

**THE CULTURE OF NON-PAYMENT OF
SERVICES BY COMMUNITIES, RENDERED
BY LOCAL AUTHORITIES IN THE
NORTH WEST: MMABATHO CITY COUNCIL**

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IN THE NORTH WEST: MMABATHO CITY COUNCIL**

by

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ABSTRACT

The study attempted to determine the attitudes towards the services provided by the Mmabatho City Council, community participation towards municipality service delivery. A convenience sample of 140 households was selected from Mmabatho, with a response rate of (100) 71.3%. Specifically, heads of households were targeted as main respondents in this study.

Several hypotheses were tested. It was found that generally the results show that residents of Mmabatho are willing to pay for services despite the high levels of dissatisfaction with these services. The research showed that there is a relationship between the way respondents perceived the quality of service rendered by the Council and the respondents' feelings of satisfaction concerning those services. It was further discovered that there are a number of steps that the local government can embark on in order to improve the situation in their area. The most important issue is that the local stakeholders should draw up the campaign so that local issues can be addressed.

Several recommendations based on the literature and the empirical investigation was made in an attempt to address these problems. In an effort to alleviate this problem it was found that attention should be given to awareness campaigns, involvement of consumers in local workshops, etc.

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CHAPTER 1

1 ORIENTATION AND INTRODUCTION

1.1 INTRODUCTION

South Africa has been given a rare and historic opportunity to transform local government so as to meet the challenges of this millennium. In terms of the Constitution (Act 108 of 1996), local government is a sphere of government that interacts closely with communities and it is responsible for the services and infrastructures that are essential to the well being of citizens. It is further tasked with ensuring growth and development, and to enhancing community participation and accountability.

Failure of many residents to pay their rates and service charges makes it difficult for the local authorities to provide quality services. According to Johnson (2000:29), the conventional approach to the problem of non-payment of rents, rates and service charges is to ask "how do we reverse the culture of non-payment bred by resistance to the apartheid regime now that the new democratic South Africa has arrived?" Johnson further argues that, non-payment of services is a partial and misleading approach.

Many local authorities find themselves in a very difficult position when they try to implement the vision of the Department of Local Government in the democratic South Africa. These local authorities are hindered/affected by financial constraints and general lack of capacity, and are finding it difficult to balance the high expectations and demands of generally under-served communities with those of established, serviced communities.

In order to respond more positively to these challenges and opportunities it was imperative that innovative management strategies should be adopted. The Masakhane campaign was initiated by government and launched in February 1995 in order to create conditions that are necessary for establishing correct social, political and economical environments necessary for the successful implementation of the developmental programs, and to instill the culture of payment of services.

1.2 STATEMENT OF THE PROBLEM

Many local authorities or municipalities find themselves in an acutely difficult position to render good quality services to residents because of financial problems. These problems are often blamed on low or non-payment levels of municipal services. Most municipalities throughout South Africa are either bankrupt or on the verge of bankruptcy mainly as a result of poor or non-payment of services.

According to the Mmabatho City Council (MCC) balance sheet as at 30 June 2001, comparative figures for debtors were R98,6 million and R119,3 million for 2000 and 2001 respectively. This shows that residents are not paying for services rendered to them by the MCC.

1.3 OBJECTIVE

As indicated in the introduction the main objective of this study is to investigate the culture of payment or non-payment of services, to establish service payers' perception of

services rendered to them and furthermore to evaluate community participation in these payment of services.

The researcher hoped that through the use of structured interviews and questionnaires specific answers would be obtained to specific questions.

1.4 HYPOTHESES

The following hypotheses were tested:

- There is a relationship between respondents' satisfaction with services rendered by the council and the perception of the level of service.
- There is a relationship between the age of respondents and payment of services.
- The participation of community in development programmes rendered by council has an effect on the payment level of services.
- There is a relationship between perceptions of quality of service rendered by the council and respondents' feelings of satisfaction.

1.5 RATIONALE OF THE STUDY

If it were not for apartheid, urbanization would doubtlessly have been a gradual and continuous process. However, for years this process was artificially restrained (Johnson, 2000:29). Most municipal councils in South Africa are concerned with redressing the inequalities of the past in terms of infrastructure services. Their managers are faced with severely constrained resources (Jackson, 1999:31).

Attempts to provide services for all citizens have inevitably fallen far behind demand so that increasingly urban settlements are informal, uncontrolled and unregulated. Most of the local authorities have collapsed due to failure of service payments (Johnson, 2000:29). It is hoped that this research will lead to the holistic approach model of payments of services by all citizens.

