municipality. Researcher thinks he stated that because according to his response of interview in question one, there is no service delivery. In the response of community member 2 the researcher thinks he is trying to say the municipality is not guided or following their mission and vision, in fact they are not doing things according to the plan or there is no planning.

Community member 3 highlighted the deployment of comrades and political interference in administration as a main challenge in serving the community, and that such deployed comrades are not capacitated to govern. If this is the case it clearly shows that the municipal legal framework is compromised by politicians in municipality. Community member 4's response tells us that there are political favours when coming to implementation of the law of the country. Community member 5 is believes that failing to provides service to the community is the main challenge. The researcher thinks the community member here is right in the sense that the majority of responses are crying of poor

service delivery in the local municipality and probably service to the community could be the challenge in the municipality.

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| Question 7 | What are the roles of ward committees in service delivery? |
|-------------------|---|

Community member 1 response

No response

Community member 2 response

Facilitation

Community member 3 response

Assist municipality in planning for service delivery.

Community member 4 response

To ensure that the needs of the community are catered for in IDP and implemented as recommended

Community member 5 response

To inform communities about services to be rendered.

Analysis:

I think community member 1's lack of response to an interview question this simple tell us that he does not understand the roles of ward committee in service delivery. Community member 2's responded to the roles of ward committee as facilitation, but never explained further what exactly he means by facilitation. In this manner the researcher cannot say the community member is wrong or right but I will take it that he did not understood the question. Community member 3 responded that the ward committee member's role is to assist the municipality

in planning for service delivery. The researcher would say the ward committee member assists by communicating to the members of their wards and understanding what their needs are, and taking them to municipality. The researcher also views that community members 4 and 5 are on the same page with community members 3 as per their responses to the interview question.

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| Question 8 | What could be the impact of poor service delivery on Mafikeng Local Municipality and its community? |
|-------------------|--|

Community member 1 response

It will open the door to opposition parties winning more votes in elections.

Community member 2 response

Under-development

Community member 3 response

Service delivery protests and loss of investments from outside.

Community member 4 response

There could be community disruptions and instability.

Community member 5 response

Protests and damages of assets e.g. robots, roads and buildings.

Analysis:

Community member 1 responded by stating that poor service delivery on Mafikeng Local Municipality and its community will open the door to opposition parties winning more votes in elections. The researcher would say the community member only views the opportunity for other political parties. Community member 2's response to the above interview question is under-

development. I think according to community member Mafikeng is still not developed. Community member 3 responded that service delivery protests and loss of investments from outside would happen. The community member means that community protest are not good at all, and investors could leave the town of Mafikeng.

Community member 4 thinks that there could be community disruptions and instability. This means that the peace of the town could be destabilised and Mafikeng could lose the name “the city of goodwill” again. Community member 5 stated the protests and damages of assets e.g. robots, roads and buildings would occur. Here in the issue of protests this community member is has the same view as municipal official 4 where he stated that the impact of poor service delivery could be protests which are violent. The researcher thinks both the community member and the municipal official are indicating that the municipality cannot assist the situation encountered, since the community of Mafikeng going to turn angrily against poor service delivery.

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| Question 9 | What can be done to improve service delivery in municipality? |
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Community member 1 response

- Stricter financial controls
- More qualified professionals with good track record.

Community member 2 response

Changing the mindset of the community and the officials of the municipality.

Community member 3 response

Community to vote for a better party to govern this municipality in future.

Community member 4 response

To ensure that municipality funds are utilised effectively and efficiently. Competent staff is employed and no political interference in municipal administration.

