

**THE IMPACT OF ACCOUNTABILITY AND SERVICE DELIVERY IN DR RUTH S  
MOMPATI DISTRICT MUNICIPALITY**



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**MASTERS IN BUSINESS ADMINISTRATION**

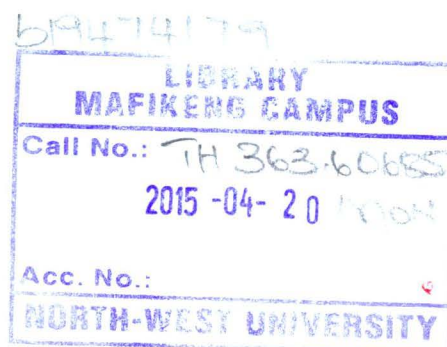
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## **ABSTRACT**

This paper reports an evaluation of accountability and its impact on service delivery in the Dr Ruth S Mompoti District Municipality. Historically, services were delivered but not to the expectation of communities since there was no consultation and proper planning. The Dr Ruth S Mompoti District Municipality communities are consulted and they have an Integrated Developmental Plan as it is required by legislations. The communities of this District are satisfied with the services that are rendered and they believe that the services are sustainable.

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# **CHAPTER 1**

## **INTRODUCTION**

### **1.1. INTRODUCTION**

The South African Government has committed itself in the Constitution of the Republic of South Africa 1996, to ensure that there will be good co-operative governance in all spheres of government that is (national, provincial and local).

The White Paper on the Transformation of the Public Service in South Africa that was promulgated made provision for the development of Codes of Conduct for public servants in the workplace in order to uphold the values which had been agreed upon as essential in promoting high standards of professionalism in a free and participatory democracy. The South African Constitution endorsed this view of upholding good values and principles of good public administration.

### **1.2. BACKGROUND TO PROBLEM STATEMENT**

The then Public Service Commission developed a Code of Conduct. It was intended that this Code of Conduct would be made known through an intensive workshop programme throughout the public service, and would thus be the vehicle to operationalise professional ethics in the public service.

Following the historic general election of 1994, the interim constitution's broad right to access to information was expanded further. Section 32(1) of the final constitution, enacted by the National assembly in 1996, guarantees everyone the right to any information held by the state and any information that is held by another person and that is required for the exercise of any rights. It is important to highlight the following.

- The Reconstruction and development plan was a bold plan that aimed to bring all around socio economic improvement, to focus the effort of different levels and departments of government task. In a speech marking his 100 days in office, President Nelson Mandela described the Reconstruction and Development plan as nothing less an all-encompassing process of transforming society in its totality (Rодук, 1994).

- Department of Provincial Local Government (1995) led by President Nelson Mandela launched the Masakhane campaign in an effort to contribute to the broader process of political, social and economic transformation in the country. The main reasons for the introduction of the campaign were: To emphasise the birth of a democratic dispensation; to respond to the socio-economic challenges facing the country; to promote citizen participation and to develop a new way of thinking.

### **1.3 PROBLEM STATEMENT**

Local Government is a key part of the reconstruction and development effort in our country. The aims of democratizing our society and growing our economy inclusively can only be realized through a responsive, accountable, effective and efficient Local Government system that is part of a Developmental State.

Local Government Turnaround Strategy (2009), states that the establishment of a South African Developmental State is grounded in the vision of the State and Society working together at all levels to advance social justice, economic growth and development. Developmental local government is central to building the developmental state. Nine years into the new Local Government system there are worrying trends and signs that are undermining the progress and successes achieved thus far. The country faces a great development risk if Local Government fails.

The State of Local Government Report (2009) highlights the rapid progress made by many municipalities in extending basic services since 2001. It also highlighted many good practices and examples of successful municipalities. It acknowledges the many hard working and dedicated municipal councillors and officials that continue to serve their communities well. However, the Report also points out that these good practices can be overshadowed by a range of problems and challenges that is placing the local government system in distress. It is important to point out that the problems identified per thematic areas are not applicable equally across the board to all municipalities. They have emerged to varying degrees in different municipalities and all the problems are not applicable to all municipalities. Also, some problem areas may be external to municipalities and require solutions beyond their scope.

The research study will investigate the extent which Local Government Transformation and accountability has ensured that there is service delivery in the North West Province with specific reference to Dr Ruth Segomotsi Mompati District Municipality (Category C: Municipality) and its Local Municipalities (Category B: Municipalities) in the following fields.

At the same time there are institutions that are legislated to play an oversight role on activities to be performed by municipalities. For service delivery to take place there are processes that should be followed by municipalities also to ensure accountability.

### **1.3. OBJECTIVES**

The objective of the study is to find out why there is a public outcry on service delivery and also to check whether services that are needed are they basic for the well being of communities.

- To assess the impact that the first generation Integrated Development Plan has achieved
- To gather statistical evidence as to which parts of the District are completely satisfied with service delivery.
- To measure the achievement of service delivery in the district and whether the service is sustainable.
- To measure whether administration, accounts to the public in instances of service delivery

### **1.4. RESEARCH DESIGN**

The research study will be conducted in a form of questionnaire which will be administered by the researcher who will analyse service delivery and accountability in the structures of local government in North West Province with specific reference to Dr Ruth S Mompati District Municipality will be revealed or highlighted. It will also be quantitative in the sense that the research will be focusing on statistical evidence of corrupt tendencies and municipalities that has been under administration. Content



analysis will also be employed in order to compare the gathered or collected information against information presented in Municipalities' documents.

The one (1) Executive Mayor and six (6) Mayors of local municipality, 59 ward secretaries, 59 Proportional representation councillors, 20 traditional leaders will be given questionnaires to fill. The questionnaire will be available in three languages Afrikaans, English and Setswana.

The results may indicate how accountability in the public servants in relation to service delivery as outlined by communities in the 5 year plan. Data will be analysed statistically, which will then be represented in the form correlation analysis. The services of a statistician will be sought either from university of North West or University of South Africa.

The results may be communicated to Provincial Local Government, Director Municipal Monitoring and Evaluation, Mayors Forum and Municipal Managers forum.

## **1.5. LAYOUT OF THE DISSERTATION**

### **Chapter Two**

The status quo of service delivery and accountability in the municipalities. How basic services have been delivered to the communities.

### **Chapter Three**

The issue of ethics of public servants and why municipalities are unable to tackle fraud and corruption, the issues on internal controls will also be looked.

### **Chapter Four**

Integrated and Developmental plans will be discussed in details, checking whether the basic services that were agreed upon by the communities and administration have been implemented. Transformation of Local Government will also be discussed in detail.

### **Chapter Five**

The findings will be drafted and the recommendations will be done accordingly.

## **1.6. CONCLUSION**

Municipalities are faced with non-performance when it comes to services delivery as promised to communities. This is as a result of non-accountability of both councillors and management of municipalities. Most municipalities has been placed under administration, s139 (1)-(3) of the Constitution.

Currently the Local Government System in South Africa is over regulated. Administrators are faced with the challenge of knowing and understanding all these legislations and regulations and this impacts negatively on the implementation. In some instances officials who should be playing an oversight role are also not performing to the expectation of the stakeholders.

The literature relevant to accountability and service delivery in all spheres of Government in the country but with specific reference to the district will also be discussed. The next chapter on literature review will be investigating what other authors/scholars have discovered on the current topic.

## Chapter Two

### Review of Past Literature

#### 2.1. Introduction

According to Thornhill (2003) as *cited* by Cameron (2009) states that during the previous era, the South African public service was isolated and out of touch with international developments in Public Sector Reform (PSR). Hughes (2003) as *cited* by Cameron(2007) also emphasises that the New Public Management (NPM) ideology based on generic management ideas and institutional economics had spread through the Anglophone world in the 1980s and 1990s.

Cameron (2009) during the transition in the early 1990s, not much work was done by the African National Congress (ANC) on the nature of the public service. It was understandably fixated on the issue of political power. It is often argued that NPM has been highly influential in shaping PSR previously in South Africa.

To search for relevant literature key words- Definition Good Governance, Accountability in the Public Service, Public service and value, Ethics in public service, Assumption on service delivery, Transformation in Public Service, Sustainable service in local government, The impact of fraud in service delivery have been used to search for articles. The following search engines were used and databases- Surf-Canyon Search engine; [www.wikispaces.com](http://www.wikispaces.com); Google Scholar; [www.jstor.com](http://www.jstor.com); [www.Googleresearch.blogspot.com](http://www.Googleresearch.blogspot.com).

The themes below highlight the common challenges the South African Local Sphere of Government is faced with. There is a need for an application of appropriate interventions for the betterment of the lives of the people. These themes also provide a clear rationale for why accountability and service delivery should be investigated. This document will assist in bringing a sense of accountability and a better delivery of service to all the citizens of South Africa.

## 2.2. Definition Good Governance

Singh (2003) states that notwithstanding popular usage of terms 'governance' and 'good governance, these are not amenable to precise definitions. The development aid community is yet to adequately define the contours of governance and good governance. Governance may imply different things to different people who have very little in common in terms of their worldview, ideology and class status. From NGOs and community organizations to powerful states and multilateral institutions— all swear by governance. The grounds for supporting governance are as diverse as their avowed proponents. As a result, one finds that a variety of definitions, often at cross-purposes, are being used to describe governance, thereby confounding the concept.

Rothstein *et al.* (2008) *cited* by Kaufmann, Kraay, and Mastruzzi (2004) state that to illustrate the first problem, consider Kaufmann and associates at the World Bank, responsible for providing the most widely used empirical governance indicators. They define governance as the traditions and institutions by which authority in a country is exercised. More specifically, this includes: (1) the process by which governments are selected, monitored, and replaced, (2) the capacity of the government to effectively formulate and implement sound policies, and (3) the respect of citizens and the state for the institutions that govern economic and social interactions among them.

Zimmerman (2007) states that only a few countries have tackled explicitly and comprehensively the deficiencies of their public land management systems, and only incomplete information is available on such reform processes. This makes the lessons learned from experience rather limited compared with reforming land administration systems, which many countries have embarked on with support from the international community. Good practices for reforming public land management are designed to regulate the topics covered in the following sections.

Keohane and Nye(2003) as *cited* by Mosley (2005) when powerful states have great influence on regulatory regimes, the club model of governance has tended to prevail; rules will bear close resemblance to the preferences of large nations. Although these clubs were successful in governing many parts of the global economy

during the latter part of the twentieth century, they tended to operate in secret, and they offer very little democratic accountability.

Pirre (2009) states that the general tenor of reform has been that the public sector has suffered from too much political and hierarchical control which has stifled flexibility, modern human resource management, organizational efficiency and customer satisfaction. New Public Management (NPM) in various guises was introduced as a model of management which would mitigate those problems and create a modern service-producing and customer-friendly public administration. By emulating service production in the private sector, red tape would be cut, institutional and procedural obstacles to efficiency would be removed and those who deliver services would be given more autonomy to engage their clients, or, as it were, customers.

Christen *et al.* (2007) emphasise that the whole-of-government approach has raised critical issues about public sector performance in the aftermath of NPM. One may ask to what extent integrative corrections are feasible given the character of certain forms of disaggregation, such as commercialization, privatization, and outsourcing. Unless cross-cutting targets receive equal status as organization specific targets.

### **2.3. Accountability in the Public Service**

Since the inception of the Public Finance Management Act, 1999 (PFMA) (Act 1 of 1999), strict measures to implement the principles of good corporate governance and control had to be implemented by managers in the public sector. Managers had to integrate the added responsibility of ensuring that there is a sound system.

Dehn *et al.* (2008) state that in countries with weak accountability systems, budget allocations are a poor proxy for services actually reaching the intended beneficiaries. Public Expenditure Tracking Survey (PETS) and QSDS are new tools for measuring the efficiency of public spending and analysing incentives for and the performance of frontline providers in government and the private sector. Together these tools can provide a better understanding of behaviour of frontline providers and, by linking them

to other surveys, the relationship between providers, policymakers, and users of services can be studied. Studies carried out so far point to ways to improve performance.

Ryan *et al.* (2002) state that while the boundaries of accountability are debated, so is its meaning. Accountability only exists where there is a relationship of authority such as exists between a principal and agent; a person who is supervised and the supervisor, a representative and those represented; an accountant and the accountee, and the subordinate and the superior. It is the element of power to evaluate, and capacity to exercise this power which is the true essence of accountability.

According to Cloete, 1996; Mbatha, 2002 and Schedler, 1999 as *cited* by van der Nest *et al.* (2008) there is increasing pressure on public officials to demonstrate a high level accountability concerning the use of public funds. These accountability requirements and the requirement for sound financial management have brought public sector managers in contact with accountability instruments such as internal audit and the audit committee of the institution. The study reviews accountability in the public sector, investigates audit committees as an accountability instrument. This provides an independent opinion on the effectiveness of audit committees in improving corporate governance in the national government departments from an external audit perspective. Accountable government in the public sector is an indispensable pre-requisite for a democratic dispensation). Public sector institutions are, universally, faced with the issues of ethical and transparent administration and implementing good corporate governance.

Behn (2001) *cited* van der Nest (2008) emphasised that accountability is an important yet elusive concept, the meaning and characteristics will differ depending upon the context where it is applied. This gives an indication of the difficulty of defining accountability and the extent to which an "accountability holder" can be held accountable. The general notion of accountability is embedded in the tradition and history of a government. In a broad sense, the accountability environment in government should include the explicit political will that will constrain government officials' conduct and actions in a well-defined system of oversight.

Cloete (1996) as *cited* by van der Nest *et al.* (2008) stress that accountability in the South African public sector is not merely a matter of control, which is a function performed to obtain accountability. Every public institution and functionary is held responsible to implement accountability measures. If an institution is authorised or instructed to perform a function it is obvious that the institution delegating the power will have to put surveillance measures in place to ensure that the instructions are obeyed and implemented.

According to Schedler (1999) as *cited* by van der Nest *et al.* (2008) state that a large-scale organisation, such as a government department, is structured organisationally as a hierarchical pyramid. The task of ensuring the implementation of accountability functions on behalf of the organisation usually rests with those placed in charge. In the South African public sector the division of accountability is evident from the Public Finance Management Act, 1999 (Act 1 of 1999). Accountability among public officials/administrators starts with the accounting officer of a government department. The accounting officer mentioned in section 36 of the Act is assigned accountability requirements by section 38 of the Public Finance Management Act, 1999. These include responsibilities to ensure that the department has and maintains a system of financial and risk management and internal control. This system of internal control must be monitored

National Treasury (2001), as *cited* by van der Nest *et al.* (2008), emphasised audit committees as being an integral part of the process of transparency, accountability and improved financial management. This is the reason why audit committees have become a legislative requirement for government. In terms of the Public Finance Management Act, 1999 audit committees are compulsory for national and provincial government departments, as well as for public entities under the control of government. Expanded accountability extends to the sphere of local government, audit committees have become a legal requirement for all municipalities in terms of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003).

Johansson (2003); Lawton *et al.* (2000); Modell, 2004; Myers and Sacks, 2003 *cited* by Lazarevski *et al.* (2008) mentioned that public sector accountability and

performance measurement overseas report similar economic changes as to those that have occurred these past few decades within Australia. More specifically Myers and Sacks (2003) offer their comments on the emerging challenges for public sector organisations and highlight the reality that there is an emphasis on accountability tools and techniques borrowed from the business sector. They report that these tools are filtered down to the public sector and applied in an ad hoc manner to situations in the voluntary sector.

According to Besley (2008) higher levels of economic integration across countries and greater availability of information provide significant potential for efficiency gains. These trends have also helped to expose corruption, defined as the abuse of public power for private benefit, as a key constraint to efficient allocation of economically valuable resources, effective provision of public goods and services, and people confidence in the state and the legal system. Greater accountability, defined as a system of controls that, in a climate where information is openly available and transparency high, can help to improve economic efficiency and reduce the scope for discretionary action by public officials and is likely to be critical for the development process in at least two ways.

Apple (2001), as *cited* by Karsten *et al.* (2010), argues that some authors criticize the public release of performance data as a neo-liberal project for introducing the market model into the public sector – and which has, therefore, to be repudiated. Others argue that new regimes of public accountability have been developed to such an extent that accountability is no longer simply one component of the education system but ‘constitutes the system itself. Although we recognize that our approach is not neutral, we believe that enough is known now about the construction and effects of public performance data to allow for a substantial modification of their use and presentation.

## **2.4 Public Service and Value**

Coats and Passmore (2008) state that establishing the purpose of a public service demand that organisations provide a coherent answer to the second question: to whom are we accountable to. Accountability is about more than the simple fact of



periodic elections from which politicians derive an electoral mandate. Public value tells us that public managers as well as politicians have to explain and justify what they do to the public. Successful public service delivery depends on a continuous dialogue with citizens, who should be thought of as stakeholders on a par with government, experts, industry representatives, the media, the judiciary and service users. In the language of public value, organisations must therefore seek democratic legitimacy for their actions by engaging with their authorising environment.

Reinikka (2001) as *cited* by Dehn *et al.* (2008) state that even when governments spend on the right goods or the right people, the money may fail to reach the frontline service provider. A study of Uganda in the mid-1990s, using a Public Expenditure Tracking Survey (PETS)—the topic of this chapter—showed that only 13 percent of nonwage recurrent expenditures for primary education actually reached the primary school.

Reinikka and Svensson, (2002) as *cited* by Dehn *et al.* (2008) states that the considerable variation in grants received across schools was determined more by the political economy than by efficiency and equity considerations. Larger schools and schools with wealthier parents received a larger share of the intended funds (per student), while schools with a higher share of unqualified teachers received less. Nevertheless, opinion from the frontlines about the promise versus the performance of radical civil service reform varies in their study.

In summarizing the first five years of the service first initiative in Florida, for instance, Bowman and West (2005) *cited* by Condrey *et al.* (2007) state that report that state officials in the Selected Exempt Service found the reforms to be of little consequence at best and harmful at worst. This was, however, in contrast to the overall opinion of state HR directors, who held a more sanguine view of the reform, citing some administrative improvements.

Meanwhile, in Georgia, Sanders (2004) *cited* by Condrey *et al.* (2007) mentioned that research suggests that although reform efforts may be popular among state politicians, state workers have expressed dissatisfaction with civil service reforms.

There also is limited evidence that radical reform need not lead to violations of merit principles in states with traditions of decentralized personnel management.

Balia *et al.* (2007) state that in OECD countries, the eight core values in public services most frequently cited are, ordered by frequency: impartiality, legality, integrity, transparency, efficiency, equality, responsibility, and justice. Balia *et al.* (2007) point out that when the code was developed in South Africa, much time was spent in researching the ethics systems of developed and other developing countries in order to arrive at some international best practice guidelines. This helped SA to develop what we called the Code of Conduct for the Public Service, which included a series of ethical exhortations framed mostly in the imperative mode.