The main aim of the Batho Pele White Paper is to provide a policy framework and a practical implementation strategy for the transformation of public service delivery. It is primarily about how public services are provided, and specifically about improving the efficiency and effectiveness of the way in which services are delivered (Batho Pele White Paper, 1997).

The context of Masakhane spells out its vision of local government as striving to create living environments, which reflect and enhance the aspiration of communities and meet their basic needs. Through fostering a dynamic and innovative system of local governance, municipalities and traditional systems should promote human rights, enhance equity and ensure meaningful participation. To provide affordable services and facilitate social and economic development within a framework of co-operation, transparency and accountability (White Paper on Local Government, 1998).

1.6 RESEARCH METHODOLOGY

1.6.1 POPULATION

Sampling was done from households. The number of houses counted was as follows:

The total number of houses in Montshiwa and Mmabatho Unit1 is 4266 and Mmabatho Unit7 consists of 227 houses, which makes a total population of 4493 houses.

A convenient sample of households was carried out in and around Mmabatho-Mafikeng area. Heads of households and municipality service consumers were sampled. Stratified random sampling was used so as to make the sample fully representative of the entire community. The information gathered about the houses was obtained from the Provincial Survey Office in Mmabatho.

1.6.2 INSTRUMENT



The researcher administered a questionnaire as a data collection method. Secondary information was collected via existing reports such as, inter alia, the Poverty Reports, StatsSA October Household Survey Reports.

1.6.3 DATA ANALYSIS

Data analysis consists of running statistical tests on the data, most frequently by computer. Descriptive and inferential statistics based on the Statistical Package for the Social Sciences (SPSS) were computed.

1.7 DEFINITION OF CONCEPTS

- Masakhane is defined as the strategies employed to manage the transition from a situation of poor or non-existent local government to one in which the local authorities and consumers cooperate to ensure that services are delivered and consumers are paying for these services (Timm, Jadwat and Sippel 1998:501).
- Batho Pele means 'People First'. The concept is based on the notion that "in a genuinely competitive commercial market, private companies cannot afford to ignore the needs and wishes of their customers if they want to stay in business, because dissatisfied customers can choose to take their business elsewhere. Knowing what the customer wants and providing it quicker, better and cheaper than your competitors, is essential to business success. As competitive companies worldwide soon discover, 'the customer comes first' is not an empty slogan but a fundamental business principle" (Batho Pele-"People First" White Paper).
- Local government is the third tier of government after national and provincial. It has an interest in ensuring that administrative transformation equips municipalities or local authorities to better meet developmental challenges of communities at the local level. The local government system requires that municipal boundaries should be demarcated in a way which best enables municipalities to fulfill their functions effectively and to provide for good local governance (Local Government White Paper, 1998).

CHAPTER 2

2 LITERATURE REVIEW

2.1 INTRODUCTION

South Africa is going through a profound and continuous transformation at all levels of government and society to ensure the implementation of development programs. The government is committed to effectively addressing the problems of poverty and gross inequalities evident in almost all aspects of society. This could be only possible if the South African economy could be firmly placed on the path of high and sustainable growth, so that the government could use its resources effectively in projects aimed at its populace (www.polity.org.za/govdocs).

The Masakhane Campaign in South Africa has received a fair amount of criticism, largely because its high media profile has not been accompanied by delivery and improvement of services at local level. Contrary to this generally negative perception, there are a number of local authorities that have greatly improved the situation in their areas through pragmatic strategies and programs under the banner of Masakhane (Timm et al, 1998:499).

The campaign is a major national initiative aimed at supporting the proper functioning of local authorities by building relationships between them and communities to achieve sustainable local governance. The present functioning of local government still shows the effects of the former apartment government.

2.2 HISTORICAL BACKGROUND OF APARTHEID CITIES

Most cities in South Africa are plagued by problems of integration. All cities are characterized by differentiation in terms of access to facilities, some degree of racial or class segregation manifested in distinct spatial forms. The entrenchment of apartheid as an ideology and a policy also further influenced conditions in cities.

2.2.1 National urbanization before 1948

The shaping of the apartheid cities began long before apartheid came into existence. The long process of migration from South Africa's rural areas to cities and towns actually began with the growth of the mining industry in the 1850s. This industry attracted rural dwellers to the cities because of the prospects of jobs that it held (Planact, 1997:4). National urbanisation before 1948 took the form of racial segregation, which resulted in the whole range of problems, associated with overcrowding and informal residence.

This led to extreme overcrowding in the designated African locations, resulting in a series of land invasions and other forms of informal urbanization. Very little housing was constructed during the period between the two world wars and this resulted in a number of informal settlements being established on the fringes of cities.