Community member 5 response

To show a total commitment from both stakeholders, e.g. officials, councilors, committee members and community at large

Analysis:

In responding to the above interview question 9, Community member 1 indicated that stricter financial controls and more qualified professionals with good track record are needed. The community member means that a good management style and employing of skilled and qualified people to do the job well done could be vital when coming to the issue of service delivery improvement. Community member 2 responded that changing the community mindset and the municipal officials could improve service delivery. The member means the municipality has to start everything afresh in order to improve service delivery. Community and municipal staff's minds are contaminated by poor service rendering and poor administration and also by seeing themselves treated as subjects of production by top management. The community no longer has trust in municipal officials. Community member 3 differed from other interviewed community members and stated that the community should vote for a better party to govern this municipality in future.

This member has already lost trust in the ruling party and wants to see Mafikeng Local Municipality governed by a new political party.

Community member 4 is of the same view as community member 1, municipal official 3 and councillor 3 especially on the issue of employing skilled people. On the issue of political interference in administration community member 4 is of the same view municipal official 4. In responding to interview question 9 on what can be done to improve service delivery, community member 5 indicated that all stakeholders in the municipality must show a total commitment. The researcher agrees with the community members in the sense that there is talk that says “unity is strength”. The committee member means working together by involving the community fully in the affairs of the municipality and giving feed-back to the community on their basic needs and apologizing to the community when a promised service is not rendered.

4.4 Conclusion

In this chapter when looking at the responses of the interview conducted the main problem is ineffectiveness of service delivery. From the point of view as stated by plus minus ninety percent of respondents generally Mafikeng Local Municipality service delivery has deteriorated to a very alarming state. Some municipal officials are putting the blame on Councillors and top management of municipality; on the other hand Councilors are putting the blame on municipal officials in that they are incapacitated. There is also an inadequate community engagement in the affairs of municipality, lack of transparency and dysfunctional ward committees.

CHAPTER FIVE

SUMMARY, FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. INTRODUCTION

In chapter four chapter the data was gathered from 5 municipal officials, 5 councilors, 5 ward committee members and 5 community members by means of interviews in Mafikeng Local Municipality. The data gathered was presented, interpreted and analyzed. The qualitative research approach methodology was utilized to collect data.

This chapter is focused on providing the procedures, tools and techniques to be followed and used in qualitative research. The study was undertaken to make an assessment of basic service delivery in Mafikeng Local Municipality. The findings reflect on the effectiveness on service delivery, the impact of the intervention of Section 139(1)(b) of the Constitution and challenges that Mafikeng Local Municipality is facing in rendering services to the local community.

5.2 SUMMARY

In chapter one an overview of this research study was given, that is, the statement of the problem, aims and objectives, significance of the study, research methods, population and sampling, scope of the study and the outline of the study chapters were presented. In addition, an explanatory exposition of the concept of assessment of service delivery was given in some detail.

In chapter two the literature review was conducted. From the literature study the municipal Legislative Framework and the history of service delivery in South Africa were discussed. Section 139 of the Constitution of RSA was discussed in detail. Community participation, the application of Batho Pele Principles and good governance in the sphere of local government were also highlighted. It has now become clear that effective municipal service delivery can be managed through good communication, capacitating of municipal officials and the involvement of the local community in the affair of local government.

It therefore become clear that after assessment of service delivery in Mafikeng Local Municipality, participation of the local community in the local municipality could be one way to improve it. Community participation has to be used in order to build local capacity and self-reliance and also to justify the extension of the power of the government. Participation has to be an open and accountable process through which Councillors, municipal officials and groups within a selected community can exchange views and influence decision-making.

In chapter three the research design and methodology were discussed. The designing of interview questions for data collection was given, and the interviews were conducted with Councillors, municipal officials, ward committee members and community members in Mafikeng Local Municipality.

In chapter four an analysis and interpretation of a selected sample of Mafikeng Local Municipality of the research was provided. Qualitative data was tabulated and discussed.

5.3 FINDINGS

The following are important findings that emerged from chapter four data and its analysis. It would be advisable to Mafikeng Local Municipality Councillors, officials and all concerned with the service delivery in municipality to consider these findings:

Findings

- **Service delivery is ineffective**

National and provincial governments are obliged to support local government and regulate its performance. Councillors, municipal officials, ward committee members including the community members said service delivery was never effective (section 4.3.1 (Q1), 4.3.2(Q1), 4.3.3(Q1) and 4.3.4(Q1)).