Coggburn (2006), *cited* by Condrey *et al.* (2007), reports that Texas has long operated in a decentralized, at-will Human Resource environment. Because of the maturity of this decentralized management structure in Texas state government, observed that the state's organizational culture has managed to avoid the wholesale cronyism. Fully 97.4 percent of state human resource directors surveyed agreed that even though employment is at will, most employee terminations in Texas agencies are for good cause.

The White Paper on Transforming Public Service Delivery (RSA, 1997) is commonly known as the Batho Pele initiative. Its aim was to make service delivery a priority in the public service. It called for an improvement in the way services are improved. It entailed a shift away from bureaucratic systems, processes towards a new way of working which was faster and more responsive and which put the needs of the public first.

The Reconstruction and Development Programme (1994) was the major policy initiative of the ANC government after the 1994 elections. It was an integrated coherent socio-economic programme. It attempted to integrate development, reconstruction, redistribution and reconciliation into a unified programme. It was intended to be a vision for the fundamental transformation of South African society (RDP White Paper; 1994). The RDP was intended to a social democratic vision for the country with an emphasis on welfare rights for the poor. The adoption of the

government's Macro-Economic Strategy for Growth and Employment (GEAR) in 1996 committed the government to more orthodox fiscal policies.

Hirsch (2005), *cited* by Bel *et al.* (2007), points out that GEAR was a macroeconomic strategy primarily aimed at reducing the government budget deficit, albeit within a broader growth and development strategy. He argued that the government did not abandon the RDP but public sector investments remained low during a period of financial consolidation.

The Public Service Commission (2005) states that Batho Pele needed to be embedded. There was concern about availability of information and redress on complaints. The Public Service Commission found that a number of departments have been complying with the Batho Pele framework by ensuring that their services are made more accessible to clients. Access to services is uneven across departments as are internal measures put in place to set standards for access, to consult with stakeholders and to monitor and evaluate access.

## **2.5 Ethics in public service**

Lewis (2005), as *cited* by Balia *et al.* (2007), states that while shared ethical values and standards are developing on a global scale, it is clear that cultural, political, and economic experiences and conditions are operative as well. A 2005 review of the literature from disparate disciplines finds the evidence tilting overall toward central roles for culture, situation, and experience in defining moral norms and behaviour.

Balia *et al.* (2007) reminds that, when the (OECD) Organisation Economic Cooperation and Development (with 29 signatory country members) adopted its Recommendation on Improving Ethical Conduct in the Public Service in 1998, it noted, although governments have different cultural, political and administrative environments, they often confront similar ethical challenges, and the responses in their ethics management show common characteristics.

The discussion highlights organizational culture as another factor important to antecedent ethical norms and behaviour in public service, which the concern with professionalism suggests may itself be considered a subculture. While the verdict in

the scholarly literature on development management is still out on whether and how culture affects organizational practices and managerial values and preferences. Al-Yahya *et al.* (2008), as cited by Balia *et al.* (2007), argues that the discussants concur that individuals' decisions and behaviour are framed substantially by the organizational culture in which they work. In the Finnish experience, organizational culture is decisive.

According to Bowman and Knox (2008) this attention merely rhetorical in nature, most (70 percent) disagreed that ethics is similar to the weather: everyone talks about it, but no one does anything about it (19 percent concurred; the rest were undecided), in contrast with 62 percent who dissented in 1996 and 48 percent who disagreed in 1989. An increased readiness to consider moral issues and a corresponding decline in cynicism is apparent. This willingness may derive impatience with and the relative unimportance of headline scandals. Some two-thirds of the sample agreed that incidents of outright criminality in government distract attention from more subtle, genuine ethical dilemmas in daily management (such as the cases discussed in a subsequent section), although nearly three-fourths agreed in 1996 and 1989, a change that could reflect the frequency of recent highly publicized investigations and convictions.

According to McNamee *et al.* (2001), to adopt a professional ethic consistent with the demands of a state in a democracy, we will need one that is at least transparent and accountable (to use two words that are particularly fashionable in political discourse). One might think of a political despot who set out policies that were clear though accountable to none but the despot himself. A huge leap of imagination is not required to conceive of a local authority that was accountable (well, at least in principle) but who never publicly met or published the rationale of their directives. In these days of tax-conscious votes, however, systems of policy and planning development must be seen to operate according to the transparent and accountable benchmarks laid out in policies of best value. Anyone looking for a simple definition of ethics will search long and hard to find it in a text on moral philosophy or business ethics. The term is derived from the classical Greek *ethos* meaning customs and thus it may sometimes be taken to refer to the conventions or standards which a particular

group or community acts upon. But this descriptive definition of ethics, while it may be useful to historians and anthropologists, does not equate with the kind of normative thinking which were usually considered to be at the heart of ethical questions.

Holmes (1984), as *cited* by Sommerville (2007), states that ethics is about the good (that is, what values and virtues we should cultivate) and about the right (that is, what our moral duties may be). One way to try to answer this question of what ethical behaviour is and what ethical action should consist of is to outline a number of different approaches to ethics.

Dienhart (2000) reiterates that ethics in the sphere of business. He notes: Business ethics focuses on how we use and should use traditional ethical views to evaluate how institutions orchestrate human behaviour. The race laws in the USA, for example, were eventually perceived to be so immoral that the only moral course was to disobey them. Clearly, one may disagree with particular moral rules, or question the possibility that definitive answers to ethical problems are possible. Nevertheless, it is the case that, in all societies, a great majority of people accept that they should adhere to certain fundamental moral rules. Breaking these rules will meet with sanctions of various kinds, from disapproval and ostracism to, in certain cases, legal penalties.

According to Dehn *et al.* (2008) the organizational structure of public sector agencies involves multiple tiers of management and frontline workers. Multiplicity is also a key aspect of the tasks they perform and the stakeholders they serve. For example, primary education teaches young children to read and write, and it also teaches social skills, instils citizenship, and so forth. In many cases management information systems are unreliable in the absence of adequate incentives to maintain them. On closer observation, the characteristics of public service agencies and the nature of their tasks explain why traditional tools for public expenditure analysis alone may not be adequate for evaluating performance

According to Dutil and Reid (2007) doing things right requires a fundamental change in the way government works. New people have to be recruited who possess different

skills, and a different kind of training will be required for many existing public servants. The focus of accountability should be as much on actual results as it is on ex post facto follows the money auditing to assess financial probity. While good governance demands financial auditing of management, to govern effectively we must also be willing to take the risks involved in innovation and reach out to network collaboratively with others inside the federal government, with other governments inside and outside Canada and with Non Governmental Organisations, business and others in order to meet the increasingly interwoven issues of the 21st century. For this there is a need for the right kind of people in the professional public service of Canada. The history of our country shows that roughly every 50 years the public service has been overhauled and tooled. This is a natural cycle, and it is time for it to happen again. Canada started with a rudimentary public administration in 1867 that depended on patronage and required little more than the expertise brought to it by politicians. Fifty years later, it was overhauled and substantially depoliticized.

## **2.6 Assumption on service delivery**

Bahiigwa *et al.* (2004) as cited by Kahana *et al.* (2010) suggest that increased political freedom and power at local level have also affected the revenue base of local government. For example, tax assessment are reported to have come under undue influence of political leaders who have in some instances placed political supporters lower graduated tax brackets.

Keast *et al.* (2002) state that similar to other jurisdictions, ongoing public service reforms in Queensland were argued to have resulted in a public service that was professional, accountable and relatively efficient . By the end of the 1990 show ever, it was apparent that traditional reform models with their emphasis on structural changes and internal quality mechanisms had reached their capacity for achieving improvement and that further efficiencies in government required strategic integration at whole-of-government, agency and regional levels.

According to Christensen and Laegreid (2007) the concept of joined-up government was first introduced by the Tony Blair Government in 1997, and a main aim was to get a better grip on the wicked issue straddling the boundaries of public sector

organizations, administrative levels, and policy areas. Approaches can be formal or informal. They can focus on policy development, program management, and service delivery.

Allais (2007) states that managerial reform in the public sector is the disaggregation of government agencies into smaller units that are constituted as central cost centres and expected to compete with one another or with private institutions contracted by the state in similar arrangements. Key to this approach is the notion of performance statements and measurement of performance in order to ensure customer satisfaction.

Spreen (2001), as *cited* by Allais (2006), states that internationally, there has been increasing government focus on education policy reforms. As governments are increasingly unwilling to intervene in the economy, education is presented as the solution to unemployment. But if education is to be the solution to economic problems, it is thought that education must be relevant to the needs of the economy, not driven by what are perceived as the concerns and interests of the academy. An emphasis on education for human capital and human resource development has come to drive educational discourse. The economic aspects of sustainable development require the development of an economic system that facilitates equitable access to resources and opportunities and the fair sharing of finite ecologically productive space that enables sustainable livelihoods and establishes viable businesses and industries, based on sound ethical principles. The focus is on attempting to create prosperity for all, not just profits for a few, and to do this within the bounds of the ecologically possible and without infringing on basic human rights.

Allais (2006) suggests that qualifications frameworks have become popular in this context. National qualifications frameworks are seen as a way of raising the status of vocational qualifications – by showing that they are at the same level on a framework as other qualifications and thus establishing that they should be seen as equal by society. This seems useful to governments which want to lure reluctant populations away from general education programmes and into more vocational ones – which,

according to the governments' logic, will be more relevant, will produce useful skills and will therefore develop the economy.

According to Heinrich *et al.* (2007) another open dynamic issue concerns the growing number of performance measurement systems that have built requirements for continuous performance improvement or stretch targets into their incentive systems. A potential advantage of this incentive system feature is that it may encourage effort by agents to learn and improve in their use of the production technology, and this learning in turn increases the return at the margin of supplying effort. However, if agents' efforts influence the rate at which performance improvements are expected, this could contribute to an unintended ratchet problem. In effect, if the agent learns or adjusts more quickly than the principal anticipates, this may lead to under provision of effort.

Bertelli *et al.* (2006), as *cited* by Heinrich *et al.* (2007), suggest that the early technical focus of public sector performance measurement systems was congruent with a prevailing scientism in political science, orienting toward descriptive analysis of formal governance structures and processes rather than attention to the dynamics of system incentives and their consequences.

According to Nyland *et al.* (2007), change programmes taking place in the public sector recently have been based on, the belief that public service organizations will respond similarly to external changes. In the health care sector, changes in the formal organization forms are believed to achieve some standardised transformations in the delivery of health care. On the other hand, empirical data indicates that this is not the case. Several studies have pointed out contextual explanations for similarities and differences between New Public Management reforms in different countries.

According to Dr Ruth S Mompoti District Municipality Integrated Development Plan (2006) an estimated 13 537 people [25.82% of the total population of the Bophirima District Municipal Area] are economically active; a large portion of the economically-active population [58 589 people or 51.60% of the total number of economically-active people in the Dr Ruth Segomotsi Mompoti District Municipal Area] is employed. A large portion of the economically-active population [54 948 people or 48.40% of the total number of economically-active people in the Dr Ruth Segomotsi Mompoti District



Municipal Area] is unemployed. The Local Municipal Areas with the highest number of unemployed people are, Greater Taung Local Municipal Area [24 568 people, 65.20% of the total number of economically-active people in the Greater Taung Local Municipal Area or 44.71% of the total number of unemployed people in the Bophirima District Municipal Area]. (Bophirima Growth and Development Strategy 2006)

## **2.7 Transformation in Public Service**

Sandfort (2006) states that over the last forty years, a dramatic change has occurred on how government carries out public policies. Scholars have characterized this change as the hollowing of the state, a transformation of governance, a revolution that no one noticed. Governments around the world, including Australia, Great Britain, and the United States have shifted how they operate and how they work with and through private institutions.

Cameron (2009) states that the Presidential Review Commission of Inquiry on Transformation on Reform in the Public Service was set up to evaluate the public service. It made a number of wide-ranging recommendations, some of which was implemented by the new government of South Africa in 2008. It had international advisors which were steeped in New Public Management Reform. The former Minister of Public Service and Administration Zola Skweyiya criticised the Commission's report because it drew too heavily on the British and Commonwealth experience

The role of Public Sector Reform in the Commonwealth Secretariat more generally was also influential. Gasper (2002) and Kaul (1996) *cited* by Cameron (2009) state that New Public Management Reform was promoted in lower-income countries including Africa by the Commonwealth Secretariat and further points out that management consultancy groups were influential in spreading New Public Management Reform in Africa. While the government never lost sight of its constitutional and development role, it is generally accepted that New Public Management reforms were influential in South Africa.

Ketll (2005) as cited by Christensen et al (2007) states that the international revolution in public management has been supported by six common ideas: the

search for greater productivity; more reliance on private markets to achieve public ends; a stronger orientation toward service; more decentralization from national to sub-national governments; increased ability to conceive and monitor public policy; and increased tactics to enhance accountability for results. As these ideas have become widely accepted, the public sector has developed many ways of working with private organizations, both for-profit business and not for-profit charitable organizations.

According to Koh (2006) sometimes, governments support business innovation by sponsoring research or providing infrastructure through public – private partnerships. Other times, the public sector works collaboratively with all other sectors, drawing resources and expertise across organizational boundaries as a partner rather than a purchaser or supporter.

Galvin *et al.* (2008) state that alliance partners agree that the biggest challenge in establishing an alliance partnership is bringing people from different organisations together to think as one. The alliance facilitator supports much of the team development process and the establishment of common values. Team development is essential for future success.

Bel (2007) argues that wide consensus on the efficacy of public intervention in the economy began to break down in the 1960s and an increasing number of scholars in Economics, Public Policy and Public Administration endorsed market based service delivery, particularly privatization (contracting out), as a means to reduce costs, increase efficiency, and enhance citizen voice. Early empirical studies suggested the potential for cost savings under privatization and led to the expectation that privatization would rapidly extend to an increasing number of local governments. Margaret Thatcher government promoted competitive tendering throughout the 1980s and compulsory competitive tendering was required of local governments in the United Kingdom after 1988.

## **2.8 Sustainable service delivery in local government**

Allais (2006) states that chapter two of the Constitution, Section 23 Labour relations states that the workers rights and labour practises also limit service delivery at

municipal level. Indigent policies for people who are unable to pay services also limit service delivery at municipal level. Qualifications frameworks have become popular in this context. National qualifications frameworks are seen as a way of raising the status of vocational qualifications – by showing that they are at the same level on a framework as other qualifications and thus establishing that they should be seen as equal by society. This seems useful to governments which want to lure reluctant populations away from general education programmes and into more vocational ones which, according to the governments' logic, will be more relevant, will produce useful skills and will therefore develop the economy.

Akitoby *et al.* (2007) further stresses that while infrastructure needs and financing constraints are more severe in developing countries than in advanced economies, all economies need to maintain fiscal discipline and respect constraints on taxation and borrowing, the usual sources for funding public investment. The Stability and Growth Pact of the European Union (EU), for example, imposes ceilings on deficits and public debt in EU members, limiting their room for manoeuvre with regard to public investment. Also, all economies, rich and poor alike, must allocate limited resources among competing needs, balancing investment in physical capital against investment in human capital education, health care, and other social sectors while ensuring that they have enough revenue to cover current spending.

Keast (2002) argues that fragmentation and the lack of appropriately coordinated government services are widely considered to be costly problems impeding effective and efficient government service provision. Moreover, there is a growing realization that many modern social issues have developed into meta-problems that cannot be resolved by the traditional single agency approach. Coordination of services through more cooperative and collaborative networks of relationships between government agencies has become a preferred strategy for many public administrators. In this way, actors from a range of sectors form and reform into action networks to respond to existing and emergent issues. Managing these networks in order to achieve appropriate policy outcomes is an important aspect of modern day governance and strategy development.

Miranda and Lerner (1995) as *cited* by Werner *et al.* (2007) argued that redundancy in delivery method could in fact be efficient, as a form of benchmarking with the private sector, and a means to promote bureaucratic competition in house. Miranda and Lerner's regression analysis challenged the superiority of markets by showing a negative relation between percent mixed delivery and expenditures. They found no significant correlation between percent complete contracts and expenditures. If mixed contracting enhanced efficiency, then it was a false dichotomy to choose between markets and government and it would be better to ask how both markets and governments might be used to improve performance.

Mahesh *et al.* (2007) states that performance indicators are necessary to measure the success of sustainability initiatives and actions taken so as to build up a knowledge base for feed back to future projects. In this regard, each policy initiative and action in this project is planned towards achieving certain objectives and targets and the degree of satisfaction of these objectives and targets is the measure of performance. However, not every one of these objectives is quantifiable and so targets have only been set where quantifiable. Examples of such targets are (1) percentage of green area (2) and number of complaints from the community. When they are not quantifiable, indicators of success that are planned to be used with respect to this project are generally in the form of (1) collected end user opinions (2), and gaining of awards and accreditations recognizing these initiatives.

State Council (2000) as *cited* by Eggleston (2007) states that a hospital classification scheme, accompanied by policies on government subsidies, taxation, and price-setting, has been introduced, whereby hospitals are classified as either for-profit or non-profit, with a distinction between government owned non-profits and non-government non-profit. Meanwhile, experiments with privatization have been wide spread. Rapid cost increases, combined with decreased organized financing, have reduced the affordability of care for many. Ministry of Health (2004) *cited* by Eggleston also argues that National Health Surveys, between 1998 and 2003, the proportion of people ill in the last two weeks who did not seek care for financial reasons increased in both urban and rural areas.

Lukone (2004) as *cited* by Laking *et al.* (2004) argues that cases about public sector shortcomings tended to look at the structure and size of the public sector as a whole and then at individual incentives and capabilities. A predominant approach was that of restructuring and downsizing. In Kenya, the Civil Service Reform Programme from 1993 initially reduced the civil service by 30 percent. In Uganda, there was significant restructuring and a 50 percent cut in the public service workforce. In both countries, there were also attempts to privatize unprofitable state enterprises.

Thalpawila, 2006 as *cited* by Laking *et al.* (2007) reiterates that the Government in Sri Lanka also signalled its intentions to privatize some public sector corporations and boards and down size public service and improve effectiveness. Particularly in sub-Saharan African, donors such as the International Monetary Fund and World Bank had insisted on downsizing and privatization as part of the price for structural adjustment lending, not surprisingly made for unwilling partners.

Boit 2004 as cited *cited* by Laking *et al.* (2007) states that while initial reductions were achieved in Kenya, as in several other African countries, by getting rid of 'ghost workers', real retrenchment corroded morale and staff freezes complicated succession management. In Kenya, the reduction in the core civil service was more than counterbalanced by big increases in employment elsewhere, particularly in education.

Thalpawila (2006), as *cited* by Laking *et al.* (2007), argues that the changes may have been good for human development but they failed to reduce the total public sector wage bill. In Sri Lanka, efforts to bring the public sector wage bill under control and privatize some state corporations in the early 2000s largely failed due to large-scale industrial action and popular opposition to reform. The second strategy of reform in the civil service reported in the case studies was to attack perceived poor performance defined as either a failure to deliver basic services or excessive and costly regulation. Poor performance was generally presented as a problem of the wrong incentives for civil servants or a lack of capability.