2.2.2 Apartheid urbanization policy

The National Party came to power in 1948 and immediately devised a homelands policy aimed at curbing urbanization. The homelands policy set aside certain land (reserves) for Africans. The apartheid government tried to make these homelands more attractive by initiating industrial decentralization. Those Africans who were allowed in the cities were regarded as 'temporary sojourners' who would ultimately return to their allocated places in the reserves (Planact, 1997).

Apartheid was not the beginning of geographic, institutional and social separation at the local level. Segregation was already a policy by the time apartheid was introduced in 1948. However, the Group Areas Act, "piece de resistance" of apartheid legislation, instituted strict residential segregation and compulsory removal of black people to 'own group' areas. Through spatial separation, influx control, and a policy of 'own management for own areas', apartheid aimed at limiting the extent to which affluent white municipalities would bear the financial burden of servicing disadvantaged black areas. The Group Areas Act restricted the permanent presence of Africans in urban areas through the *pass system*¹, and reserved a viable municipal revenue base for white areas by separating townships and industrial and commercial development (White Paper on Local Government, 1998:1).

¹ **Pass system:** It was required by law for any person defined as non-white to carry an identity document on them at all times

Planact (1997) emphasized that the Group Areas Act together with urban policy, forced the South African government to abandon its previous role of direct housing provider in the townships. Consequently, there was a massive spread of “shack settlements” around South African cities. Peri-urban settlements grew particularly rapidly.

Planact (ibid.) further emphasizes that, at that point African townships within the cities were governed by Black Local Authorities (BLAs), which were nominal structures established by the apartheid government. The 1982 Black Local Authorities Act stipulates that BLAs be self-financing. However, the revenue base within townships was limited because property ownership and economic activity had been expressly forbidden by apartheid legislation. Without recourse to traditional sources of municipal finance (property taxes, levies on business), BLAs were compelled to raise revenue through increasing rent, transport costs and service charges.

The central government had, in effect, shifted the burden of financing township services on to black communities – and had used the BLA system to do so. This led to widespread rents boycotts and other forms of civil disobedience in the townships. At the same time, investment in infrastructure and service delivery in the townships remained minimal.

Apartheid planning at the national level was reinforced by local initiatives, which connived to keep different racial groups separate. In effect, apartheid created several cities side by side within South Africa's urban areas. Different local authorities, also organized along racial lines, governed these areas. Segregation within urban areas was achieved largely through the control over land resources and spatial relations. The process of planning itself was a crucial tool, which was used to achieve apartheid objectives.

Planact (ibid.) also indicates that racial segregation within apartheid cities took the form of separation between:

- Residential areas
- Amenities
- Economic activities



Black townships within the cities were further characterized by:

- Insufficient land
- Overcrowded housing
- Minimal service delivery or investment in infrastructure
- A lack of access to social services and facilities
- A lack of formal economic activity

Thus previous laws governing urbanisation, segregation and racial discrimination set the stage for relations between authority and consumer. Needless to say, some repercussions are still observed to this day.

2.3 COMMUNITY PARTICIPATION

Community participation refers to the way in which communities and stakeholders are involved in development processes of the municipality. These processes include policy formulation, budgeting, identification, implementation and monitoring of projects and strategy formulation. One of the main advantages of successful community participation is that residents understand local government and the constraints under which it operates (Masakhane Annual Awards, 1998:9).

Weitz (1980:30 -33) emphasizes the fact that active participation of local communities in development projects is a crucial factor because of the changes in the social structure and of maximum possible mobilization of local resources, human and natural. Changes in the social structure and the way of life are necessary as preconditions for the economic growth of countries characterized by traditional societies. Weitz further argues that it is important to introduce specific measures that evoke responses and bring about the necessary changes from within. Weitz realizes that too many programs have had disappointing results because they were imposed on residents from outside and failed to win their cooperation and support. Therefore these programmes can only succeed if they are designed both for the people and with their representatives. They must express their desires, aspirations and values.

Local government throughout the world has been encouraged to involve civil society in its affairs to a significant extent. This is usually characterized as signifying a shift from

“government” to “governance”. New approaches to governance are premised on the belief that increased government and community interaction at local level will lead to a better style of governing, as well as better products (improved delivery). The new relationships at the local level are especially important in societies undergoing transformation and transition (Planact, 1997).