- **The Municipality has money but Municipal officials are not capacitated to use it effectively**

The municipality has sufficient funds to carry out its mandate. There is a lack of planning that contributed to Mafikeng Local Municipality to struggle to service the residents of Mafikeng (section 4.3.1 (Q2), 4.3.2(Q2), 4.3.3(Q2) and 4.3.4(Q2)).

- **Councillors only know their roles as councillors but implementation is a problem**

The Municipal Systems Act of 2000, together with the Municipal Finance Management Act, is the primary legislation that regulates municipal service delivery. Looking at the question on effectiveness on service delivery and coming to their responses in the role of Councillors it means they only can know but cannot implement (section 4.3.1 (Q3), 4.3.2(Q3), 4.3.3(Q3) and 4.3.4(Q3)).

- **Section 139(1)(b) of the Constitution of South Africa of 1996 was never effective in Mafikeng Local Municipality**

All stakeholders in the municipality (Councillors, municipal officials, ward committee members and community members) agree about the ineffectiveness of the intervention of Sec 139. This section needed the support of councillors and staff in the municipality in order to achieve its Constitutional objective (section 4.3.1 (Q4), 4.3.2(Q4), 4.3.3(Q4) and 4.3.4(Q4)).

- **Municipal officials are not appropriately capacitated to deliver services of high quality**

This is shown in the fact that their service to consumers is poor, where you find they take a long time to respond to simple queries. Some are appropriately capacitated but reluctant to perform their duties due to favouritism in top management (section 4.3.1 (Q5), 4.3.2(Q5), 4.3.3(Q5) and 4.3.4(Q5)).

- **There are challenges in serving the local community**

The main challenges in serving community are tools of the trade, non-involvement of the local community in municipal affairs, change management and hiring of unskilled personnel in key position (section 4.3.1 (Q6), 4.3.2(Q6), 4.3.3(Q6) and 4.3.4(Q6)).

5.4 CONCLUSIONS

The service delivery is ineffective because Councillors and officials are not capacitated. The main issue here was assessment of service delivery and after assessment it has been discovered that Councillors, municipal officials and ward

committee members are not capacitated to carry the mandate of the local government. It is therefore vital for the North West Provincial Government to seriously reconsider the fact that services are rendered to poor community by taking radical measures to ensure that Mafikeng Local Municipality Councilors comply with the municipal legal framework. This chapter described the procedure to be used and also necessitates a reflection on the planning, structuring and execution of the research in order to comply with the demands of truth, objectivity and validity as stated in the introduction of this chapter. The procedures, tools and techniques have been used in qualitative research.

It is therefore vital to take the stated findings into cognizance and improve the situation in the municipality. The municipality's service delivery is found to be poor in community services. Ward councilors are not sure of their oversight role in municipality and also their role in community as they are not directly involved in municipal service delivery. Section 139 of the Constitution of South Africa was not supposed to have been ineffective if all Councillors and senior managers in municipality were conscious of their roles.

Municipal officials also are found not to be appropriately capacitated due to the failure of municipality to deliver basic services to local community. The major contributing factors seem to be change of management and hiring of unskilled personnel in key position. The municipality therefore has to account to the local community and make sure service delivery is improved at Mafikeng Local Municipality.

5.5 RECOMMENDATIONS

The aim of this research was to assess the service delivery in Mafikeng Local Municipality and ways and means of addressing them. In order to realize this aim a qualitative research was conducted. The findings of the research are incorporated in the following recommendations.

Training

There is a need to open a skills training centre that will provide serious capacity building for the local community on issues of local government. This is necessary owing to the fact that most poor citizens do not have knowledge on issues of the municipality.