Babura (2003) and Lukone( 2004) as *cited* by Laking *et al.* (2007) emphasise that in some governments, the basic problem was low discipline or morale as a result of

administrative inertia and poor salaries. Deep-seated problems arose from corruption or when civil services were used by political elites to dispense patronage. In Nigeria there was close ministerial involvement in appointment, promotion, training and discipline during military rule and a 'conscious and deliberate politicization of the civil service' which went hand in hand with virtual institutionalization of corruption. Uganda emerged from an era of civil war and state terror with a dysfunctional public service and the collapse of ethical standards.

Babura (2003) and Noah (2003) as cited by Laking *et al.* (2007) reiterates that some governments, such as Nigeria and Papua New Guinea), set out to restore an independent civil service under the control of a Civil Service Commission. Few of our case studies discussed anti-corruption initiatives at any length. This is not to say that corruption was dismissed or ignored as a problem: many cases, particularly from Africa, referred to it. But, given the extent to which the international agencies concentrate on corruption as a – if not the – major problem of civil services in the developing world, the fact that the Seminar has not had a single participant case study devoted to corruption is perhaps surprising. Comments on capability would not be complete without noting that in many Commonwealth countries, particularly in Africa, the AIDS plague has hit the group of young civil servants acquiring capability particularly hard. HIV or AIDS was mentioned as an issue in the case studies of several countries.

Babakri *et al.* (2004) state that the first internal measure explored the use of management information systems, shown to be important in prior research. Informants were asked whether authority actions were guided by a system of environmental indicators and targets. A further three questions related to requirements for each local authority to undertake a systematic review of all its services, with a view to enhancing organisational performance.

The Integrated Development Plan of Dr Ruth S Mompoti district (2006) indicates that to assess the extent of sustainable management within the overall approach to best value, informants were asked to indicate the extent to which they agreed with the statement the principles of environmental sustainability are an important driver of our

approach to best value. Second, the extent to which sustainable management featured within best value reviews was measured by asking respondents to what extent did the Best Value review take into account issues of environmental sustainability. Extent to which sustainable management was present at the implementation stage was assessed by asking respondents to indicate the extent to which they agreed with the statement best value reviews led to specific recommendations that will improve our environmental performance'.

According to Laking *et al.* (2007) civil service reform requires the development of a new cadre of senior managers and a long-term change in basic attitudes to public service, a change which can require a decade or more. A major issue for governments accordingly has been how to main stream reform. Africa in particular has experienced failures with reform initiatives conceived, developed and implemented by donors, using external consultants isolated from the normal life of the civil service. Such enclaving of reform virtually guarantees that unwilling senior administrators can step back from ownership of change. Structural adjustment in Tanzania in the 1990s, for instance, was carried out by an enclave Secretariat of external experts.

## **2.9 The impact of corruption on service delivery**

Deineger and Mpuga (2005) state that first, it is widely held that for growth to reduce poverty in developing countries, it should be largely driven by private investment. Rent seeking by partial and corrupt public officials, however, increases the costs associated with entrepreneurial investment and may lead foreign investors to take their businesses elsewhere while forcing domestic entrepreneurs to go underground, leading to high levels of informality and a very narrow tax base. Complaints about lack of transparency, high levels of regulatory intervention and corruption, and the cost which these impose on doing business are at the core of recent empirical evidence gathered from entrepreneurs in the global investment climate survey.

.Alatas *et al.* (2008) state that data from different subject pools can illuminate different aspects of the corruption problem. Experiments conducted with students as subjects are open to criticism on the basis that because students are likely to be idealistic and

have little experience of the real world, their behaviour and views may not reflect those of society at large. However, if regime change is driven from the grass roots, often with vigorous student involvement, student attitudes might well be an appropriate gauge of a country's future with regard to corruption. On the other hand, to the extent that public servants are in a role in which they regularly have to decide whether to engage in, tolerate, or dissuade corrupt acts, their attitudes to corruption are also an important, albeit different, gauge of the extent and future of a country's corruption problems .

According to Business Monitor International (2010) as cited by Alatas *et al.* (2008) corruption has long been a pervasive problem: in Transparency International's Corruption Perceptions Index ranking system, Croatia fell from 62 out of 180 countries in 2008 to 66 in 2009. Thus, by backing Kosor (who was voted Croatia's most popular politician in a poll carried out by market research agency Promocija Plus on January 9) and being able to run as a fresh candidate with no prior exposure to national political office, Josipović secured support for his campaign. We expect that Josipović's broader mandate will be to promote Croatia's accession drive to join the EU by 2012, as was that of Mesić. Josipović has also pledged to help the government to achieve reforms to the judiciary as well as step up the fight against organised crime.

According to Olken (2005) corruption is inherently difficult to measure. Corruption is illegal, so in virtually all cases, directly observing corruption activity is impossible. As a result the dominant approach to examining corruption is to measure not corruption *per se* but rather peoples perception of corruption.

## **2.10. The impact of fraud in service delivery**

Silver and Dinkin (2008) state that companies are less cosy than those between private institutions and those companies, partly because public sector funds do not depend on public companies for business. They do not sell financial or other consulting services that private institutions often find lucrative. Separation also occurs, because most trustees of public sector funds are elected officials or political



appointees whose motives are mixed. As fiduciaries, they must protect beneficiaries. As partisans, they must cultivate political support. To some observers, the latter motivation seems stronger: researchers argue that politically-appointed trustees do not make decisions based on the interests of pension beneficiaries, but principally to improve their own political situations. If this is correct, partisan trustees should enlist their funds as lead plaintiffs when they can improve their own political situations by doing so.

David (2005) as *cited* by Koh (2009) states that fraud is not a possibility but a probability. It also explains that fraud can be better prevented if decisions are made by a group and not an individual. However, this is not the case if the group has the same interest in mind. Then fraud may not be prevented. Conversely, the group is influenced by the decision maker who ends up deciding everything. The authors also state that the paper-based system is the reason why fraud is being committed in a certain company. The authors deduce that a computerised system for all the transactional activities would reduce fraud.

Albrecht (2005) as *cited* by Koh (2009) argued that fraud is rarely seen. However, the symptoms of fraud are usually observed. The symptoms do not necessarily mean fraud is being undergone as it may be caused by mistakes. The writer advises are mainly to be cautious when fraud is reported as it may be false allegations. Fraud is not easily proven since frauds have themselves at a safe line where authority could not convict them. This shows that the author is explaining that the fraud defaulters are getting smarter due to the possible mistakes human can cause. And this mistakes and errors can be justified by the defaulter as the reason for such fraudulent symptom. It is agreeable with this statement, but till how far could one justify it. This has made detecting and proving fraud a hard work for a forensic accountant. There is a need for deeper understanding on how these defaulters work their fraudulent act. Without constant involvement of the public and improvement in forensic accounting, fraud cases will be hard to detect and thus lead to greater success in financial fraud, which also translates into the failure to meet the expectations of the public, shareholders or even other stakeholders.

Ramaswamy (2005) as *cited* by Koh (2005) also emphasise that poor corporate governance and accounting failure is one of the reasons why fraud cases emerge. This is because poor corporate governance will lead to the ability of certain individual or a group of people with the same interest to act upon it to commit fraudulent activities in the company. The author also states that the problems within the corporate reporting system as a reason because of lack of well implemented policy of corporate governance. This can be reinforced by the fact that top level management should follow the policies of the firm which will help the company to perform better. The problem comes from the fact that certain corporate leaders do not have positive attitude regarding the policies.

Koh (2005) suggests that, lack of honesty and transparency in reporting financial statement is another problem. It is agreeable that an auditor does not have the absolute duty to uncover fraud, but they should practice fair and true reporting to ensure that the interests of the public as well as the employees are protected. With the use of forensic accounting guidelines, auditors can act as forensic accountants in cases of suspicious fraud or criminal activities in a company. Ineffective and inefficient system of internal control which is stated by the author points out that a weak management cannot be changed with internal control system. Even if a company applies good internal control systems, the management will still be the major factor influencing the implementation. Companies should look towards new approaches rather than follow the traditional approach as forensic accounting may be the next best alternative in resolving problems.

Loebbecke and Willingham (1998) as *cited* by Koh (2005) conclude that the probability of material financial statement misstatement due to fraud as a function of three factors. There are the degree to which those in authority in an entity have reason to commit management fraud, the degree to which conditions allow management fraud to be committed, and the extent to which those in authority have an attitude or set of ethical values that would facilitate their commission of fraud. These three factors show that the management could simply commit fraudulent activities since the knowledge of the public which includes shareholders are limited regarding the option they could take to ensure that financial crime could be

prevented. There should be a set of guidelines created for the public and also the management to ensure that actions could be taken in the financial fraudulent activities.

Fisman *et al.* (2006) states that the debate on the effect of corruption on economic growth has been a hotly contested issue for several decades. Often, the effect of corruption is thought of as being something like a tax, differing primarily in that the payment does not end up as public revenues. To the extent that this deprives the government of revenue required to provide productive public goods, corruption may be more detrimental to growth than taxation. Sheifer and Vishny (1993) as *cited* by Fisman *et al.* (2006) have argued that corruption may be far more damaging than taxation, because of the uncertainty and secrecy that necessarily accompany bribery payments. On the other side, proponents of 'efficient corruption' claim that bribery may allow firms to get things done in an economy plagued by bureaucratic holdups. Moreover, it has also been argued that a system built on bribery will lead to an efficient process for allocating licenses and government contracts, since the most efficient firms will be able to afford to pay the highest bribes.

However Fawcett and Provost (1997) and Glover and Aono (1995) as *cited* by Kim *et al.* (2007) state that many of these traditional mechanisms may be static and ineffective in complex interactions among corrupt agents. Therefore, there is a need to develop an alternative framework to address such complex and adaptive problems in public management. Light (2008) states that public confidence in charities is key in guaranteeing a vibrant future for treating and solving the world's most important problems. Public confidence affects charitable giving and volunteering, employee recruitment, and gives charities the freedom to dedicate resources toward their most important programs and capacity building priorities. Unfortunately, public confidence in charities remains at contemporary lows. Driven downward significantly by the controversies surrounding the sluggish disbursement of the American Red Cross Liberty Fund, confidence has yet to recover.

Bardhan (2000) as *cited* by Boehm (2008) states that issues of governance have long been one of the neglected areas in development economics. Recently, however, there has been increasing interest in quantifying the levels of corruption,

transparency, and accountability across countries, to improve understanding of their impact, and to identify measures that can help to reduce undesirable consequences. This helped bring to the fore the fact that corruption is widespread and constitutes an important obstacle to economic growth, in particular through its impact on the nature and quality of spending on public service provision and the investment decisions by foreign and domestic private entrepreneurs which, in return, will affect the size of a country tax base. As developing countries share many characteristics that make them particularly prone to high levels of corruption, a consensus that actions to improve governance would be warranted and needed in addition to growth-enhancing policies, is now emerging among international financing institutions. While this has resulted in the establishment of institutions that can help combat corruption, less attention has been devoted to the need to enhance accountability in order to make these institutions work.

## **2.11. Integrated Development Planning (IDP) and Local Economic Development (LED)**

According to Coglianesse *et al.* (2009) rulemaking procedures should aim to encourage decisions that both are legitimate and achieve the best outcomes for society. The quality of regulatory outcomes can be assessed against agencies' statutory missions, as well as more broadly by asking whether specific decisions advance the overall welfare of society. To ensure legitimacy in the rulemaking process, agency officials should arrive at their decisions in a fair and transparent manner, specifically by approaching a regulatory problem with an open mind, taking into account all relevant interests, and arriving at well-reasoned decisions.

According to Warner *et al.* (2007) theoretical review covers three important and related themes in public management: the New Public Management with its focus on competition and consumer responsiveness, Transaction Cost Economics with its emphasis on firms, markets and contract management, and the New Public Service which gives greater attention to the importance of citizen engagement. The New Public Management champions the possibility of creating market based service delivery systems for public services which will be competitive and efficient.

Okidi *et al.* (2006) suggests that whereas certain fiscal decisions in response to local development demands and priorities may maximise the welfare of local residents, it is not obvious that they can maximise economic growth for sustainable rural development and linkages to global opportunities. In other words, in this era of globalisation the complex forces that govern effective participation in global development processes may be beyond the cognitive reach of local residents and their leaders. In such circumstances, caution must be exercised when flexing decentralised political power to make economic choices.

Cameron (2009) emphasises that poor financial management by government departments, particularly provinces, led to the Treasury trying to produce a proper framework of control and accountability. It is in some ways old style regulatory Public Administration. Although financial regulations are promoted as guidelines, they are to quote one Director-Generals viewed more akin to prescripts.

According PSC (2004) research has shown that the Public Finance Management Act requirements are exacting and that many departments comply only formalistically. More recent research suggests that while it is still uneven, there has been a general overall improvement in financial management of state institutions. A report commissioned for the 15 year review quotes Markinor surveys which shows that there have been mixed responses to questions about service delivery. In the 2000-2006 period, the highest approval rate was in 2004 where only 40% of respondents agreed that government services have improved.

Feiock (2004) argues that technology has made the world smaller and flatter by breaking down geographic, political, and other boundaries to information flow, international trade, and collaborations. Throughout the 20th century, natural and political geography plus the high cost of communication created mountains and oceans of worldwide barriers making it difficult for people to work together. This is what provided a strategic advantage to nations, regions, and cities that could reduce frictions in the market by capitalizing on transportation, communication, and political cost advantages. Thus, economic development strategies focused on such investments made sense for attracting businesses to their jurisdictions.

Akitoby *et al.* (2007) suggest that fiscal adjustment undertaken to stabilize the macro economy has sometimes been singled out as the main factor, but this overlooks the many other contributing factors. These include a decrease in public saving; the completion of major infrastructure networks; a pick up in privatization activity in light of a growing preference for a smaller public sector; an increasingly diversified private sector that has expanded into infrastructure services; and a rise in current spending, including for civil service wages and social security. In addition, part of the decline may be purely statistical in nature: a broadening of financing options for infrastructure for example, governments frequently contract out infrastructure services to the private sector has allowed some infrastructure-related spending traditionally recorded as capital spending to be recorded as current spending.

According to Dr Ruth Segomotsi Mompoti Economic Growth and Development strategy (2009) Dr Ruth S Mompoti District Municipality is the largest out of the four District municipalities in the North West Province, but it has the smallest population out of the four districts in the province. On the basis of the most recent statistics contained in the Community Survey report of 2007, the population of DRSM was estimated at 354 554. Taking into account the population figure indicated in the 2001 population census (i.e. 432 069), the District has lost a large number of people to the neighbouring provinces and districts. One of the main thrusts of the 2008/09 strategy should be to arrest this mass exodus of people from the District.

According to the approved Integrated Development Plan (2009) of Dr Ruth Segomotsi Mompoti, provision of water to the communities up to RDP level of service was one of the targets set by Government since 1994. However, the trend of implementation and records thereof is not readily available from all providers and the current status of backlog in each municipal area differs from source to source. The Water Services Development Plan (WSDP) of the Dr Ruth S Mompoti District Municipality was used as a guideline in conjunction with the Integrated Development Plans (IDP's) of the individual municipalities.

Chapter 5 and Section 25(1) of the Municipal Systems Act (2000) states that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality

which links integrates and coordinates plans and takes into account proposals for the development of the municipality; aligns the resources and capacity of the municipality with the implementation of the plan; complies with the provisions of this Chapter; and is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

According to State of Local Government Report, Cooperative Governance and Traditional Affairs (2009) a related 2014 goal is to halve unemployment and poverty. Through their procurements of services and by using labour-intensive methods to maintain and build infrastructure, municipalities both broaden participation in the local economy and create work opportunities for the poor. It is important to consider at this point, the potential of differentiated approaches to service provision. It is possible that current standards and expectations may have to be reviewed. Highly urbanized areas, with formal settlements can reasonably expect their own standpipes, whilst tiny rural area such as Bizana in the Eastern Cape, may need, realistically to have service delivery focusing on greater access to state provided boreholes, or rain tanks and water harvesting, and alternative energy for cooking, as in the bio-fuel example cited under good practices in the section below. In considering alternative service delivery models, positive political leadership and optimal communication would be critical. Here, structured, directed and regular communication with communities plays a key role.

The Integrated Development Plan of Dr Ruth S Mompoti district (2006) indicates that Dr Ruth Segomotsi Mompoti District contributes the least to the economy of the province in terms of the high value added manufacturing activities because of the lack of a strong manufacturing base in the District. Bojanala District contributes the highest to high value added manufacturing activities because of the mining activities in the area which support the secondary and tertiary industry. However, DRSM District can also increase the contribution to high value added manufacturing through the promotion of the agro processing industry. The low level of literacy in the District poses a challenge to this. The imperative to balance economic growth and job targets with the challenges, faced by poor people necessitates a basic needs approach and target setting to benchmark against. The basic point of departure is the Constitutional

obligation of Government to meet basic socio-economic rights of each individual and the norms and standards accepted as affordable.

## **2.12. Research Questions**

From the literature review, there is need to investigate and explore the extent to which services are delivered in the Dr Ruth Segomotsi Mompati District Municipalities including its local municipalities. Since the development of integrated development plans in 2000 and community participation as enshrined by Municipal Systems Acts:

The research questions will attempt to look at the following issues or address the following questions:-

1. To what extent has service been delivered in terms of Integrated Development Planning in Dr Ruth Segomotsi Mompati District Municipality?
2. To what extent had the Batho Pele principles been applied in Dr Ruth Segomotsi Mompati District Municipality?
3. Are Legislative Frameworks guiding municipalities?

## **2.13 Conclusion**

The degree of public sector specificity is thus critical to an understanding of the influence and guidance that business management can offer to the public bureaucracy (Pierre, 2009). The greater the extent to which there are tasks, norms, values, procedures and societal roles that set public sector organizations apart from all other types of organisations, the smaller the extent to which those organisations can incorporate elements of the organisational design and modus operandi typical to organisations outside the public sector. Moreover, public administration is not merely a system of service production; it is also an essential element in democratic governance. Therefore, an assessment of the contribution of economic theory to public administration must also include the extent to which market-based reform interferes in the democratic role of the public administration, or, conversely, if such reform offers a contribution to the performance of that role (Pierre, 2009).