Paul (1983:122) also states that the process is concerned with the role of participation of beneficiaries and staff in the planning and implementation of water programs. The author also believes that the nature of the process chosen would depend on the knowledge required for the planning and the commitment of various actors required for planning and implementation. He further emphasizes that a process that encourages participation of citizens at different levels and gives employees the internal autonomy to plan their tasks may yield, not only better plans by generating ideas which top management on its own cannot do, but also imparts greater motivation and commitment to the participants for action.

To win the interest of residents and elicit their participation in programs, they must be convinced that there is a better future for them if they only make an effort. Residents must learn to trust the planning team and believe in its goodwill and ability to help them.

Weitz's (1980:32-33) argues that the details of water development plans for instance, are known only to a limited group in those government departments, which deal directly with the region involved. Without knowing the plans, local communities have no

concrete information to use in order to emphasize that these plans be presented to them in an understandable manner, enabling them to form a real concrete image of the future. It is therefore better for local communities to participate in the formulation of the development plan. This is one of the most effective ways of winning their confidence.

The United Nations (1971:31-32) supports residents participation by emphasizing the fact that success of a program very often depends upon the relationships between participants in and around it. The form of residents' participation characterizes them. The UN highlights five main types of participation, which are: -

- Executive personnel i.e. the action group
- Supporters, including sponsors
- Co-operating agencies
- Benefiting organization i.e. those using the services
- Benefiting people - the beneficiaries.

Each of these categories has its own peculiarities in implementing the program and, an agency or individual can at times belong to more than one group.

According to Weitz (1980:33) local community will participate actively in any development plan if it is explained to their representatives, if they accept it, and again if they have a fair share in basic decisions articulated for the plan.

Hofkes (1983:28) identified the positive role of community involvement in water supply development, which was illustrated by the events in Malawi. Participation of local people was the key to success in bringing piped water to over 150 000 villagers in water-scarce areas at a cost of about US\$3 per person only. Hofkes further indicates that the villagers dug all the trenches, laid pipes (supplied by government and aid agencies), and constructed concrete aprons and soak pits. The author believes that if the installation or construction of these projects are not accepted and supported by local communities, they are likely to suffer from misuse, pilferage or even vandalism. With proper consultation and guidance, according to Hofkes, residents can be motivated to help in planning, construction, operation and maintenance of water supply systems for their communities.

Participation by local communities occurs at different levels, which largely depends on the size of the municipality. What is important, however, is that there are structures for communication and that the channels for this communication are open (Masakhane Awards, 1998:9).

Area-based structures are usually drawn according to ward boundaries and deal with daily issues affecting that particular area. They often play an important role in assisting the ward councilors. Ward committees, community development forums or RDP committees have been used extensively to get community inputs as required in the new planning processes of Land Development Objectives (LDOs) and Integrated Development Plans (IDPs) (Review of the SA Government's Grant-Funded, 1999:1).

The Masakhane Awards document further emphasizes that participation also occurs at ward level, which includes the identification of development needs. The ward committee members in turn participate in the council meeting where they present the needs identified by communities. These are then prioritized and incorporated into a budget. A follow-up meeting is then arranged to report back to the ward committees on the needs which have been included and those to be carried forward to the next financial year. Ward committees in turn report back to their wards (Masakhane Awards, 1998).

For any development facilitator or change agent, a potential paradox can arise when assisting with self-reliant participatory development. This paradox occurs when the change agent tries to help and encourage residents to develop themselves, in so doing, undermines the self-reliance and sustainability, the very aim of development (Wetmore and Theron, 1998:29).

Wetmore and Theron (1998), state that theory and the concept of development are in actual fact incompatible within the realm of social reality. They further argue that Participatory Learning Action (PLA), which rejects theory as the foundation for development and embraces human consciousness, can avoid such a paradox.

According to the Reconstruction and Development Programme (RDP) adopted by the Government of National Unity (GNU), water and sanitation are more than lists of services required to improve the quality of life of majority of South Africans. The RDP is not just a call for South Africans to unite to build a country free of poverty and misery. It

is a program designed to achieve this objective in an integrated and principled manner. Lack of basic services such as water supply and sanitation is a key symptom of poverty and underdevelopment. The provision of such services must be part of a coherent development strategy if it is to be successful (Water supply and sanitation policy, White Paper 1994).

The white paper on RDP emphasizes that capacity building is required in civil society to ensure effective participation in the implementation of the RDP. Through initiatives such as Presidential projects, approaches to consultation, participation and local control were explored.

The above information indicates that community involvement is very important in whatever projects that the private or public sector does. The effects of good community participation are highlighted by Hofkes (1983) when he illustrates the events of community participation in Malawi during their water supply development projects. Local authorities should rope in their communities and inculcate a sense of ownership within them, so that communication channels could be simple and easy in terms of payment levels of the services rendered by local government. The hypothesis that needs to be tested states that “participation of community in development programs rendered by Council has an effect on the payment level of services”.