There is also a need for the municipality to devise a better means of educating Councillors and ward committees about the programmes of the municipality, including Acts governing local government and their roles in municipality and in the community. This could take the form of effective workshops.

There is a need for councilors and ward committees to form a better partnership with community in which issues pertaining to non-service-delivery could be debated, negotiated and bargained to address the problems and expectations of the people built on a local democracy. There is a need for the municipality to empower the communities to have confidence in them in undertaking broader activities, which have local implications.

Community participation

Community participation should be encouraged as it is a legal requirement to consult. It should be promoted in local municipalities in order to make

developmental plans and services more relevant to local needs and conditions. This could assist the community to take responsibility for services and promote community action, to empower them and to have control over their own lives and livelihoods.

Suggestions for further research

It is suggested that further research be undertaken to investigate in-depth problematic issues that hinders service delivery in Mafikeng Local Municipality on a wider scale. This could be done throughout Mafikeng Local Municipality Directorates and all 31 Wards. Further research may determine different or additional assessment criteria that might be more appropriate for Mafikeng Local Municipality.

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Annexure A

INTERVIEW – QUESTIONNAIRES

| | |
|------------|---|
| Question 1 | How effective is service delivery in Mafikeng Local Municipality? |
| Question 2 | Does the municipality have enough money to deliver services according to its mandate? |
| Question 3 | What is the role of councillors in service delivery? |
| Question 4 | How effective was intervention of Section 139(1)(b) of the Constitution of South Africa of 1996 in Mafikeng Local Municipality? |
| Question 5 | Are your municipal officials appropriately capacitated to deliver services of high quality? |
| Question 6 | What are the main challenges in serving the local community? |
| Question 7 | What are the roles of ward committees in service delivery? |
| Question 8 | What could be the impact of poor service delivery on Mafikeng Local Municipality and its community? |
| Question 9 | What can be done to improve service delivery in municipality? |

Annexure B



NORTH-WEST UNIVERSITY
YUNIBESITHI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT
MAFIKENG CAMPUS



26 May 2015

REQUEST FOR PERMISSION TO CONDUCT A STUDY: MRS J GAEDIE 209508810

Mrs Gaedie is a student in the Department of Public Administration at North-West University Mafikeng Campus. She is conducting research on the topic: "Assessment of basic service delivery at Mahikeng Local Municipality" in fulfilment of the requirements of Master of Public Administration. To finalise her research and submit a research report, she needs permission to interview and have access to documents relating to the aforementioned topic. The Department of Public Administration requests your institution grant her permission to conduct the study. Her supervisor is Prof David Mello. He can be contacted at 0829002336 should you need further information. The candidates contact details are: janemmolotsi@nwpg.gov.za or 0731041114.

Regards

A handwritten signature in black ink, appearing to read 'DMello', written over a horizontal line.

PROF DM MELLO

SUPERVISOR: MINI DISSERTATION

Annexure C



MAHIKENG LOCAL MUNICIPALITY

Municipal Manager and other Departments:

Private Bag X63
MMABATHO
2735

Cnr University Drive &
Hector Peterson Road
Mmabatho, 2735

Tel. No. (018) 389-0111
Fax No. (018) 384-4830

Ref :
Contact : (018) 389 0212
Your Ref :

20 July 2015.

Mrs J Gaedie
NW University
Mafikeng Campus
Private Bag X2046
MMABATHO
2735


Dear Madam,

REQUEST FOR PERMISSION TO CONDUCT A STUDY: MRS J GAEDIE 209 508 810

We acknowledge receipt of your letter and the contents thereof noted.

This letter serves to inform you that permission is hereby granted, subject to consultation with the relevant office. Furthermore note that information collected will only be used for the purpose of this research project.