The next chapter will deal with research methodology that can be used to establish the extent to which services has delivered to the communities of Dr Ruth Segomotsi Mompati District Municipality, and how accountable were the public servants to ensure that there is quality service delivery. Furthermore, there are two research methodologies, qualitative and quantitative methods. In determining the most appropriate methodology for this research, advantages and disadvantages associated with each method will be explored, and the decision will be made based on the most suitable method to get information needed to answer the questions raised in this chapter

## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 Introduction

The aim of the study is highlight issues of good governance and assess the level of service delivery in Dr Ruth S Mompoti District Municipality. To validate this, it is necessary to collect information from targeted population using correct methodology and analyse the responses. Overall, this chapter defines the research methodology used in this study, the data collection method chosen, types of questions that can be asked and development of the questionnaire, the survey population and sample size determination, data handling and concludes with the discussion of a researcher's compliance with research ethics.

The research questions arrived at were: 1) To what extent has service been delivered in terms of Integrated Development Planning in Dr Ruth Segomotsi Mompoti District Municipality? 2) To what extent had the Batho Pele principles been applied in Dr Ruth Segomotsi Mompoti District Municipality? 3) Are Legislative Frameworks guiding municipalities?

Since the inception of the Public Finance Management Act, 1999 (PFMA) (Act 1 of 1999), measures to implement the principles of corporate governance and control had to be implemented by managers at all levels in the public sector. Managers had to integrate the added responsibility of ensuring that there is a sound system.

The aim of this study is to determine the extent to which accountability impacts in service delivery. To validate this, it is necessary to collect information from targeted population using the correct methodology and analyse the responses. Overall this chapter defines the research methodology used in this study; data collection method chosen, types of questions that can be asked and development of the questionnaire, the survey population and sample size determination, data handling and concludes with discussion of the researcher's compliance with research ethics.

## 3.2 Research Types

### 3.2.1 Qualitative and Quantitative Research

Miles and Huberman (1994) state that many other researchers agree that these two research methods need each other more often than not. However, because typically qualitative data involves words and quantitative data involves numbers, there are some researchers who feel that one is better (or more scientific) than the other. Another major difference between the two is that qualitative research is inductive and quantitative research is deductive. In qualitative research, a hypothesis is not needed to begin research. However, all quantitative research requires a hypothesis before research can begin.

Another difference between qualitative and quantitative research is the underlying assumptions about the role of the researcher. In quantitative research, the researcher is ideally an objective observer that neither participates in nor influences what is being studied. In qualitative research, however, it is thought that the researcher can learn the most about a situation by participating and/or being immersed in it. These basic underlying assumptions of both methodologies guide and sequence the types of data collection methods employed (Miles & Huberman, 1994).

Although there are differences between qualitative and quantitative approaches, some researchers maintain that the choice between using qualitative or quantitative approaches actually has less to do with methodologies than it does with positioning oneself within a particular discipline or research tradition. The difficulty of choosing a method is compounded by the fact that research is often affiliated with universities and other institutions. The findings of research projects often guide important decisions about specific practices and policies. The choice of which approach to use may reflect the interests of those conducting or benefitting from the research and the purposes for which the findings will be applied. Decisions about which kind of research method to use may also be based on the researcher's own experience and preference, the population being researched, the proposed audience for findings, time, money, and other resources available (Hathaway, 1995).

To a certain extent, researchers on all sides of the debate are correct: each approach has its drawbacks. Quantitative research often "forces" responses or people into categories that might not "fit" in order to make meaning. Qualitative research, on the other hand, sometimes focuses too closely on individual results and fails to make connections to larger situations or possible causes of the results. Rather than discounting either approach for its drawbacks, though, researchers should find the most effective ways to incorporate elements of both to ensure that their studies are as accurate and thorough as possible (Snyder, 1995)

Qualitative	Quantitative
<ul style="list-style-type: none"> <li>• Exploratory</li> </ul>	<ul style="list-style-type: none"> <li>• verify, refute: "evidence"</li> </ul>
<ul style="list-style-type: none"> <li>• undirected</li> </ul>	<ul style="list-style-type: none"> <li>• shape/hypotheses - a priori</li> </ul>
<ul style="list-style-type: none"> <li>• investigator - "instrument"</li> </ul>	<ul style="list-style-type: none"> <li>• investigator neutral</li> </ul>
<ul style="list-style-type: none"> <li>• bias of investigator must be considered</li> </ul>	<ul style="list-style-type: none"> <li>• investigator unbiased</li> </ul>
<ul style="list-style-type: none"> <li>• subjective</li> </ul>	<ul style="list-style-type: none"> <li>• objective</li> </ul>
<ul style="list-style-type: none"> <li>• analysis less formal, but hard to define - need a methodology</li> </ul>	<ul style="list-style-type: none"> <li>• formal analysis</li> </ul>
	<ul style="list-style-type: none"> <li>•</li> </ul>

**Table 3.1** The difference between Qualitative and Quantitative Research (Miles et al, 1994)

**3.2.3 What Research Methods Used in this Thesis**

This research study will be approached with a quantitative research methodology as the study aims to look deeper into issues of accountability and service delivery and how it can be addressed in Dr Ruth S Mompati District Municipality.

**3.2.4 What data is required?**

**Primary and Secondary Data**

Wilman *et al.* (2005) state that the first basic principle of historical research is that, wherever possible, we should give preference to primary rather than secondary information data. The reason is that with each transfer of information from one data source to another, the information may be inadvertently or deliberately distorted. Secondly, we should subject the information, irrespective of whether it is obtained by

means of primary or secondary sources, to stringent criticism. In this context, is made between external and internal criticism.

Leedy and Ormrod (2005) emphasised that the researcher's only perceptions of the truth are various layers of truth-revealing fact. In the layer closest to the truth are primary data; these are often the most valid, the most illuminating, the most truth-manifesting. Further away is a layer consisting of secondary data, which are derived not from the truth itself, but from the primary data instead. For example the researcher is the one who sits in a dungeon and tries to understand the sun only by looking at a shaft of sunlight that falls upon the floor. The direct beam of sunlight represents the primary data. But now imagine that the imprisoned researcher sees sunlight, not as a direct beam, but shimmering light on the floor. The sunlight (primary data) has fallen onto a mirror and then been reflected-distorted by the imperfections within the mirror to an image like, yet also unlike, the original shaft of light. This reflect of light is secondary data.

### **3.3 Data collection method**

#### **3.3.1 Methods for collecting primary data**

##### **a) Interviews**

- **Structured interview**

Structured interviews are a means of collecting data for a statistical survey. In this case, the data is collected by an interviewer rather than through a self-administered questionnaire.

- **Semi-structured interview**

Semi-structured interviewing is more flexible than standardised methods such as the structured interview or survey.

- **Unstructured interview**

In an unstructured interview, the questions are more open-ended.

##### **b) Survey**

The following are advantages of using survey (Trochim, 2006)

## **Advantages of Using Surveys**

- It is an efficient way of collecting information from a large number of respondents. Very large samples are possible. Statistical techniques can be used to determine validity, reliability, and statistical significance.
- Surveys are flexible in the sense that a wide range of information can be collected. They can be used to study attitudes, values, beliefs, and past behaviours.
- Because they are standardised, they are relatively free from several types of errors.
- They are relatively easy to administer.
- There is an economy in data collection due to the focus provided by standardised questions. Only questions of interest to the researcher are asked, recorded, codified, and analysed. Time and money is not spent on tangential questions.
- Cheaper to run.

## **Disadvantages of Using Surveys**

The following are disadvantages of using survey (Trochim, 2006)

- They depend on subjects' motivation, honesty, memory, and ability to respond. Subjects may not be aware of their reasons for any given action. They may have forgotten their reasons. They may not be motivated to give accurate answers; in fact, they may be motivated to give answers that present themselves in a favourable light.
- Structured surveys, particularly those with closed ended questions, may have low validity when researching affective variables.
- Although the individuals chosen to participate in surveys are often randomly sampled, errors due to non-response may exist. That is, people who choose to respond on the survey may be different from those who do not respond, thus biasing the estimates. For example, polls or surveys that are conducted by

calling a random sample of publicly available telephone numbers will not include the responses of people with unlisted telephone numbers, mobile (cell) phone numbers, people who are unable to answer the phone (e.g., because they normally sleep during the time of day the survey is conducted, because they are at work, etc.), people who do not answer calls from unknown or unfamiliar telephone numbers. Likewise, such a survey will include a disproportionate number of respondents who have traditional, land-line telephone service with listed phone numbers, and people who stay home much of the day and are much more likely to be available to participate in the survey (e.g., people who are unemployed, disabled, elderly, etc.).

- Survey question answer-choices could lead to vague data sets because at times they are relative only to a personal abstract notion concerning strength of choice. For instance the choice "moderately agree" may mean different things to different subjects, and to anyone interpreting the data for correlation. Even yes or no answers are problematic because subjects may for instance put "no" if the choice "only once" is not available.

### **3.3.2 Questionnaire**

A questionnaire is used in research mostly to collect data relevant to the study. Legotlo (1996) states that developing a questionnaire is one of the delicate and demanding aspects of the entire research process. It is delicate and demanding in the sense that the questionnaire should be clear, unambiguous such that the respondent is in no doubt which answer to provide. The questionnaires were compiled and distributed to the various respondents (refer to Annexure "B" and "C").

#### **3.3.2.1 Advantages of questionnaires**

The following are advantages of using questionnaires (Bailey, 1994):

- Considerable savings of money: A mailed study costs far less than an interview study with the same sample size.

- Time saving: Mailed questionnaires are sent to all respondent simultaneously and most of the replies will be received within two weeks, while interviews are generally performed sequentially and may take months to complete.
- The questionnaire may be completed at the respondent's convenience.
- Greater assurance of anonymity: Since there is no interviewer present who can identify the respondent later, the respondents may be more willing to answer as honestly as possible.
- Standardised wording: Comparison of respondents' answers is facilitated by the fact that each respondent is exposed to exactly the same type of questions. However, differential understanding of questions may lessen this advantage.
- Securing information: Questionnaires give all the respondents an opportunity to consult records, confer with colleagues or conduct a preliminary study before answering the questionnaire.
- Accessibility: Respondents who are widely separated geographically can all be reached for the price of a postage stamp as compared to the expensive travel costs of the interviews.

### 3.3.2.2 Disadvantages of questionnaires

Although this method of data collection seemed to be cheaper and convenient to research, it had its disadvantages (Bailey, 1994).

- Low response rate: Mailed questionnaires receive a low response rate due to lack of interest in answering the questions.
- Many questions may remain unanswered: Lack of understanding questions may lead to respondents not answering or attempting to answer some questions.
- Interpretation of the questions: Respondents may attach different meanings to the same question.



- No control over date of responses: Lack of control over the time the questionnaire is completed can cause a delay in analysing data.
- Lack of flexibility: With no interviewer present, there can be no follow-ups in questions asked and no probing for specific answers.

The questionnaire would be used as a data capturing tool. This will allow the collection of quantifiable and qualitative data and allow for the analysis of this data to determine patterns and relationships. The proposed survey questionnaire will be on word document. The management personnel who will be selected will be asked to use the IDP Rep forums and community ward meetings to gather information. The Integrated Developmental plan workshops and budget road shows (all stakeholders will be represented in the meetings) will be used as a platform to distribute questionnaires and collect data. Other data will be gathered from the seven (6) municipalities within the district (Naledi, Kagisano, Molopo, Greater Taung, Mamusa and Lekwa-Teemane).

Both Tse (1998) and Schaefer and Dillman (1998) emphasise the significance of faster response times with email surveys, in some instances emails will be used to collect data where technology is available in the district. A copy of the questionnaires will be readily available at different municipalities as a convenience to the participants and to prevent the loss of the questionnaire from cited as a reason for the lack of response. The targeted response is 60%.

Questionnaire should be as brief as possible and solicit only that information essential to the research project (Leedy & Ormrod, 2005). In order to help maximise the number of responses to the questionnaire, a number of questions will be limited to no more than 20 questions. The questionnaire will consist of 2 sections (Refer to Appendix C). The first section of the questionnaire will be aimed at gathering biographical data on the respondents including age, gender, qualifications and frequency as well as the level of decisions that are normally made by the respondent, while the second section will focus on specific questions with regards to the Good governance and service delivery in Dr Ruth S Mompati District Municipality. Responses are made on 5-point scales scored so that a high score was indicative of

greater uncertainty or complexity. Other questions will require yes or no answer and others will be open ended questions where the respondent is expected to support their response by providing more details. To ensure that respondents shared common notion of information quality, a definition will be given in the questionnaire. The table below refers to the questionnaire outline.

A short disclaimer describing the purpose of the study	
Questionnaire	
Covering letter	
Part 1-Questions 1-7	Gathers biographical data on the respondents including age, gender, and qualifications.
Part 2-Questions 8-15	Focuses on Good Governance and Service Delivery in Dr Ruth S Mompoti District Municipality”

**Table 3.2:** Questionnaire Outline

### 3.3.3 Sampling Method

Sampling methods are classified as either probability or non-probability. In probability samples, each member of the population has a known probability of being selected. Probability methods include random sampling, systematic sampling, and stratified sampling. In non-probability sampling, members are selected from the population in some non-random manner. These include convenience sampling, judgment sampling, quota sampling, and snowball sampling. The other common form of non-probability sampling occurs by accident when the researcher inadvertently introduces non-randomness into the sample selection process. The advantage of probability sampling is that sampling error can be calculated. Sampling error is the degree to which a sample might differ from the population. When inferring to the population, results are reported plus or minus the sampling error. In non-probability sampling, the

degree to which the sample differs from the population remains unknown (McDaniel and Gates, 1991).

Random sampling is the purest form of probability sampling. Each member of the population has an equal chance of being selected. When there are very large populations, it is often difficult or impossible to identify every member of the population, so the pool of available subjects becomes biased. Random sampling is frequently used to select a specified number of records from a computer file.

The qualitative researcher usually obtains individuals with whom to conduct unstructured interviews or focus groups by means of purposive or snowball sampling. Often preference is to key informants who, on account of their position or experience, have more information than regular group members and are better able to articulate this information (Welman, Kruger & Mitchell, 2005).

The participants will have to meet the following criteria to be included in the sample:

- The participant must be leaders involved in decision making
- The participant must be members of communities in the targeted municipal area in the District.

There are no restrictions as such any rural women who are interested to participate in this survey. The population (N) of the district =  $\pm 439\ 679$  and the researcher desired to take a sample size (S) of 400;  $N = 440\ 000$ ,  $S = 400$ . Therefore, a maximum 400 completed questionnaires will be required for meaningful conclusions to be drawn from the data gathered from the survey

### **3.3.3 Types of variables**

According to Wilman *et al.* (2005) there are four types of variables stated as follows:

#### **Nominal variables**

In case of nominal measurement, the numbers we assign to individuals only serve to distinguish them in terms of the attribute being measured. For example, suppose a sample of subjects must be classified according to the variable occupation. In this

case you would count how many directors, managers, administrators and so on there are in the sample.

### **Ordinal variables**

The measures on an ordinal (ordered) scale have the same amount of information as measures on nominal scale, since data can be classified in terms of equality and difference. However, ordinal scales permit you to order individual data. In case of ordinal measurement, therefore, the numbers we assign not only reflect differences among individuals (in the variable being measured) but also rank order. Assumption is made that those to whom we assign higher numbers exhibit more of the particular attribute than those to whom we assigned lower numbers. For example, suppose the order of rank (in ascending order) for administrative staff in a company is as follows: First, administrative officer, and chief administrative officer using ordinal measurement from 1-4.

### **Ratio variable**

Ratio scales represent the highest level of precision. Only in ratio management is there a fixed and absolute zero point. The ratios between numbers assigned at this level of measurement can therefore be interpreted meaningfully. It further corresponds to the property of equal differences between consecutively higher numbers as used in interval in interval measurement. For example , a reaction time (for example the time it takes to switch on a machine when a light flashes a warning) of 0 seconds implies the complete absence of reaction time of 1.60 seconds is twice as long as one of 0.80 seconds. The same properties apply to the example of the number of cigarettes a person smokes per day.

### **Interval variable**

An interval scale has all the characteristics of both nominal and ordinal scales, but provides additional information regarding the degree of difference between individual data items within a set or group. Thus, if you have an interval scale you can place each data item precisely along the scale and determine exactly where the intervals are. Most measures of human characteristics have interval properties. In interval measurement, therefore, we use the property of equal differences between

consecutively higher numbers. For example, the classical example in this instance is the measurement of temperature. The difference between 10 degree Celsius and 20 degree Celsius is just as big as that between 30 degree Celsius and 40 degree Celsius, and twice as big as that between 20 degree Celsius and 25 degree Celsius.

### **3.4 Data handling**

To analyse the data collected, a computer aided programme (MS Excel - XLSTAT) will be used to present the results. Bar charts, graphs and tables, that depicted the findings of the respondents in an understandable manner as stated by Cohen and Manion (1985).

### **3.5 Ethical considerations pertaining to the study**

#### **Anonymity**

Trochim (2006) states that the stricter standard is the principle of anonymity which essentially means that the participant will remain anonymous throughout the study even to the researchers themselves. Clearly, the anonymity standard is a stronger guarantee of privacy, but it is sometimes difficult to accomplish, especially in situations where participants have to be measured at multiple time points.

#### **Maintaining confidence**

Ceridwen (2003) states that researchers depend upon the confidence of the public. They should in their work attempt to promote and preserve such confidence without exaggerating the accuracy or explanatory power of their findings.

#### **Objectivity vs. subjectivity**

Driscoll and Brizee (2010) emphasise that objectivity vs. subjectivity in your research is another important consideration. Be sure your own personal biases and opinions do not get in the way of your research and that you give both sides fair consideration.

#### **Obtaining informed consent**

Inquiries involving human subjects should be based as far as practicable on the freely given informed consent of subjects. Even if participation is required by law, it should still be as informed as possible. In voluntary inquiries, subjects should not be under

the impression that they are required to participate. They should be aware of their entitlement to refuse at any stage for whatever reason and to withdraw data just supplied (Ceridwen, 2003).

### **3.5 Limitations**

This study is not limited to a specific group in Dr Ruth S Mompoti District Municipality. Data integrity may also be a limitation. Time constraint may clash with work and studies. The geographic distance might be a problem to collect data and submit it in time. Influential leaders within different municipalities might not give researchers cooperation as expected.

### **3.6 Conclusion**

This chapter has outlined the empirical method of research to be employed in this study. It has broadly explained the rationale behind the methodology, how the research will be conducted and what steps will actually take place to ensure the validity of the data. Furthermore, it has looked at instrumentation, research type, population, sampling method, and data gathering methods from a theoretical perspective and how the research will be conducted and what steps will be taken to ensure the validity of the data. A discussion of how these were applied in this study was also presented. Justifications of choices made were also given. Both Tse (1998) and Schaefer and Dillman (1998) have found significantly faster response times with e-mails survey, and it will be used as one of the method in this study to collect data.

The next chapter will present the study findings that would be used in rejecting or accepting the raised questions in chapter two of this research document.