2.3.1 POTENTIAL IMPEDIMENTS TO PARTICIPATION

According to Planact (1997:40-41), community participation is often fraught with difficulties. Ignorance of potential pitfalls may compromise participatory processes such as RDP and they may lead to skew or undesirable outcomes.

Planact highlights the following potential impediments to community participation:

- In reality, every “community” is made up of a number of different communities who will compete with each other for scarce resources. The diversity of communities therefore needs to be recognized and conflict relationships must be mediated.
- Every local grouping has elites who dominate decision-making and whose views do not necessarily reflect those of the majority.
- The majority of ordinary citizens are neither vocal nor organized. Methods of soliciting their opinions need to be designed.
- Women in particular are excluded from local decisions making. Special efforts must be made to hear their views, as local decisions will affect them most.
- Many areas do not have sufficient and capacitated organized groups. The lack of resources compounds this situation. Local government may need to provide a facilitative environment for Community Based Organizations (CBOs) to emerge organically.
- The establishment of government initiated community structures (like development forums) increases the danger of co-option. It is very important that communities mobilize themselves and as a reaction to their own needs and priorities.

- In many areas, local governments have not had sufficient time to win credibility or legitimacy in the eyes of their communities. Community organizations should not be seen as alternative power bases or parallel sources of authority.
- Community participation sometimes delays the implementation of development programs and projects. A healthy balance needs to be found between talking about plans and acting on decisions.

Community leaders need to be aware of these potential dangers, however, this should not dilute the importance of community participation. Instead participatory processes or structures need to consider these pitfalls in their design of plans.

These impediments to participation which are highlighted in this section, highlights the awareness of institutions to their existence.

2.4 SERVICE DELIVERY

Effective service delivery entails providing services to consumers at the level they require and can afford to pay for, operating and maintaining these services reliably, and collecting the service charges due to local authorities. Delivery has to be organized in a manner that maximizes the RDP aims of minimum standards and redistribution as efficiently as possible (Nedlac, 2000:20).

Timm and Jadwat (1998:503) argue that 'level of service' refers to the extent of convenience of the service. They further state that the 'level of service' should not be

confused with the 'standard of service'. The example they cite is that the yard tap should provide a high level of water supply service than a communal standpipe and without sacrificing its good standard, it should be conveniently situated and have a good drainage system.

The extension of municipal services to the under-serviced parts of the population is understandably a number one priority, but the political imperative to do this must not push aside other equally important objectives such as the encouragement of economic growth. The extension of services and the proper operation and maintenance of those services, consume considerable resources and must be carried out in a financially sustainable manner (Jackson 1999:31).

One of the most important goals of welfare or infrastructure delivery is to ensure that all citizens, wealthy and poor, have access to basic services. When the process of building institutions and systems for delivery is considered, funding is normally the first issue that arises. It is taken for granted that if sufficient funds are allocated the problems are more or less solved (Matlala 2000:20).

Matlala (ibid.) emphasizes that while it is impossible to provide services without adequate funds, funds alone do not solve all the problems. With close to half the national budget spent on social services in South Africa, increased funding may, in fact, be an unrealistic expectation. The organization of infrastructure delivery is crucial. Delivery has to be organized in a manner which maximizes the Reconstruction and Development

Programmes (RDP) aims of minimum standards and redistribution as efficiently as possible.

Johnson (2000:29-30) shares the same sentiments when he states, “attempts to provide housing and other services for a mushrooming population have inevitably fallen far behind demand so that increasingly urban settlements are informal, uncontrolled and unregulated. The more the authorities manage to supply housing and services, the more these urban settlements will attract other rural dwellers and immigrants from the surrounding countries who are unlikely to make payment of rents, rates or service charges, a high priority. The net result of these pressures is that an enormously greater demand is placed on the urban infrastructure and services at the same time as the ability to pay is diminishing”.



The ‘Batho Pele-People First’ White Paper emphasize that “public services are not a privilege in a civilized and democratic society: they are a legitimate expectation. That is why meeting the basic needs of all citizens is one of the five key programmes of the government’s RDP. It is also the reason why the government’s macro-economic strategy called Growth, Employment and Redistribution (GEAR) calls, among other things, for the reduction in unnecessary Government consumption and the release of resources for production investment and their redirection to areas of greatest need. Government institutions must be reoriented to optimized access to their services to all citizens, within the context of fiscal constraints and fulfillment of competing needs” (www.dpsa.gov.za/docs/policy/white_papers).