Regards,


Mr T Modikoe
ACTING HEAD IN THE OFFICE OF THE MUNICIPAL MANAGER

Annexure D



NORTH-WEST UNIVERSITY
YUNIBESITHI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT

Private Bag X6001, Potchefstroom
South Africa 2520

Tel: (018) 299-4900
Faks: (018) 299-4910
Web: <http://www.nwu.ac.za>

Institutional Research Ethics Regulatory Committee

Tel +27 18 299 4849
Email Ethics@nwu.ac.za

ETHICS APPROVAL CERTIFICATE OF PROJECT

Based on approval by the Human Resource Research Ethics Committee, Mafikeng Campus, the North-West University Institutional Research Ethics Regulatory Committee (NWU-IRERC) hereby approves your project as indicated below. This implies that the NWU-IRERC grants its permission that, provided the special conditions specified below are met and pending any other authorisation that may be necessary, the project may be initiated, using the ethics number below.

| | | | | | | | | | | | | | | | |
|--|-------------|---|---|----------------|--------------------------------|---|---|------|---|---|--------|---|---|---|---|
| Project title: Assesment on service delivery on Mahikeng Municipality. | | | | | | | | | | | | | | | |
| Project Leader: Prof DM Mello | | | | | | | | | | | | | | | |
| Student: IJ Gaedie | | | | | | | | | | | | | | | |
| Ethics number: | N | W | U | - | 0 | 0 | 4 | 4 | 0 | - | 1 | 5 | - | A | 9 |
| | Institution | | | Project Number | | | | Year | | | Status | | | | |
| <small>STATUS: S = Submission; R = Re-Submission; P = Provisional Authorisation; A = Authorisation</small> | | | | | | | | | | | | | | | |
| Approval date: 2015-10-20 | | | | | Expiry date: 2018-10-20 | | | | | Category N/A | | | | | |

Special conditions of the approval (if any): None

General conditions:

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, please note the following:

- The project leader (principle investigator) must report in the prescribed format to the NWU-IRERC:
 - annually (or as otherwise requested) on the progress of the project,
 - without any delay in case of any adverse event (or any matter that interrupts sound ethical principles) during the course of the project.
- The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the NWU-IRERC. Would there be deviation from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.
- The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date, a new application must be made to the NWU-IRERC and new approval received before or on the expiry date.
- In the interest of ethical responsibility the NWU-IRERC retains the right to:
 - request access to any information or data at any time during the course or after completion of the project;
 - withdraw or postpone approval if:
 - any unethical principles or practices of the project are revealed or suspected,
 - it becomes apparent that any relevant information was withheld from the NWU-IRERC or that information has been false or misrepresented,
 - the required annual report and reporting of adverse events was not done timely and accurately,
 - new institutional rules, national legislation or international conventions deem it necessary.

The IRERC would like to remain at your service as scientist and researcher, and wishes you well with your project. Please do not hesitate to contact the IRERC for any further enquiries or requests for assistance.

Yours sincerely

Linda du Plessis

Digitally signed by Linda du Plessis
DN: cn=Linda du Plessis, o=NWU,
ou=Vaal Triangle Campus,
email=Linda.duplessis@nwu.ac.za,
c=ZA
Date: 2015.11.20 08:44:12 +0200

Prof Linda du Plessis

Chair NWU Institutional Research Ethics Regulatory Committee (IRERC)

Annexure E

1065 Hector Peterson Drive

Unit 5

Mmabatho

08/12/2015

CERTIFICATE OF LANGUAGE EDITING

The mini-dissertation entitled

AN ASSESSMENT OF BASIC SERVICE DELIVERY IN MAFIKENG LOCAL MUNICIPALITY

Submitted by

IPONENG JANE GAEDIE

For the degree of

MASTER OF PUBLIC ADMINISTRATION

In the

**FACULTY OF COMMERCE AND ADMINISTRATION
MAFIKENG CAMPUS
NORTH WEST UNIVERSITY**

has been edited for language by

Mary Helen Thomas B.Sc.(Hons) P.G.C.E

Helen Thomas

Ms. Helen Thomas

Lecturer

School of Teacher Education and Training 132