## Chapter 4

### Discussion of the Results

#### 4.1 Introduction

This chapter discusses the research findings and provides analysis and interpretation of data. In the survey questions were asked and the analysis was done based on application of Pearson correlation coefficient and p-value. The survey was conducted to test accountability and its impact on service delivery in local government with special reference to Dr Ruth Segomotsi Mompati district Municipality. The second paragraph should explain what problem was you investigated.

Dehn *et al.* (2008) state that in countries with weak accountability systems, budget allocations are a poor proxy for services actually reaching the intended beneficiaries. PETS and QSDS are new tools for measuring the efficiency of public spending and analysing incentives for and the performance of frontline providers in government and the private sector. Together these tools can provide a better understanding of behaviour of frontline providers and, by linking them to other surveys, the relationship between providers, policymakers, and users of services can be studied. Studies carried out so far point to ways to improve performance.

While the boundaries of accountability are debated, so is its meaning. Accountability only exists where there is a relationship of authority such as exists between a principal and agent; a person who is supervised and the supervisor, a representative and those represented; an accountor and the accountee, and the subordinate and the superior. It is the element of power to evaluate, and capacity to exercise this power which is the true essence of accountability (Ryan *et al.*, 2002).

This chapter opens with a descriptive introduction, based on biographical profile of the respondents. The next section reflects the findings of the target market's perception regarding accountability and service delivery in Dr Ruth Segomotsi Mompati District Municipality.

## **4.2 Response Rate**

Out of a total sample of 400 only 166 (45.1%) was returned of which it is not good at all. The questionnaires were distributed on time and it was targeting all people who reside in Dr Ruth Mompati's district Jurisdiction. The time given was sufficient, though only that few numbers has responded. The researcher had to continue with the work due to the fact that the closing date was also drawing nearer but no further positive response was received.

## **4.3 Demographics**

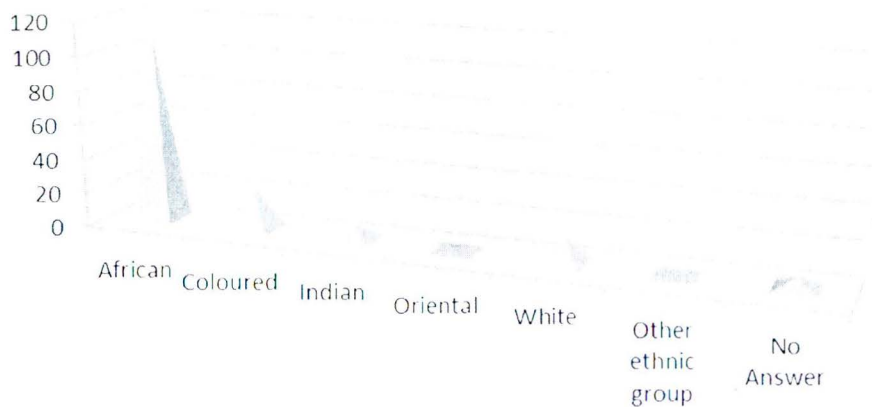
According Dr Ruth Segomotsi Mompati Integrated Development Plan (2006) the Dr Ruth Segomotsi Mompati District Municipality has an estimated population of 439 679 people [13.97% of the total population of the North West Province). The Dr Ruth Segomotsi Mompati District Municipality has the smallest population of all the District Municipalities in the North West Province.

The Dr Ruth Segomotsi Mompati District Municipal Area comprises of six Local Municipal Areas, including, the Kagisano Local Municipality [NW391], with an estimated population of 111 397 people [23.19% of the total population of the Dr Ruth Segomotsi Mompati District Municipal Area]; Naledi Local Municipality [NW392], with an estimated population of 58 104 [13.22% of the total population of the Dr Ruth Segomotsi Mompati District Municipal Area]; Mamusa Local Municipality [NW393], with an estimated population of 50 330 [10.48% of the total population of the Dr Ruth Segomotsi Mompati District Municipal Area]; Greater Taung Local Municipality [NW394], with an estimated population of 182 164 [41.43% of the total population of the Dr Ruth Segomotsi Mompati District Municipal Area]; Molopo Local Municipality [NW395], with an estimated population of 13 405 [2.97% of the total population of the Dr Ruth Segomotsi Mompati District Municipal Area]; and Lekwa-Teemane Local Municipality [NW396], with an estimated population of 37 173 [7.74% of the total population of the Dr Ruth Segomotsi Mompati District Municipal Area (Dr Ruth Segomotsi Mompati Integrated Development Plan, 2006).



The population of Dr Ruth S Mompoti District Municipal Area increased from 425 318 people in 1996 to 439 674 people in 2001. The estimated average population growth rate for the Dr Ruth S Mompoti District Municipal Area was 0.97% for the year 1996 to 2001, the lowest in the North West Province (Integrated Development Plan, 2001).

**Figure 4.1** Ethnicity of the respondents



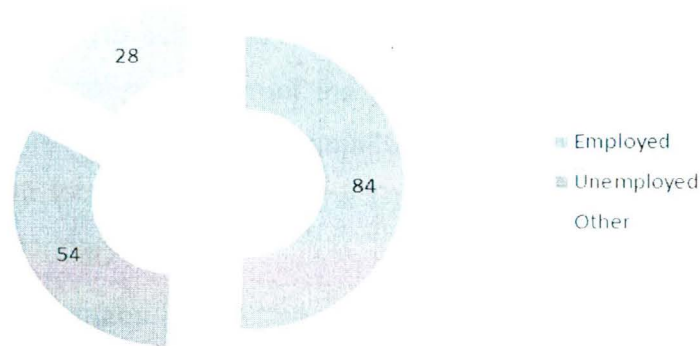
Dr Ruth Segomotsi Mompoti District Municipality is one of the 4 districts of North West province of South Africa. The seat of Dr Ruth Segomotsi Mompoti District is Vryburg. The majority of its 439 637 people speak Setswana (Integrated Development Plan, 2006).

**Table 4.1** Ethnic groups in Dr Ruth Segomosti Mompoti District Municipality

Ethnic group	Population	%
Black African	405 675	92.27%
White	17 804	4.05%
Coloured	15 203	3.46%
Indian/Asian	955	0.22%

Therefore based on the above table it is clear that the group dominating is black Africans.

**Figure 4.2** Employment status of the respondents



According to Dr Ruth Segomotsi Mompoti District Integrated Development Plan (2006) an estimated 113 537 people [25.82% of the total population of the Dr Ruth Segomotsi Mompoti District Municipal Area] are economically active; a large portion of the economically-active population [58 589 people or 51.60% of the total number of economically-active people in the Dr Ruth Segomotsi Mompoti District Municipal Area] is employed.

A large portion of the economically-active population [54 948 people or 48.40% of the total number of economically-active people in the Dr Ruth Segomotsi Mompoti District Municipal Area] is unemployed. The Local Municipal Areas with the highest number of unemployed people are, Greater Taung Local Municipal Area [24 568 people, 65.20% of the total number of economically-active people in the Greater Taung Local Municipal Area or 44.71% of the total number of unemployed people in the Dr Ruth Segomotsi Mompoti District Municipal Area]. (Dr Ruth Segomotsi Mompoti District Integrated Development Plan, 2006)

**Table 4.2** Qualifications of the respondents

A degree	55
A postgraduate degree	18
Matric	76
No answer	17

According to Dr Ruth S Mompoti District IDP (2005) A large portion of the population [78 094 people or 17.76% of the total population of the Dr Ruth Segomotsi Mompoti District Municipal Area] has no schooling; a large portion of the population [65 325 people or 14.86% of the total population of the Dr Ruth Segomotsi Mompoti District Municipal Area] has primary education; a small portion of the population [24 754 people or 10.98% of the total population of the Dr Ruth Segomotsi Mompoti District Municipal Area] has secondary education.

A small portion of the population [47 921 people or 21.26% of the total population of the Bophirima District Municipal Area] has Grade 12; and a very small portion of the population [9 272 people or 4.12% of the total population of the Dr Ruth Segomotsi Mompoti District Municipal Area] has tertiary education.

**Table 4.3** Age profile of the respondents

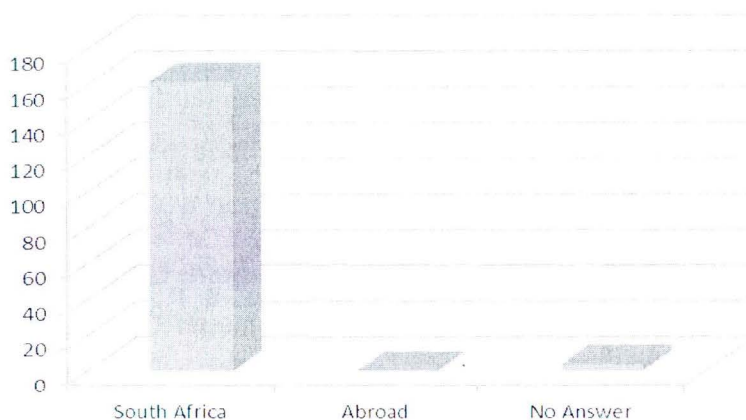
20-30	71
31-40	40
41-50	23
50+	4
No answer	23

According to Dr Ruth S Mompoti District IDP (2005) a large portion of the population [an estimated 162 173 people or 36.88% of the total population] of the Dr Ruth S Mompoti District Municipal Area is in the school-going age group [0 to 14 years of age]; a large portion of the population [an estimated 252 905 people or 57.52% of the total population] of the Dr Ruth S Mompoti District Municipal Area is in the economically-active age group [15 to 64 years of age]; and a small portion of the population [an estimated 24 597 people or 5.59% of the total population of the Dr Ruth S Mompoti District Municipal Area] is in a retired age group [65 years of age and older].

Based on Census 2001 data, only 19% of the population in the Dr Ruth S. Mompoti District Municipality is employed of which most of them receive a monthly income of less than R1600. A large portion of the population has either had no schooling or has just primary education. A small portion (18%) of the population has secondary education with even a smaller portion of the population (1%) has tertiary education.

According to Dr Ruth S Mompoti District IDP (2009) most of the people who are not employed in the rural areas leave the rural areas to search for employment opportunities in major towns or mining areas. The chances for finding employment in urban areas are higher than in rural areas. A large number of youth from rural areas are employed in the mines in urban areas. This is usually evident at month ends when a large number of buses transport mine workers from DRSM to Bojanala District where most of the youth from rural areas work in the platinum mines.

**Figure 4.3** Citizenship status of the respondents



The Constitution of South Africa is s (152)(1)(a-b) The objects of Local Government is to provide democratic and accountable government for local communities, to ensure the provision of services to communities in a sustainable manner. This also does not mean that foreigners with citizenship of South Africa cannot be given services.

**Table 4.4** Local staying profile of the respondents

0-1 years	0
1-5 years	11
6-10 YEARS	9
11-15 years	22
More than 16 years	124

When questionnaires were distributed, it showed that people who stayed for a longer period in the district have responded. That is also an indication that the research was fairly representing the communities of Dr Ruth Segomotsi Mompoti District Municipality. The case may also be that services to be rendered have already started

at some municipalities within the district. This also indicates that people who lived longer still needs other basic services.

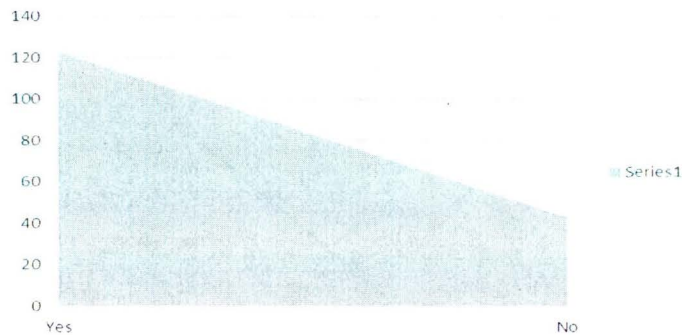
#### **4.4 Service delivery profile of the Respondents**

The Dr Ruth S Mompati Integrated Development Plan (2008) states that the District Municipality has the lowest household income amongst the four districts in the North West Province. This ties up with the fact that the District has the highest rate of people living below minimum living conditions. Most of the households in the rural areas of the District are female headed and women and youth are the ones who are the most hard-hit by poverty. The low household income in the District has discouraged a number of businesses from setting up operations especially in the rural areas. Local Municipalities such as Kagisano and Molopo have no large shopping centres as a result of the low household income.

According to the approved Integrated Development Plan (2009), provision of water to the communities up to RDP level of service was one of the targets set by Government since 1994. However, the trend of implementation and records thereof is not readily available from all providers and the current status of backlog in each municipal area differs from source to source. The Water Services Development Plan (WSDP) of the Dr Ruth S Mompati District Municipality was used as a guideline in conjunction with the Integrated Development Plans (IDP's) of the individual municipalities.

An estimated 80% of all settlements within the Dr Ruth S Mompati municipal area of jurisdiction are rural villages and have rudimentary water supply networks consisting of boreholes as source supply, elevated tanks for storage and communal standpipes located within the village.

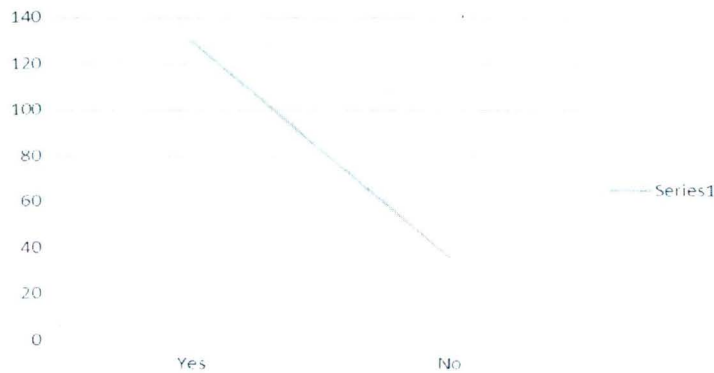
**Figure 4.4.** Understanding the meaning of an Integrated Development Plan



The legal status of the Integrated Development Plan is defined in the Municipal Systems Act which says that the Integrated Development Plan informs all planning and development, and all decisions with regard to planning and development, in the municipality; binds all persons (except in case of inconsistencies with national or provincial legislation); and requires that the municipal council give effect to it by conducting its affairs in a manner which is consistent with the IDP.

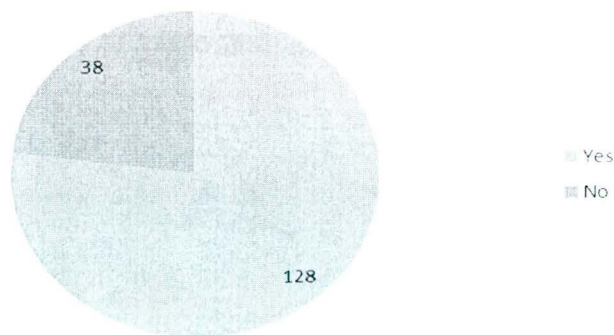
Chapter 5 and Section 25(1) of the Municipal Systems Act (2000) states that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality which links integrates and coordinates plans and takes into account proposals for the development of the municipality; aligns the resources and capacity of the municipality with the implementation of the plan; complies with the provisions of this Chapter; and is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

**Figure 4.5.** Aware of any Service Delivery in your area which is/are identified in your integrated development plan.



The communities of Dr Ruth Segomotsi Mompati are aware of what is happening in their area especially when it comes to the issues of basic services. Community Development Workers are making communities aware about programs undertaken by government. Ward Meetings are also used to give report back to communities regarding developments that are taking place within municipal area. The steering committees are assisting communities with planning.

**Figure 4.6.** Service Delivery in your area is going to last



Dr Ruth Segomotsi Mompati Integrated Development Plan (2009); indicates that progress has been made on targets for Formal houses, progress made on targets for the supply of Electricity for lighting, progress made on the supply of Water taps

outside the yards, there is a good rail and road network in Naledi, Mamusa, Lekwa-Teemane.

There is good Agriculture storage infrastructure in Naledi, Greater Taung, Mamusa, Lekwa Teemane, well established shopping centres in Naledi and Greater Taung, Hospitals in Kagisano, Greater Taung and Naledi, there are Clinics in all the Local Municipalities. New Libraries and Multi Purpose Community Centres in Rural Areas Sports facilities in all Local Municipalities.

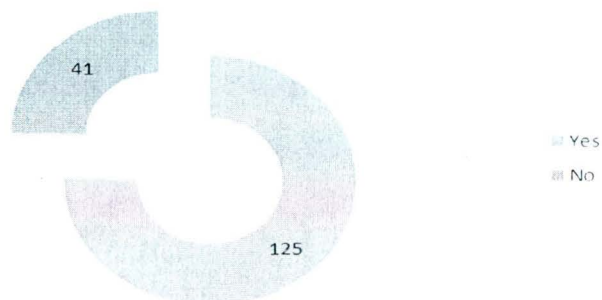
**Table 4.5** The number of Batho Pele principles

2	1
4	7
6	9
8	149

According to white paper batho pele principles is directly applicable to those parts of the public sector, both national and provincial, which are regulated by the Public Service Act, 1994. The Batho Pele white paper seeks to introduce a fresh approach to service delivery: an approach which puts pressure on systems, procedures, attitudes and behaviour within the public service and reorients them in the customer's favour, an approach which puts the people first. This does not mean introducing more rules and centralised processes or micro-managing service delivery activities.

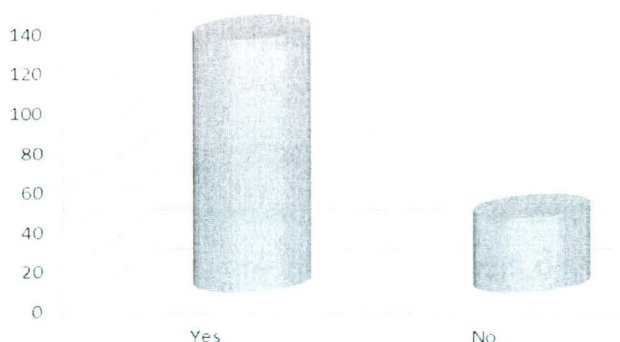


**Figure 4.7** Have these ever been applied?



Ncholo (2000) as *cited* by Cameron (2009) states that the White Paper on Transforming Public Service Delivery (RSA, 1997) is commonly known as the Batho Pele initiative. Its aim was to make service delivery a priority in the public service. It called for an improvement in the way services are improved. It entailed a shift away from bureaucratic systems, processes towards a new way of working which was faster and more responsive and which put the needs of the public first.