The Constitution of the Republic of South Africa, 1996 stipulates that public administration should adhere to a number of principles, including that:

- A high standard of professional ethics be promoted and maintained.
- Services should be provided impartially, fairly, equitably and without bias.
- Resources should be utilized efficiently, economically and effectively.
- People's needs be responded to and the public be encouraged to participate in policy making.
- Accountability, transparency and development oriented.

The Batho Pele document calls for the improvement of the delivery of public services which means redressing the imbalances of the past and maintaining continuity of services to all levels of society. The focus of the program is on meeting the needs of forty percent of South Africans who are living below the poverty line and those, such as the disabled and black women living in rural areas, who have previously been disadvantaged in terms of services delivery. Improving service delivery also calls for a shift away from inward looking, bureaucratic systems, processes and attitudes, and a search for new ways of working which put the needs of the public first, are better, faster and more responsive to the citizens' needs. The objective of service delivery includes welfare, equity and efficiency (www.dpsa.gov.za/docs/policy).

Jackson (1999:31-33) argues that it should be clear to decision makers that service provision is not just a matter of building engineering type infrastructure, but it is

also about operating and maintaining it, and it should be a sustainable process. He further suggests that municipalities should be judged not only on the construction of new facilities, but particularly on their ability to continuously provide a good service with those facilities.

The current pressures on local authorities demand a fresh look at how things are done. It can no longer be assumed that experienced, motivated municipal employees will handle all activities. Where competent capacity does exist, it should be well cared for, but there might also be a need for some training to meet new challenges. It is possible to secure major cost savings for local authorities by optimizing network assets and it is also possible to do this through an integrated billing systems (Leitch, 1999:17).

Visible service delivery is crucial in giving municipalities credibility. Where a municipality is seen to be delivering services, it may legitimately demand that the community plays its part by paying for these services. According to Masakhane Annual Award (1998:16) towns have been transformed by extensive service delivery.

Many residents who did not have adequate services in the past have been provided with new services and houses in some cases and improved services (including effective metering) in others. High profile projects, such as: the mass delivery of housing, tarring of main bus and taxi routes, erection of street lights, improving

sanitation by replacing the much reviled buckets system and clean-up campaigns have been particularly successful in this regard (5-Year Local Departmental Service Report, 1999:33).

The document further highlights that while there has been much delivery in the historically disadvantaged areas, it is important that this does not occur at the expense of maintenance of existing services in the historically advantaged areas. This often requires a careful 'balancing act' between the two.

Effective delivery of services is the primary objective of all local authorities. It requires long-term planning, major financing and sound management arrangements. Thus 'quick fixes' are seldom successful. This is particularly so in the townships where many of the areas have been badly neglected in the past, and service standards and reliability have been poor. However, there are some services that are amenable to shorter-term initiatives, and instances where good operating and maintenance practices have turned things around fairly quickly. Some of the successful towns have used such initiatives to prove their willingness and ability to deliver (Timm and Jadwat 1998:502).

The recipients normally perceive the services delivered by organisations to consumers in different ways. The main objective is to ensure that all services delivered by municipalities to consumers should be recognised as legitimate and therefore should be paid for. Continuous payment of services by citizens will

further enable the council to provide more services in future. The hypothesis that needs to be tested states that “there is a relationship between respondents’ satisfaction with services rendered by the council and the perception of the level of services”.

2.4.1 DELIVERY AGENTS

According to Planact the new definition of the state’s role has led to a focus on non-state delivery agents. Private sector service delivery is a growing international trend, in which governments engage in a number of initiatives ranging from public to private partnerships (PPPs) to outright privatization of state assets. In South Africa this move has been met with a great deal of resistance from trade unions, non-governmental and community organizations and, in some instances, consumers. At present the South African infrastructure and service delivery policy emphasizes the role of the private sector in delivery. Over the past few years, this has been one of the liveliest debates in local government policy. Critics of the current approach argue that an increased emphasis on improving public delivery systems is the only long-term solution (Planact, 1998:4).

Planact further emphasizes that the growing trend towards privatization or private-sector involvement in service delivery has led to a growing belief that it may not be possible or necessary to provide standard services to all citizens. Delivery has become increasingly linked to the question of affordability. Delivery agents have begun to link affordability questions to different levels of service. The current South African policy defines three levels of services: basic, intermediate and full, and communities receive only that level

which they can afford. Critics of such an approach argue that this locks the poor into a vicious circle of poor services. Furthermore, there is no comprehensive strategy to tackle the problem of affordability, which is especially acute in South Africa (Planact, 1998).

2.5 PAYMENTS OF SERVICES

In order to gain people's trust, the local authority must show that it is capable of proper accounting and financial management: Drawing up accurate and understandable accounts, delivering them to consumers and ensuring that there are convenient places for people to pay (Timm and Jadwat 1998:508).

According to the Masakhane document (1998:12) one of the main aims of Masakhane is to normalize payments for municipal services. Poor levels of payments render delivery, operation and maintenance of services difficult. Levels of payments still remain disappointingly low in historically disadvantaged areas. Crothers (1999:43) emphasizes the fact that attitude to rate-paying follows a certain pattern. Residents of white areas are likely to pay their rates and taxes as compared to residents of informal settlements. This very limited support for a 'culture of paying for services' is of major importance to local policy makers.

2.6 IMPACT OF NON-PAYMENT ON SERVICES

There is general fall in per capita incomes and an increasing number of people at the bottom of the system who are suffering rapid immoderation not just in relative but also in

absolute terms. Further relative inequalities within groups have also grown. The number of poor whites is increasing too and it must be expected that more and more of them will react in a similar way to residents of Carletonville by becoming non-payers themselves on a very significant scale. The phenomenon of non-payment, predominantly visible in cities formerly designated for Africans one to date, is likely to spread into other residential areas of other racial group (Johnson 2000:30).

According to Corrigan (1998:36-37), Dr Chris Kapp, formerly the city treasure of Port Elizabeth, for every R1m lost by a local authority through non-payment of service charges, some R5m is lost from the capital budget. This is essential due to the adverse impact that lost revenue has on the ability to raise loans and to finance their repayment. He adds that the capital budget is “the only instrument in the hands of political leaders to make a meaningful difference to the quality of life of their followers and fellow citizens” likewise, the RDP document stated in early 1995 that, “every person who occupies a house without paying for it, is taking away a house from someone who is living in a shack”.

In effect, by refusing to pay rates and service charges non-payers are ‘pushing the buck’ back to the government. This leads to the government to a situation in which all the major public utilities are likely to incur large and possibly major loss as a result of non-payment. The government will either be forced to support these utilities by subsidies or, at best, it will have to accept lower returns from them than would otherwise have been the case and delay their possible privatization (Johnson 2000:30).

2.7 ROOTS OF PAYMENT PROBLEMS

According to Corrigan, Friedman (1998) believes that “the aim was, primarily, to mobilize the people for a campaign against the national authorities: local concerns were regarded as an appropriate means of achieving this. Campaigns against the payment of service charges were an important concern of the ‘civics’ because they enabled them to point to an immediate effect of people’s lives - the imposition of service charges which residents, most of whom were afflicted by poverty, found difficult to pay - to demonstrate the effect of a political system which they believed to be unjust” (Cited from Corrigan 1998:31).

Friedman further argues that service charges were also seen as an appropriate target because in formerly black townships, they were in two ways symbols of discrimination against Africans. The first way that Friedman suggests is that the rendering of services was racially determined and because the lack of black representation at the national level meant that they were forced to operate within laws which township residents had no say in devising. Secondly, the manner in which apartheid was implemented ensured that townships had no large businesses on which rates and charges could be levied. That meant that the BLAs were required, in principle, to raise all the funds they needed to supply services from residents alone.

2.7.1 Aspects of non-payments

Non-payment is a complex financial, political and sociological phenomenon. Corrigan (1998:32 – 34) highlights three key contributing factors.

2.7.1.1 Socio-economic factors

Research conducted by the South African Institute of Race Relations estimated that some 24 percent of South Africans are unemployed. It has furthermore been estimated that in some of the worst-off areas of the country, such as rural regions in the Eastern Cape and Northern Province, this figure amounts to some 60 percent and higher. In certain instances, comparatively low levels of payment may thus reflect the total capacity of communities to pay for services.

Paying municipal services and rent charges, or perhaps rates, is usually not a matter of high priority for poor people. As Professor Temba Sono, executive director of the Centre for Development Analysis in Pretoria and president of the South African Institute of Race Relations, remarks “not paying for services puts new monetary power in the boycotting hands and asking such a person to forgo his discretionary spending and revert to the constraining obligatory expenditure is like taking ‘candy from a baby or a bone from a dog’”. Ultimately, it seems, the resolution to this facet of the problem will only be found in economic growth and socio-economic upliftment (Corrigan, 1998:33).