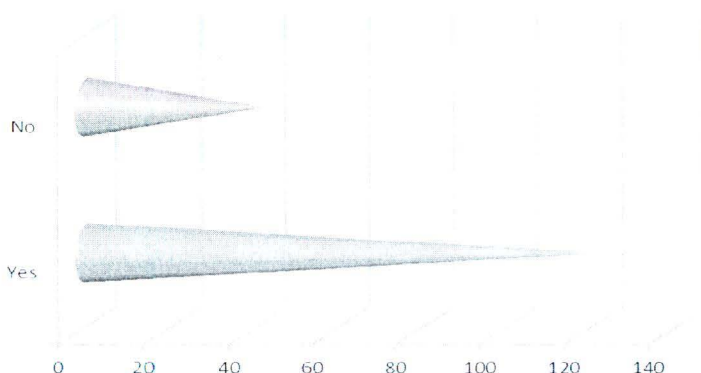
**Figure 4.8** Batho Pele principles applied



It is poorly understood and has not been successfully implemented (PSC, 2004). The Public Service Commission (2005) stated that Batho Pele needed to be embedded. There was concern about availability of information and redress on complaints. The Public Service Commission found that a number of departments have been

complying with the Batho Pele framework by ensuring that their services are made more accessible to clients. Access to services is uneven across departments as are internal measures put in place to set standards for access, to consult with stakeholders and to monitor and evaluate access.

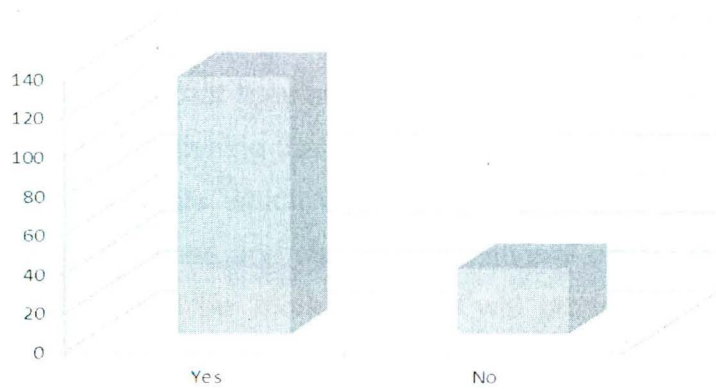
**Figure 4.9** Term Service Delivery



According to the audited results on Integrated Development Plan (2009) a total of 78258 households in Dr Ruth Segomotsi District Municipality area (78.20% households) are formal houses or brick structure on a separate stand or yard. Informal households or traditional dwelling/hut/structure made of traditional material are estimated to be about 7406 (7.4% households). 501 households (0.5% households) in Dr Ruth Segomotsi District Municipality area flat in block of flats. About 401 households are of the type of Town/cluster/semi detached house (simplex: duplex: triplex).

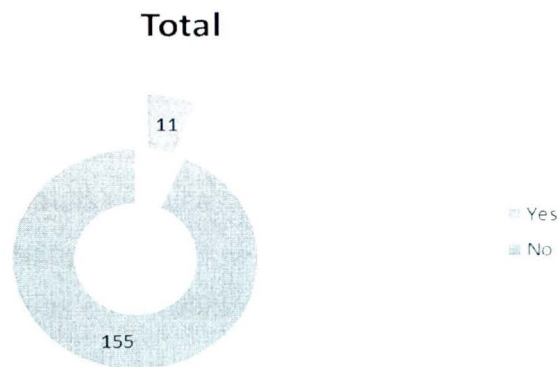
An estimated 2302 households (2, 3% households) is a house/flat/room in back yard. 3003 households (3.0% households) is an informal dwelling in backyard and 6705 households (6.7% households) are informal dwellings not in the backyard. A total 601 households (0.2% households) in the district constitutes rooms/ flat lets not in back yard but on a shared property. 200 households are in the form of caravans or tents.

**Figure 4.10** Municipalities are governed by unnecessary legislations



The municipalities are too regulated hence the authorities and administrators are struggling to digest what is contained within municipal legislations. Municipalities are expected to be developmental now the challenge municipalities are faced with is that they are expected to implement each and every regulation within a specified time whereby some of them have to be implemented the same time hence the challenge of capacity. Except legislations there are also regulations that are issued from time to time to amend some of legislation whereby functions or operations are changed.

**Figure 4.11** Legislations that limit service delivery at municipalities



Chapter 2 of the Constitution Section 23 Labour relations, the workers' rights and labour practises also limit service delivery at municipal level. Indigent policies for people who are unable to pay services also limit service delivery at municipal level. Qualifications frameworks have become popular in this context. National

qualifications frameworks are seen as a way of raising the status of vocational qualifications – by showing that they are at the same level on a framework as other qualifications and thus establishing that they should be seen as equal by society. This seems useful to governments which want to lure reluctant populations away from general education programmes and into more vocational ones – which, according to the governments’ logic, will be more relevant, will produce useful skills and will therefore develop the economy (Allais, 2006).

## 4.5 Measures of Association

Welman, Kruger and Mitchell (2009) states that once data have been collected, it has to make sense of it. In order to do this, codes must be organised so that it can be analysed. The level of measurement pertaining to the study should be determined. This is necessary in order to determine the statistics available for different types of data and to select an appropriate statistical test.

### 4.5.1 Correlation analysis

According to Welman *et al* (2009) correlations are used to describe relationships between variables, correlations estimate the extent to which the changes in one variable are associated with changes in the other variable. Essentially a correlation coefficient is a number that summarises what we can observe from a scatter plot. A positive correlation reflects a direct relationship one which an increase in one variable corresponds to an increase in the other variable. Two variables that are indirectly or inversely related would produce a negative correlation indicating that an increase in one variable is associated with a decrease in the other. Although the program calculated all correlations only relevant ones were used and discussed.

**Table 4.6** correlation between race, age and years staying in the area

Summary statistics:

Variable	Observations	Obs. with missing data	Obs. without missing data	Minimum	Maximum	Mean	Std. deviation

					108.0	33.	
Race	5	0	5	7.00	0	20	42.29
						32.	
Age	5	0	5	4.00	71.00	20	25.15
yrs staying here	5	0	5	0.00	0	20	51.36

**Correlation matrix (Pearson):**

Variables	Race	Age	yrs staying here
Race	<b>1</b>	<b>0.88</b>	-0.45
Age	<b>0.88</b>	<b>1</b>	-0.34
yrs staying here	-0.45	-0.34	<b>1</b>

*Values in bold are different from 0 with a significance level alpha=0.05*

**p-values:**

Variables	Race	age	yrs staying here
Race	<b>0</b>	<b>0.05</b>	0.44
Age	<b>0.05</b>	<b>0</b>	0.58
yrs staying here	0.44	0.58	<b>0</b>

*Values in bold are different from 0 with a significance level alpha=0.05*

**Coefficients of determination (R<sup>2</sup>):**

Variables	Race	age	yrs staying here
Race	1	0.78	0.20
Age	0.78	1	0.12
yrs staying here	0.20	0.12	1

This table explains a lot of items that are important for the study. The first part of the table shows the mean, minimum and maximum frequency for race, age and period staying in the area. The minimum frequency for race is 7 while the maximum is 108. This shows that the sample is not equally representative, this is mainly due to the fact that the district is rural and most of the people who live in the area are African and other groups has a lesser percentage.

The mean will be 33.2 and the standard deviation (SD) is more than 40 – quite large because of the tendency for the respondents to be mainly represented in one group. The minimum frequency for age is 4 while the maximum is 71. This shows that the sample is more representative in terms of age

According to Welman *et al.* (2009) the mean is the arithmetical average of a set of scores. The standard deviation is a measure of the spread of scores about the mean. The larger the spread, the further the scores the spread from the mean. Approximately 68% of scores that are normally distributed fall between one standard deviation to both sides of mean.

The mean will be 32.2 and the standard deviation (SD) is 25 – not so large. The minimum frequency for years staying here is 0 while the maximum is 124. This shows that the sample is not equally representative..

The mean will be 33.2 and the standard deviation (SD) is more than 50 – very large because of the tendency for the respondents to be mainly represented in one group.

Also explain what the theory would be stating for this. Also, this needs to be about 2 pages including the table.

Dr Ruth Segomotsi Mompoti Integrated Development Plan (2006) indicates a very small component of the population of the Dr Ruth Segomotsi Mompoti District Municipality is urbanised [92 454 people or 20.80% of the total population].

Most of the households in the rural areas of the District are female headed and women and youth are the ones who are the most hard-hit by poverty. The low household income in the District has discouraged a number of businesses from setting up operations especially in the rural areas. Local Municipalities such as Kagisano and Molopo have no large shopping centres as a result of the low household income.

Integrated Development Plan (2009) has a total of 78258 households in Dr Ruth Segomotsi District Municipality area (78.20% households) are formal houses or brick structure on a separate stand or yard. Informal households or traditional dwelling/hut/structure made of traditional material are estimated to be about 7406 (7.4% households). 501 households (0.5% households) in Dr Ruth Segomotsi District Municipality area flat in block of flats. About 401 households are of the type of Town/cluster/semi-detached house (simplex: duplex: triplex).

An estimated 2302 households (2, 3% households) is a house/flat/room in back yard. 3003 households (3.0% households) is an informal dwelling in backyard and 6705 households (6.7% households) are informal dwellings not in the backyard. A total 601 households (0.2% households) in the district constitutes rooms/ flatlets not in back yard but on a shared property. 200 households are in the form of caravans or tents.

The correlation between race and age is 0.88 showing the African people tend to be younger than the other races. The chances that you will pick a younger African person are high. The correlation between years staying here and race is negative. According to Integrated Development Plan (2006) A large portion of the population [an estimated 162 173 people or 36.88% of the total population] of the Dr Ruth Segomotsi Mompoti District Municipal Area is in the school-going age group [0 to 14 years of age];

A large portion of the population [an estimated 252 905 people or 57.52% of the total population] of the Dr Ruth Segomotsi Mompoti District Municipal Area is in the economically-active age group [15 to 64 years of age]; and a small portion of the population [an estimated 24597 people or 5.59% of the total population of the Dr Ruth Segomotsi Mompoti district Municipal Area is in retired age group [65 years of age and older].

The population of the Dr Ruth Segomotsi Mompoti District Municipal Area increased from 425 318 people in 1996 to 439 674 people in 2001. The estimated average population growth rate for the Dr Ruth Segomotsi Mompoti District Municipal Area was 0.97% for the year 1996 to 2001, the lowest in the North West Province.

**Table 4.7** Correlation between qualifications and Batho Pele

**Summary statistics:**

Variable	Observations	Obs. with missing data	Obs. without missing data	Min	Max	Mean	Std. deviation
	Qualifications	4	0	4	00	0	41.50
Batho pele	4	0	4	0	00	41.50	71.75

**Correlation matrix**

**(Spearman):**

Variables	Qualifications	Batho pele
Qualifications	<b>1</b>	-0.40
Batho pele	-0.40	<b>1</b>

*Values in bold are different from 0 with a significance level*

*alpha=0.05*



**p-values:**

Variables	Qualification	
	s	Batho pele
Qualifications	<b>0</b>	0.75
Batho pele	0.75	<b>0</b>

*Values in bold are different from 0 with a significance level alpha=0.05*

**Coefficients of determination**

**(Spearman):**

Variables	Qualificati	
	ons	Batho pele
Qualifications	<b>1</b>	0.16
Batho pele	0.16	<b>1</b>

According to Dr Ruth S Mompoti Integrated Development Plan (2006) a large portion of the population [78 094 people or 17.76% of the total population of the Dr Ruth Segomotsi Mompoti District Municipal Area] has no schooling; a large portion of the population [65 325 people or 14.86% of the total population of the Dr Ruth Segomotsi Mompoti District Municipal Area] has primary education; a small portion of the population [24 754 people or 10.98% of the total population of the Dr Ruth Segomotsi Mompoti District Municipal Area] has secondary education.

A small portion of the population [47 921 people or 21.26% of the total population of the Dr Ruth Segomotsi Mompoti District Municipal Area] has Grade 12; and a very small portion of the population [9 272 people or 4.12% of the total population of the Dr Ruth Segomotsi Mompoti District Municipal Area] has tertiary education. Allais (2007) states that managerial reform in the public sector is the disaggregation of government

agencies into smaller units that are constituted as central cost centres and expected to compete with one another or with private institutions contracted by the state in similar arrangements. Key to this approach is the notion of performance statements and measurement of performance in order to ensure customer satisfaction.

Spreeen (2001) as *cited* by Allais (2006) states that internationally, there has been increasing government focus on education policy reforms. As governments are increasingly unwilling to intervene in the economy, education is presented as the solution to unemployment. But if education is to be the solution to economic problems, it is thought that education must be relevant to the needs of the economy, not driven by what are perceived as the concerns and interests of the academy. An emphasis on education for 'human capital' and 'human resource development' has come to drive educational discourse. The dominant market-oriented orthodoxy has given rise to 'new perspectives on the purposes of education and definitions of what education is.

Qualifications frameworks have become popular in this context. National qualifications frameworks are seen as a way of raising the status of vocational qualifications by showing that they are at the same level on a framework as other qualifications and thus establishing that they should be seen as equal by society. This seems useful to governments which want to lure reluctant populations away from general education programmes and into more vocational ones – which, according to the governments' logic, will be more relevant, will produce useful skills and will therefore develop the economy (Allais, 2006).

**Table 4.8** Correlation between service deliveries; understand service delivery and limitation of service delivery by municipalities

**Summary statistics:**

Variable	Obs	Obs. with missing data	Obs. without missing data	Mi n	Max	Me an	Std. deviation
Service del lasts	3	0	3	00	128. 00	55. 33	65.74

				0.	124.	55.	
Understand	3	0	3	00	00	33	63.07
legislation				0.	155.	55.	
limit	3	0	3	00	00	33	86.49

### Correlation matrix

(Pearson):

Service del			
Variables	lasts	understand	legislation limit
Service del			
lasts	<b>1</b>	<b>1.00</b>	-0.17
understan			
d	<b>1.00</b>	<b>1</b>	-0.12
legislation			
limit	-0.17	-0.12	<b>1</b>

*Values in bold are different from 0 with a significance level alpha=0.05*

p-values:

Service del			
Variables	lasts	understand	legislation limit
Service del			
lasts	<b>0</b>	<b>0.03</b>	0.89
understan			
d	<b>0.03</b>	<b>0</b>	0.92
legislation	0.89	0.92	<b>0</b>

limit

---

Values in bold are different from 0 with a significance level  
 $\alpha=0.05$

**Coefficients of  
determination ( $R^2$ ):**

---

	Service del		
Variables	lasts	understand	legislation limit
Service del			
lasts	<b>1</b>	<b>1.00</b>	0.03
understan			
d	<b>1.00</b>	<b>1</b>	0.01
legislation			
limit	0.03	0.01	<b>1</b>

---

Dehn *et al* (2003) states that even when governments spend on the right goods or the right people, the money may fail to reach the frontline service provider. A study of Uganda in the mid-1990s, using a Public Expenditure Tracking Survey (PETS) and Quantitative Service Delivery Survey (QSDS) the topic of this chapter showed that only 13 percent of nonwage recurrent expenditures for primary education actually reached the primary school. The considerable variation in grants received across schools was determined more by the political economy than by efficiency and equity considerations. Larger schools and schools with wealthier parents received a larger share of the intended funds (per student), while schools with a higher share of unqualified teachers received less. Third, even when the money reaches the primary school or health clinic, the incentives to provide the service may be weak. Service providers in the public sector may be poorly paid, hardly ever monitored, and given

few incentives from the central government bureaucracy, which is mostly concerned with inputs rather than outputs.

Bardill (2000) as *cited* by Cameron (2009) states that the Presidential Review Commission of Inquiry on Transformation on Reform in the Public Service was set up to evaluate the public service. It made a number of wide-ranging recommendations, some of which was implemented by the new government of South Africa in 2008). It had international advisors which were steeped in New Public Management Reform. The former Minister of Public Service and Administration Zola Skweyiya criticised the Commission's report because it drew too heavily on the British and Commonwealth experience

The role of Public Sector Reform in the Commonwealth Secretariat more generally was also influential. Gasper (2002) and Kaul (1996) *cited* by Cameron (2009) state that the new public management reform was promoted in lower-income countries including Africa by the Commonwealth Secretariat and further points out that management consultancy groups were influential in spreading New Public Management Reform in Africa. While the government never lost sight of its constitutional and development role, it is generally accepted that New Public Management reforms were influential in South Africa. Miller (2005) states that much of the reforms in South Africa are paralleled those which were implemented in other countries, in particular Britain and the USA.

Levin (2004) as *cited* by Cameron (2009) states that the Director-General of Department of Public Service and Administration, argues that public sector reform in South Africa has been shaped by the tenets of New Public Management Reform , including a strong focus on decentralised management of human resources and finance . The ex- Minister of Department of Public Service Administration, Geraldine Fraser-Moleketi, had a more nuanced view. She stated in the interview that the reforms were not influenced by New Public Management Reform ideology.

The Public Service Commission (2006) found that there is partial compliance with the Batho Pele principle of redress. Most departments have some form of complaints handling procedure yet a great deal more needs to be done in terms of formalising,

monitoring and reviewing these procedures. The Public Service Commission (2007) stated that there was recurring concern in all of its Citizen Satisfaction surveys of inadequate redress measures for complaints.

The Public Service Commission (2006) conducted a Citizen Satisfaction Survey for services provided by three departments. The results were mixed with good satisfaction scores for some services, but less so for other services. Evidence suggests that there has been some improvement service delivery over the past few years. For example, more than 80% of departments now have Service Delivery improvement plans and a number of senior managers have had exposure to the coalface and there has been the mainstreaming of Batho Pele (DPSA, 2007).

**Table 4.9** Correlation between applying Batho Pele and how many of the principles do you know

**Summary statistics:**

Variable	Observations	Obs. with missing data	Obs. without missing data	Min	Max	Mean	Std. deviation
	Applied	3	0	3	0	0	3
how				0.0	125.0	55.3	
many	3	0	3	0	0	3	65.74

**Correlation matrix (Pearson):**

Variable	applied	how many
Applied	1	1.00
how		
many	1.00	1

Values in bold are different from 0 with a significance level  $\alpha=0.05$

p-values:

Variable		
s	applied	how many
Applied	<b>0</b>	<b>0.02</b>
how many	<b>0.02</b>	<b>0</b>

Values in bold are different from 0 with a significance level  $\alpha=0.05$

Coefficients of determination ( $R^2$ ):

Variable		
s	applied	how many
Applied	<b>1</b>	<b>1.00</b>
how many	<b>1.00</b>	<b>1</b>

Batho Pele, a Sesotho word, which means People First, is an initiative that was launched in 1997 to transform the Public Service at all levels. Batho Pele was launched because democratic South Africa inherited a Public Service that was not people-friendly and lacked the skills and attitudes to meet the developmental challenges facing the country. In the struggle to transform the Public Service, the old culture has to be changed to ensure that our people are served properly, that all staff work to their full capacity and treat state resources with respect. Department of Public Service and Administration (2006)

**Table 4.10** Correlation between qualifications, Batho Pele and employed respondents

**Summary statistics:**

Variable	Observations	Obs. with missing data	Obs. without missing data	Minimum	Maximum	Mean	Std. deviation
Qualifications	4	0	4	17.00	76.00	41.50	29.01
Batho Pele	4	0	4	1.00	149.00	41.50	71.75
Employed	4	0	4	0.00	84.00	41.50	35.90

**Correlation matrix (Pearson):**

Variables	Qualifications	Batho Pele	employed
Qualifications	<b>1</b>	-0.56	0.27
Batho Pele	-0.56	<b>1</b>	-0.80
Employed	0.27	-0.80	<b>1</b>

*Values in bold are different from 0 with a significance level alpha=0.05*

**p-values:**

Variables	Qualifications	Batho pele	employed
Qualifications	<b>0</b>	0.44	0.73



ons			
Batho			
pele	0.44	<b>0</b>	0.20
Employed	0.73	0.20	<b>0</b>

Values in bold are different from 0 with a significance level  $\alpha=0.05$

#### Coefficients of determination ( $R^2$ ):

Variables	Qualificati		
	ons	Batho pele	employed
Qualificati			
ons	<b>1</b>	0.31	0.07
Batho			
pele	0.31	<b>1</b>	0.64
Employed	0.07	0.64	<b>1</b>

**Table 4.11** Correlation between understand service delivery, legislation limiting service delivery by municipalities and limited service delivery

#### Summary

##### statistics:

Variable	Observatio ns	Obs. with missing data	Obs. without missing data	Minimu m	Maxim um	Mea n	Std. deviation
Understan d	3	0	3	0.00	124.00	55.3 3	63.07
Legislatio n	3	0	3	0.00	132.00	55.3 3	68.54

55.3

Limit	3	0	3	0.00	155.00	3	86.49
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**Correlation matrix (Kendall):**

Variable	understa nd	legislation	limit
Understan d	<b>1</b>	1.00	0.33
legislation	1.00	<b>1</b>	0.33
Limit	0.33	0.33	<b>1</b>

*Values in bold are different from 0 with a significance level alpha=0.05*

**p-  
values:**

Variable	understa nd	legislation	limit
Understan d	<b>0</b>	0.30	1.00
legislation	0.30	<b>0</b>	1.00
Limit	1.00	1.00	<b>0</b>

*Values in bold are different from 0 with a significance level alpha=0.05*

**Coefficients of determination (Kendall):**

Variable	understa nd	legislation	limit
Understand	<b>1</b>	1.00	0.11

legislation	1.00	1	0.11
Limit	0.11	0.11	1

---

A perception survey was undertaken on the impact of the public service strike of June 2007. This qualitative analysis revealed a level of frustration. Approximately 56% of workers were committed to their job, compared to the global norm of 60%, while only 40% are committed to the public service as an employer compared to the global norm of 53%. This was a matter of concern. While remuneration was an issue, the survey suggested that Management's incompetence, bias and poor communication were seen as prevalent disincentives. These findings suggest that there is perhaps not commitment to service delivery goals. (Dr Ruth S Mompoti District Municipality Intergrated Development Plan 2009)

#### 4.5.2 T-test analysis

While the coefficient of covariance has no upper and lower limits, the coefficient of correlation can vary from positive one (indicating a perfect positive relationship), through zero (indicating the absence of a relationship), to negative one (indicating a perfect negative relationship). As a rule of thumb, correlation coefficients between 0.00 and 0.30 are considered weak, those between 0.30 and 0.70 are moderate and coefficients between 0.70 and 1.00 are considered high. However, this rule should be always qualified by the circumstances.

The primary meaning of the coefficient of correlation lies in the amount of variation in one variable that is accounted for by the variable it is correlated with. To obtain this information, square the coefficient of correlation. The squared correlation coefficient is called the coefficient of determination. The magnitude of the coefficient of determination indicates the proportion of variance in one variable, explained from knowledge of the second variable. Multiplied by 100, this proportion of variance indicates the percentage of variance that is known, accounted for, determined.

The coefficient of determination is the primary information measure within the general linear model. Correlation coefficients of 0.30 account for about 10 percent of the variance. Correlation of 0.70 explains about 50 percent of variance.

T-test is used to test the hypothesis that people who live in cities have higher expectations of having their homes burgled than people who live in the countryside. Data is collected from two samples of people – one from cities and one rural locations, who are asked to state the likelihood (as a percentage, where 0% means they are absolutely certain it won't happen and 100% means they are absolutely certain it will happen) of their homes being burgled in the next year. This data is used in the t-test.

**Table 4.12** T-test between gender, citizenship and awareness of service delivery

**Summary statistics:**

Variable	Observations	Obs. with missing data	Obs. without missing data	Minimum	Maximum	Mean	Std. deviation
Gender	3	0	3	8.00	86.00	55.33	41.59
citizenship	3	0	3	0.00	162.00	55.33	92.40
Aware	3	0	3	0.00	130.00	55.33	67.12

**One-sample t-test / Two-tailed test (gender):**

**95% confidence interval on the mean:**

] -47.97, 158.64 [

Difference 55.33

t (Observed value) 2.30

t (Critical value) 4.30

DF	2
p-value (Two-tailed)	0.15
Alpha	0.05

---

Test interpretation:

$H_0$ : The difference between the means is equal to 0.

$H_a$ : The difference between the means is different from 0.

As the computed p-value is greater than the significance level  $\alpha=0.05$ , one should accept the null hypothesis  $H_0$ .

The risk to reject the null hypothesis  $H_0$  while it is true is 14.77%.

The research has to accept the t-test  $H_0$  since all the results are for the p-value below 1. As you can see in this instance the mean is not different and it means that there is little difference between the different responses. The standard interpretation of the above is that, on the hypothesis that the gender, citizenship and awareness of service delivery were sampled from a population in which the mean length 55.3 (and the distribution is sufficiently close to Normal for the t-test to be adequately applicable), then the value of t differs from 0 by an amount which has probability less than 0.05 of being attained if that hypothesis were true. Therefore the result is evidence of some strength that the null hypothesis is true, and the mean is not different from 55.3.

**One-sample t-test / Two-tailed test (citizenship):**

**95% confidence interval on the mean:**

] -174.20 , 284.86 [

---

Difference	55.33
t (Observed)	1.04

value)

t (Critical value)	4.30
DF	2
p-value (Two-tailed)	0.41
Alpha	0.05

---

Test interpretation:

$H_0$ : The difference between the means is equal to 0.

$H_a$ : The difference between the means is different from 0.

As the computed p-value is greater than the significance level  $\alpha=0.05$ , one should accept the null hypothesis  $H_0$ .

The risk to reject the null hypothesis  $H_0$  while it is true is 40.86%.

The research has to accept the t-test  $H_0$  since all the results are for the p-value below 1. As you can see in this instance the mean is not different and it means that there is little difference between the different responses.

The standard interpretation of the above is that, on the hypothesis that the gender, citizenship and awareness of service delivery were sampled from a population in which the mean length 55.3 (and the distribution is sufficiently close to Normal for the t-test to be adequately applicable), then the value of t differs from 0 by an amount which has probability less than 0.05 of being attained if that hypothesis were true. Therefore the result is evidence of some strength that the null hypothesis is true, and the mean is not different from 55.3.

**One-sample t-test / Two-tailed test (aware):**

**95% confidence interval on the mean:**

] -111.41 , 222.07 [

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Difference	55.33
t (Observed value)	1.43
t (Critical value)	4.30
DF	2
p-value (Two-tailed)	0.29
Alpha	0.05

---

Test interpretation:

$H_0$ : The difference between the means is equal to 0.

$H_a$ : The difference between the means is different from 0.

As the computed p-value is greater than the significance level  $\alpha=0.05$ , one should accept the null hypothesis  $H_0$ .

The risk to reject the null hypothesis  $H_0$  while it is true is 28.95%.

The research has to accept the t-test  $H_0$  since all the results are for the p-value below 1. As you can see in this instance the mean is not different and it means that there is little difference between the different responses. The standard interpretation of the above is that, on the hypothesis that the gender, citizenship and awareness of service delivery were sampled from a population in which the mean length 55.3 (and the distribution is sufficiently close to Normal for the t-test to be adequately applicable), then the value of t differs from 0 by an amount which has probability less than 0.05 of being attained if that hypothesis were true. Therefore the result is evidence of some strength that the null hypothesis is true, and the mean is not different from 55.3.

**Table 4.13** T-test between gender, citizenship and awareness of service delivery

**Summary statistics:**

Variable	Observations	Obs. with missing data	Obs. without missing data	Minimum	Maximum	Mean	Sd
Qualifications	4	0	4	17.00	76.00	41.50	29.0
Batho pele	4	0	4	1.00	149.00	41.50	71.7

**One-sample t-test / Two-tailed test (Qualifications):**

95% confidence interval on the mean:

] -4.66 , 87.66 [

Difference	41.50
t (Observed value)	2.86
t (Critical value)	3.18
DF	3
p-value (Two-tailed)	0.06
Alpha	0.05

Test interpretation:

$H_0$ : The difference between the means is equal to 0.

$H_a$ : The difference between the means is different from 0.

The risk to reject the null hypothesis  $H_0$  while it is true is 6.45%.



The research has to accept the t-test  $H_0$  since all the results are for the p-value below 1. As you can see in this instance the mean is not different and it means that there is little difference between the different responses. The standard interpretation of the above is that, on the hypothesis that the gender, citizenship and awareness of service delivery were sampled from a population in which the mean length 41.50 (and the distribution is sufficiently close to Normal for the t-test to be adequately applicable), then the value of t differs from 0 by an amount which has probability less than 0.05 of being attained if that hypothesis were true. Therefore the result is evidence of some strength that the null hypothesis is true, and the mean is not different from 41.50

#### 4.5.2 T-test analysis

Welman *et al* (2009) states that the t-test and analysis variance enable us to determine whether two groups have equivalent or different mean scores. Descriptive research involves comparing the mean of one group with the mean of another. In such research t-test (for two groups) and analysis of variance (for more than two groups) are appropriate statistics to use.

A t-test determines whether an observed difference in the means of two groups insufficiently large to be attributed to a change in chance. The principle underlying t test and analysis of variance is the assumption that both groups represent samples from a normal distribution.

#### Summary statistics:

Variable	Observations	Obs. with missing data	Obs. without missing data	Min	Max	Mean	Std. deviation
Race	5	0	5	0	100	33.29	42.29

				4.0	71.0	32.	
Age	5	0	5	0	0	20	25.15
yrs staying here	5	0	5	0	00	20	51.36

---

**Friedman's test:**

Q (Observed value)	0.40
Q (Critical value)	5.99
DF	2
p-value (Two- tailed)	0.82
Alpha	0.05

---

Test interpretation:

$H_0$ : The samples come from the same population.

$H_a$ : The samples do not come from the same population.

As the computed p-value is greater than the significance level  $\alpha=0.05$ , one should accept the null hypothesis  $H_0$ .

The risk to reject the null hypothesis  $H_0$  while it is true is 81.87%.

It shows that there is no difference between race age and that the samples are from the same group. This proves that your sample was picked randomly. The whole point of using a matched test is to control for experimental variability between subjects, thus increasing the power of the test. Some factors you don't control in the

experiment will increase (or decrease) all the measurements in a subject. Since the Friedman test ranks the values in each row, it is not affected by sources of variability that equally affect all values in a row (since that factor won't change the ranks within the row).

The P value is small (0.82) and one can reject the idea that all of the differences between columns are coincidences of random sampling, and conclude instead that at least one of the treatments (columns) differs from the rest.

#### **4.6 Conclusion**

In this chapter, the detailed results of the research using statistical methods have been provided. Tables, graphs and stats have been used to present the results of the survey. Further, the data analysis has also been presented in this chapter has been the evidence in respect of service delivery. The election of President Mbeki in 1999 heralded a greater emphasis on service delivery. There has been the creation of Multi purpose Community Centres. Multi Purpose Centres are intended to deliver services of all spheres of government from a single location. They are aimed at providing access to a basket of services and government information.

However many centres are without centre managers. Some of the staff members providing services at the Thusong Centres lack motivation, as staff shortages are common (DPSA, 2007).The Public Service Commission has conducted a number of studies on service delivery surveys of selected departments which have shown reasonably high level citizen satisfaction with service delivery. They have also consistently raised this issue in their annual reports.

They have also noted that Government is struggling to implement Batho Pele. It is poorly understood and has not been successfully implemented (Public Service Commission, 2004). The Public Service Commission (2005) stated that Batho Pele needed to be embedded. There was concern about availability of information and redress on complaints. The Public Service Commission found that a number of departments have been complying with the Batho Pele framework by ensuring that their services are made more accessible to clients. Access to services is uneven

across departments as are internal measures put in place to set standards for access, to consult with stakeholders and to monitor and evaluate access to these centres.

The next chapter presents the recommendations and conclusion categorised in their relevance to stakeholders. The purpose is to make sure that the stakeholders understands the recommendations in order to add value to existing literature and also identify gap areas where new or further research can still be conducted.

## **CHAPTER 5**

### **CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

It has been outlined in the previous chapters that services are fairly rendered and there is accountability in the District Municipality. This clearly indicates that communities are consulted and services rendered are sustainable. The investigation was based on accountability and service delivery and the extent into which communities are consulted, when it comes to services to be rendered.

This chapter consolidates the findings of the research, derived through analysis and interpretation of statistical data, discussed in the previous section. The research questions pertaining to the impact of accountability towards service delivery in the District, the key legislative platforms/frameworks aimed at addressing the good governance.

This chapter comprises of the summary of the study, addresses the findings per research question, provides managerial guidelines for Good governance and and highlights future research opportunity in the field of study. Conclusion of the study will be drawn and recommendations will also be outlined.

#### **5.2 Summary of the Study**

The aim of the research was to investigate how accountability is impacting on service delivery and whether the services are sustainable and all community members are satisfied with what has been rendered in the Dr Ruth Segomotsi Mompati District Municipality. Service delivery was analysed and the researcher focused on accountability, service delivery and Integrated Developmental Plan of the district and its implementation.

The study revealed that most of the community members understand the processes of service delivery as to where should it start and end. They also understand the legislations/frameworks that are governing municipalities and mandates to be undertaken.

### **5.3 Response to the Research Questions**

The main findings of this research in relation to each research question will now be discussed. Each question is followed by a discussion of the findings relating to that question.

#### **To what extent has service been delivered in terms of Intergrated Development Planning in Dr Ruth Segomotsi Mompoti District Municipality?**

The communities of Dr Ruth Segomotsi Mompoti are aware of what is happening in their area especially when it comes to the issues of basic services. Community Development Workers are making communities aware about programs undertaken by government. Ward Meetings are also used to give report back to communities regarding developments that are taking place within municipal area. The steering committees are assisting communities with planning.

According to the approved Integrated Development Plan (2009), provision of water to the communities up to RDP level of service was one of the targets set by Government since 1994. However, the trend of implementation and records thereof is not readily available from all providers and the current status of backlog in each municipal area differs from source to source. The Water Services Development Plan (WSDP) of the Dr Ruth S Mompoti District Municipality was used as a guideline in conjunction with the Integrated Development Plans (IDP's) of the individual municipalities Dr Ruth Segomotsi Mompoti economic growth & development strategy review (2009); indicates that progress has been made on targets for Formal houses, progress made on targets for the supply of Electricity for lighting, progress made on the supply of Water taps outside the yards, there is a good rail and road network in Naledi, Mamusa, Lekwa-Teemane.

There is good Agriculture storage infrastructure in Naledi, Greater Taung, Mamusa, Lekwa Teemane, well established shopping centres in Naledi and Greater Taung, Hospitals in Kagisano, Greater Taung and Naledi, there are Clinics in all the Local Municipalities. New Libraries and Multi Purpose Community Centres in Rural Areas Sports facilities in all Local Municipalities.

According to the audited results on Integrated Development Plan (2009) a total of 78258 households in Dr Ruth Segomotsi District Municipality area (78.20% households) are formal houses or brick structure on a separate stand or yard. Informal households or traditional dwelling/hut/structure made of traditional material are estimated to be about 7406 (7.4% households). 501 households (0.5% households) in Dr Ruth Segomotsi District Municipality area flat in block of flats. About 401 households are of the type of Town/cluster/semi-detached house (simplex: duplex: triplex).

An estimated 2302 households (2, 3% households) is a house/flat/room in back yard. 3003 households (3.0% households) is an informal dwelling in backyard and 6705 households (6.7% households) are informal dwellings not in the backyard. A total 601 households (0.2% households) in the district constitutes rooms/ flat lets not in back yard but on a shared property. 200 households are in the form of caravans or tents.

The research has to accept the t-test  $H_0$  since all the results are for the p-value in chapter 4. As you can see in this instance the mean is not different and it means that there is little difference between the different responses. The standard interpretation of the above is that, on the hypothesis that the gender, citizenship and awareness of service delivery were sampled from a population in which the mean length 55.3 (and the distribution is sufficiently close to Normal for the t-test to be adequately applicable), then the value of t differs from 0 by an amount which has probability less than 0.05 of being attained if that hypothesis were true. Therefore the result is evidence of some strength that the null hypothesis is true, and the mean is not different from 55.3.

### **To what extent had the Batho Pele principles been applied in Dr Ruth Segomotsi Mompoti District Municipality?**

According to Public Service Commission (2006) Batho Pele, a Sesotho word, which means People First, is an initiative that was launched in 1997 to transform the Public Service at all levels. Batho Pele was launched because democratic South Africa inherited a Public Service that was not people-friendly and lacked the skills and attitudes to meet the developmental challenges facing the country. In the struggle to

transform the Public Service, the old culture has to be changed to ensure that our people are served properly, that all staff work to their full capacity and treat state resources with respect.

The Public Service Commission (2006) found that there is partial compliance with the Batho Pele principle of redress. Most departments have some form of complaints handling procedure yet a great deal more needs to be done in terms of formalising, monitoring and reviewing these procedures. The Public Service Commission (2007) stated that there was recurring concern in all of its Citizen Satisfaction surveys of inadequate redress measures for complaints.

The Public Service Commission (2006) conducted a Citizen Satisfaction Survey for services provided by three departments. The results were mixed with good satisfaction scores for some services, but less so for other services. Evidence suggests that there has been some improvement service delivery over the past few years. For example, more than 80% of departments now have Service Delivery improvement plans and a number of senior managers have had exposure to the coalface and there has been the mainstreaming of Batho Pele (DPSA, 2007).

It is poorly understood and has not been successfully implemented (Public Service Commission (2004). The Public Service Commission (2005) stated that Batho Pele needed to be embedded. There was concern about availability of information and redress on complaints. The Public Service Commission found that a number of departments have been complying with the Batho Pele framework by ensuring that their services are made more accessible to clients. Access to services is uneven across departments as are internal measures put in place to set standards for access, to consult with stakeholders and to monitor and evaluate access.

The role of street level bureaucrats who are at the coalface in delivering policies is perhaps important in this regard. Studies have shown that street-level bureaucrats with wide discretion actually determine a great deal of actual public policy. They have their own goals which may be in conflict with organisation goals (Lipsky, 1980). This issue of lower-level bureaucrats with a lack of commitment to government goals came



up consistently in the interviews. One interviewee said that street level bureaucrats 'were the soft underbelly of the state'.

Secondly, there is a problem of the poor skills level within the public service which makes the achievement of developmental state goals unrealistic. Butler (2008) points out that South Africa does not have the skills base that the East Asian developmental states enjoyed. Southall (2006) states that a meritocratic public service forms the basis of these developmental states. The state bureaucracy is composed of the country's brightest and best whose careers are not depended upon the whims of the politicians.

### **Are there Legislative Framework guiding municipalities?**

The Constitution of South Africa s (152)(1)(a-b) The objects of Local Government is to provide democratic and accountable government for local communities, to ensure the provision of services to communities in a sustainable manner. This also does not mean that foreigners with citizenship of South Africa cannot be given services.

Cloete (1996) states that accountability in South Africa has its origin in the Constitution of the Republic of South Africa, 1996, that with the inception of the Constitution of South Africa was accepted as a democratic state. This implies that universal suffrage has been put in place. By implication, all the activities of the legislative, governmental, administrative and judicial systems and functionaries in all spheres of government are subject to surveillance by the citizens.

According to Schedler (1999) a large-scale organisation, such as a government department, is structured organisationally as a hierarchical pyramid. The task of ensuring the implementation of accountability functions on behalf of the organisation usually rests with those placed in charge. In the South African public sector the division of accountability is evident from the Public Finance Management Act, 1999 (Act 1 of 1999). Accountability among public officials/administrators starts with the accounting officer of a government department. The accounting officer mentioned in section 36 of the Act is assigned accountability requirements by section 38 of the Public Finance Management Act, 1999. These include responsibilities to ensure that

the department has and maintains a system of financial and risk management and internal control. This system of internal control must be monitored

#### **5.4 Limitations**

The study is limited to Dr. Ruth Segomotsi Mompati District Municipality and its local municipalities, but it is relevant to all other municipalities across South Africa.

#### **5.5 Managerial Guidelines**

Good Governance is one of the Key Performance Areas outlined by National Government therefore management is advised to use the results of this research to be implemented in their area of jurisdiction

- Public managers should emphasise the importance of competition and efficiency, transaction costs economics emphasises the challenges of contract management, and new public service gives primary concern to citizen engagement. City managers need to come up with mechanisms to balance all three. The use of profit and generalised estimation models to analyze International City County Management Association (ICMA) data for 1992, 1997 and 2002, and show the evolution of a middle position where city managers integrate markets with public delivery and give greater attention to citizen satisfaction in the service delivery process.

According to Warner and Hefetz (2007) The privatisation experience of U.S. municipalities shows declining use of complete contracts and a dramatic rise in mixed public/private delivery (joint contracting) of city services. Our analysis shows city managers have recognised the need to move beyond a simple dichotomy between market delivery and public planning to an approach that balances concerns with efficiency, market management and citizen satisfaction.

According to Lakin and Norman (2007) Civil service reform requires the development of a new cadre of senior managers and a long-term change in basic attitudes to public service, a change which can require a decade or more. A major issue for governments accordingly has been how to main

stream reform. Africa in particular has experienced failures with reform initiatives conceived, developed and implemented by donors, using external consultants isolated from the normal life of the civil service. Such enclaving of reform virtually guarantees that unwilling senior administrators can step back from ownership of change.

- The call for accountability requirements and the requirement for sound financial management have brought public sector managers in contact with accountability instruments such as internal audit and the audit committee of the institutions.

This study provides a review of accountability in the public sector; it calls on the public sector to investigate audit committees as an accountability instrument. The study provides an independent opinion on the effectiveness of audit committees in improving corporate governance in the national government departments from an external audit perspective.

According to Van der Nest, Thornhill and de Jager (2007) there is increasing pressure on public officials to demonstrate a high level accountability concerning the use of public funds.

## **5.6 Future Research**

This study contributes to various opportunities for further research, notably:

- The effects of accountability and risk management in Local Government
- The effect of Supply Chain Management and Corruption in all municipalities.
- The impact of legislative frameworks and ethics in all municipalities.

## **5.7 Conclusion**

According to Coats and Passmore (2008) if the voice of the public is to be heard then service planning processes must be flexible enough to accommodate the consequences of voice. This may make management more complicated but it is likely to lead to more legitimate decisions. Not suggesting that this should be dictated from the centre; although there should be a presumption that organisations must

demonstrate that they have processes in place for deliberative governance and the refinement of public preferences.

Public organisations will need to be clear about who is responsible for taking forward an involvement programme. Because sometimes issues can be deeply controversial it is probably best for senior members of staff to be held responsible for determining the most effective strategy for engagement with the public.

Successful engagement with the public demands high level communication skills for both politicians and public managers. The ability to explain technical or complex issues in straightforward language, the capacity to share difficult policy choices and the willingness to describe hard trade-offs are all essential tools for managing successfully in a public value framework. Organisations should consider whether their managers have all the skills they need and take action to plug skills gaps. It may be possible to achieve some quick wins, but this profound change in culture will inevitably take some time to become embedded in the organisation.

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## Appendix A: RESEARCH MATRIX

NO	THEMES	Good Governance	Accountability in the public	Public service and value	Ethics in public service	Assumption on service delivery	Transformation in Public Service	Service delivery in Local	Intergrated development	The impact of corruption on	The impact of fraud in service	Sustainable service in local	IDP/LED	Challenged Faced by Local Government
	ARTICLES	a	b	c	d	e	f	g	h	i	j	k	l	m
1	Public value: The next step in public service reform			X										
2	Accountability and incentives		x	x										
3	A return to spoils? Revisiting radical service			x										
4	Does greater accountability improve service delivery		x			x								
5	Aid and Governance	x		x										
6	Audit Committee and accountability	x	x	x										

	Corruption perceptions Vs Corruption reality													
	THEMES	Good Governance Definition	Accountability Definition	Public service and value	Ethics in public service	Assumption on service delivery	Transformation in Public Service	Service delivery in Local Government	Intergrated development planning in Local and	The impact of corruption on service delivery	The impact of fraud in service delivery	Sustainable service in local government	IDP/LED	Transparency
7	Corruption perceptions Vs Corruption reality									x				
8	Are corruption and taxation reality harmful to growth							x		x		x		
9	Endemic corruption									x				
10	On Anti corruption Privacy preserving									x				
11	Exposing corrupt politicians		x	x						x				
12	Reality check institutionalizing public service ethics				x									

	THEMES	Good Governance	Accountability	Public service	Ethics in public service	Assumption on service	Transformation in Public	Service delivery in Local	Intergrated development	The impact of corruption	The impact of fraud in	Sustainable service in	IDP/LED	Transparency in public sector
1 3	Ethics in Government			x										
1 4	Developing research ethics			x										
1 5	The limits of utilitarianism as a professional ethic in public sector			x										
1 6	Business ethics, public relations an corporate social responsibility			x										x
1 7	Incetivizing institutional investors to serve as a lead palitiff security on fraud									x				
1 8	Why legality matters	x												
1 9	What is quality of government	x												

	THEMES	Good Governance	Accountability	Public service	Ethics in public	Assumption on	Transformation	Service delivery in Local			The impact of Sustainable	IDP/LED	Transparency in
20	A legacy of excellence board governance	x											
21	Good Governance in public land management	x											
22	Private governance for the public	x				x							
23	Annual report Public service	x											
24	The whole of government approach					x							
25	Poverty and Inequality in South Africa		x			x							x
26	Same context different practices					x							
27	Political Condition					x							
28	From new public management to public value			x		x							
29	Reasserting the public service delivery					X							

	THEMES	Good Governance Definition	Accountability	Public service	Ethics in public service	Assumption on service delivery	Transformation in Public Service	Service delivery in Local Government	Intergrated development planning in Local and	The impact of corruption on service delivery	The impact of fraud in service delivery	Sustainable service in local government	IDP/LED	Transparency in public
30	What is not in the syllabus: Transformation						x							
31	Governe ment service delivery project					X								
32	Health service delivery					X								
33	Rethinkin g governan ce		x											x
34	Time for a new networked public service					X	x							
35	Prime ministerial leadership the public					X	x							



	service reform												
36	Education service delivery				X								
37	The state of public finances									x			
38	International review of administrative sciences									x			
39	Sustainability, performance and organizational strategy									x			
40	Public investment and public private partnership									x			

	THEMES	Good Governance Definition	Accountability Definition	Public service	Ethics in public service	Assumption on service delivery	Transformation in Public Service	Service delivery in Local Government	Integrated development planning in Local and	The impact of corruption on service delivery	The impact of fraud in service delivery	Sustainable service in local government	IDP/LED	Transparency in public
41	Contracting for community development											x		
42	Probabilistic sustainability of public debt		x				x					x		x
43	Transparency and public participation													
44	Private governance for public sector												x	x
45	New public management values and person organisation			x										x



	or spiky?												
5 1	Institutional collective action and economic development joint ventures						x						x
5 2	Civil service reform in china												x
5 3	Local government reform: Privatisation and its alternatives						x						x
5 4	Turnover among city managers : The role of political economic change												x

	THEMES	Good Governance	Accountability Definition	Public service	Ethics in public service	Assumption on service	Transformation in Public	Service delivery in Local	Intergrated development	The impact of corruption	The impact of fraud in	Sustainable service in	IDP/LED	Transparency in public sector
55	A closer look at the inner working of adventure education: Building evidence based practices													x
56	Arts Managers as liaison between finance and arts: A qualitative study inspired by the theory of functional differentiation				x									
57	Local Government turnaround							X						

	strategy													
58	Health Service delivery in China: A literature review							x						
59	New public management reforms in South Africa Public Service 1999-2008			X										
60	Why legality matters: the limits of markets and governance reform in public sectors					X								

**Appendix B: RESEARCH QUESTIONS**

Research Question	Survey Questions	Variable(s) and/or Relationships measured	Statistical Tests
<p>1. To what extent has service been delivered in terms of Integrated Development Planning in Dr Ruth Segomotsi Mompoti District Municipality?</p>	<p>a. Do you understand the meaning of integrated developmental plan?</p> <p>b. Are you aware of any Service Delivery in your area which is/are identified in your integrated development Plan?</p> <p>c. Do you think that service delivery in your area is sustainable?</p> <p>d. Did attend a local council meeting where finance matters were discussed?</p>	<p>Ordinal / Nominal Variables:</p> <p>1.1 Not within Scope, Poorly, fairly, mostly, completely</p> <p>1.2 Yes / No</p> <p>1.3 Yes/No</p> <p>1.4 Yes/No</p>	<p>Descriptive Stats – frequency tables, bar charts</p> <p>Numerical description - location, spread, distribution, cross tabulation</p> <p>Measures of association – Phi, Crammrs V</p> <p>Convert nominal to ratio 0,1,2,3,4 &amp; do correlation co-efficient testing with personal info – Pearson &amp; Spearman Rho</p> <p>Normal &amp; z-distribution</p>
<p>4. To what extent had the batho pele principles been applied in Dr Ruth Segomotsi Mompoti District Municipality?</p>	<p>a. Do you know how many batho pele principles they are?</p> <p>b. Do you think this is ever applied?</p> <p>c. Do you think batho pele principles is applicable?</p>	<p>2.1. 2,4,6,or 8</p> <p>2.2 Yes / No</p> <p>2.3 Not within Scope, Poorly, fairly, mostly, completely</p> <p>2.4 Yes / No</p>	<p>Descriptive Stats – frequency tables, bar charts</p> <p>Numerical description - location, spread, distribution, cross tabulation</p> <p>Measures of association – Phi, Crammrs V</p> <p>Convert nominal to ratio 0,1,2,3,4 &amp; do correlation co-efficient testing with personal info – Pearson &amp;</p>

		2.5 Yes / No	Spearman Rho Normal & z-distribution
5. Are Legislative Framework guiding municipalities?	3.1 Do you know legislations that are governing municipalities  3.2. Do you think municipalities are governed by legislations?	Ordinal / Nominal Variables:  3.1/2/3 Not within Scope, Poorly, fairly, mostly, completely	Descriptive Stats – frequency tables, bar charts  Numerical description - location, spread, distribution, cross tabulation  Measures of association – Phi, Cramers V  Convert nominal to ratio 0,1,2,3,4 & do correlation co-efficient testing with personal info– Pearson & Spearman Rho  Normal & z-distribution



P. O. Box 4072

**Vryburg**

8600

Dear Respondent

I am an employee of Dr Ruth S Mompoti District Municipality (Internal Audit Unit) and currently completing the research component of a Masters in Business Administration (MBA) with the North West University (Uniwest).

Towards this end, I would really appreciate your input in Accountability and its impact to service delivery in Dr Ruth S Mompoti District Municipality. I have attached a questionnaire which will assist me in collecting the required data.

May I request for your assistance in the following:

- 1) Please complete the questionnaire to the best of your ability and;
- 2) Kindly forward it to other decision makers within your area. For follow-up purpose, kindly copy me when you forward the questionnaire to colleagues.

The questionnaire will not take more than 15 minutes to fill in. After filling in, please send your response to: 26 Van Niekerk Street, Vryburg, 8600. The closing date is the 20<sup>th</sup> of April 2010.

Thanking you in advance for your contribution in this regard.

Kind Regards,

Dineo Innolentia Mongwaketse

053-9270858/63/90

082 825 3922

**VOLUNTARY QUESTIONNAIRE FOR Service delivery**

**“THE RELATIONSHIP BETWEEN ACCOUNTABILITY IN THE PUBLIC SERVICE AND SERVICE DELIVERY: A CASE OF DR RUTH S MOMPATI DISTRICT MUNICIPALITY”**

Department of Commerce & Administration

North West University

Researcher: Dineo Innolentia Mongwaketse

Supervisor: Prof. Sam Lubbe

**Note to the respondent**

- The researcher need your help to understand Service Delivery and Accountability in the public service
- Although the researcher would like you to help him, you do not have to take part in this survey.
- If you do not want to take part, just hand in the blank questionnaire at the end of the survey session.
- What you say in this questionnaire will remain private and confidential. No one will be able to trace your opinions back to you as a person.

The questionnaire as four parts:

Part 1 asks permission to use your responses for academic research.

Part 2 asks general personal particulars like your age, gender and home language.

Part 3 asks about Service delivery , Accountability, Impact and Legislative Platforms/Frameworks.

**How to complete the questionnaire**

1. Please answer the questions as truthfully as you can. Also, please be sure to read and follow the directions for each part. If you do not follow the directions, it will make it harder for us to do our project.
2. We are only asking you about things that you and your fellow students should feel comfortable telling us about. If you don't feel comfortable answering a question, you can indicate that you do not want to answer it. For those questions that you do answer, your responses will be kept confidential.
3. You can mark each response by making a tick or a cross, or encircling each appropriate response with a PEN (not a pencil), or by filling in the required words or numbers.

*Thank you very much for filling in this questionnaire.*

**PART 1: PERMISSION TO USE MY RESPONSES FOR ACADEMIC RESEARCH**

**I hereby give permission that my responses may be used for research purposes provided that my identity is not revealed in the published records of the research.**

Initials and surname \_\_\_\_\_ Postal address:

\_\_\_\_\_

\_\_\_\_\_ Postal code:

\_\_\_\_\_

Contact numbers: Home: \_\_\_\_\_ Cell: \_\_\_\_\_

	<b>PART 2: GENERAL PERSONAL PARTICULARS</b> <b>Please tell little about yourself</b> Please mark only ONE option per question		<b>PART 3: ACCOUNTABILITY, IMPACT ON SERVICE DELIVERY, LEGISLATIVE PLATFORMS/Frameworks.</b>
1	I am: <ul style="list-style-type: none"> <li>❖ African</li> <li>❖ Coloured</li> <li>❖ Indian</li> <li>❖ Oriental</li> <li>❖ White</li> <li>❖ a member of another ethnic group</li> <li>_____</li> <li>❖ I do not want to answer this question</li> </ul>	8	Do you understand the concept of service delivery? <ul style="list-style-type: none"> <li>❖ Yes</li> <li>❖ No</li> </ul>
2	I am: <ul style="list-style-type: none"> <li>❖ Employed</li> <li>❖ Unemployed</li> <li>❖ Other: (please specify)</li> <li>_____</li> </ul>	9	Do you understand the meaning of Intergrated Development Plan? <ul style="list-style-type: none"> <li>❖ Yes</li> <li>❖ No</li> </ul>
3	I have: <ul style="list-style-type: none"> <li>❖ a degree</li> <li>❖ a post graduate degree</li> <li>❖ Matric</li> <li>❖ Other ; (please specify)</li> <li>❖ I do not want to answer this question</li> </ul>	10	Were you consulted when Integrated development plan was developed for your area? <ul style="list-style-type: none"> <li>❖ Yes</li> <li>❖ No</li> </ul>
4	<ul style="list-style-type: none"> <li>❖ I am _____ years old</li> <li>❖ I do not want to answer this question</li> </ul>	11	Do you think that the services that are rendered have been outlined in your integrated development plan? <ul style="list-style-type: none"> <li>❖ Yes</li> <li>❖ No</li> </ul>
5	I am a: <ul style="list-style-type: none"> <li>❖ female</li> <li>❖ Young female</li> <li>❖ I do not want to answer this question</li> </ul>	12	Do you understand the eight batho pele principles? <ul style="list-style-type: none"> <li>❖ Yes</li> <li>❖ No</li> </ul>
6	I grew up: <ul style="list-style-type: none"> <li>❖ in South Africa</li> <li>❖ abroad _____</li> <li>❖ I do not want to answer this question</li> </ul>	13	Do you have an Audit Committee in your municipality? <ul style="list-style-type: none"> <li>❖ Yes</li> <li>❖ No</li> </ul>
7	How many years have you been staying in this area: <ul style="list-style-type: none"> <li>❖ 1-5</li> <li>❖ 6-10</li> <li>❖ 11-15</li> <li>❖ more than 16 years</li> </ul>	14	Is your audit committee independent and functional? <ul style="list-style-type: none"> <li>❖ Yes/No</li> </ul>

15	<p>Does your organisation submit financial statements timeously for audit purpose?</p> <p>Yes/No</p>		
16	<p>Does your organisation have quarterly reports on performance information?</p> <ul style="list-style-type: none"> <li>❖ Yes</li> <li>❖ No</li> </ul>		
17	<p>Is your organisation held accountable for non or poor service delivery?</p> <ul style="list-style-type: none"> <li>❖ Yes</li> <li>❖ No</li> </ul>		
18	<p>Does your organisation have performance management system?</p> <ul style="list-style-type: none"> <li>❖ Yes</li> <li>❖ No</li> </ul>		