2.7.1.2 Attitudinal factors

Many residents apparently feel little sense of connection with or loyalty towards their local authorities. It has been suggested that on the level of political culture there exists a differentiation between South Africans' identity with the state at central level (for example, with the Government of National Unity and former President Nelson Mandela), and the state at a local level (i.e the municipality), and hence a greater reluctance to honour obligations that local authorities impose on their citizens.

It would appear that there also exists a vicious circle of not only being un-willing to pay for adequate services, but also, refusal to pay compromises the ability of local authorities to actually provide such services and infrastructure. Furthermore, the disparities in standards of services and infrastructure, in terms of tarred roads, amenities such as libraries and transport systems, and the linkages of these disparities to the legacy of apartheid create resentment, and demands for standardization of service delivery. Township-dwellers were inclined to resist paying municipal rates and taxes (Corrigan, 1998:35).

Corrigan (1998) further indicates that at least part of the attitudinal dimension of non-payment relates to difficulties in affecting the actual payment, and also a negative charge. According to the author there appears to be a fairly negative perception of service providers 'on the ground', for example, allegations of corruption and poor customer care. Bills are often not received, or are confusing

for the customers, and the reason for electricity disconnections for instance, are not adequately explained by the officials who come into contact with communities.

2.7.1.3 Capacity constraints

In many instances, a significant aspect of non-payment is the inability of local authorities to apply credit control measures, or to adequately enforce sanctions against defaulters. Many of the smaller, and poorly resourced local authorities experience severe difficulties in simply collecting the information required to make informed decisions on the state of their own financial position. This would include such data as how many residents live within a particular municipality and where to send the bills (Smith and Scott, 1999:13).

Corrigan (1998) states that it must be remembered that in many areas – generally those previously under the BLAs - the consumption of services by individuals households were not metered, and residents are charged rates which reflected an ‘aggregated’ consumption. It is therefore often difficult to account for all electricity and water distributed and to accordingly charge consumers who use exceptionally large amounts. The lack of adequate metering also means that there is little incentive for consumers to economize their consumption.

2.8 DEALING WITH THE NON-PAYMENT PROBLEM

2.81 Introduction

The Masakhane Campaign is about teaching people civic responsibilities. Documents on the revitalization of the campaign urge officials to put the payment of rates and taxes in the right context. Other aspects that need to be introduced are social partnerships between communities, business, civics and municipalities, and the promotion of local economic development (www.sn.apc.org/wmail/issues/960906/NEWS29).

2.8.2 Masakhane Campaign

The Masakhane Campaign is a project launched by former president Mandela in February 1995 broadly aimed at establishing a sense of civic and communal responsibility in order to facilitate the achievement of the goals of the Reconstruction and Development Programme. Integral to this is the notion of payment of rates and service charges (Corrigan 1998:39).

The government's R30million Masakhane Campaign aimed at encouraging communities to pay for services is floundering, mainly because of its top-down approach. The campaign was due to end in December 1995, but its results have been so poor that the cabinet decided to extend its life span until it has had positive results. The fundamental problem with the campaign was that it failed to involve local democratic structures such as street committees and civic

associations. This is despite the fact that these very structures constituted one of the most important pillars of the liberation struggle (Ngwema 1996:8).

Ngwema (1996), further emphasizes that it was these “organs of people’s power”, the street committees and civics, that launched the rent, services, consumer and bus boycotts which led to the collapse of many unpopular state structures. These boycotts were carefully co-coordinated and monitored at each stage. Where gains were made and campaign had served its purpose, that campaign would end after a process of consultation.

MEC Darkie Africa stated that national and provincial senior politicians should give the necessary spice to the Masakhane Campaign so that the campaign’s profile can be rooted in local levels where the newly established democracy can better be harnessed and developed (New Nation 1996:9). He further indicated that a survey conducted by the Human Science Research Council (HSRC) showed that local authorities nationwide had accumulated debts of about R4 billion. This was because of the uncertainty over the revenue income and lack of understanding of the extend to which local authorities would be depended on intergovernmental grants. The financial capacity of local government authorities is the state’s biggest challenge these years.

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According to the 1997 Budget review, South Africa’s municipal debt at the end of June 1996 was estimated at some R26 billion. Long-term debt is not

necessarily a problem for municipalities, if it is managed correctly. This would imply that long-term debt should be invested in projects that would be expected to pay for themselves over time. For instance, installing infrastructure that would facilitate the distribution of services like water and sewage disposal, electricity and waste removal, would enable local authorities to market these products, recoup the costs and in a long term to show a profit (Corrigan 1998:27).

2.8.3 Cost Recovery Programme

From the outset consultants made it clear that they alone could not resolve the payment problems, but that this programme would require total commitment from all role players, i.e. councilors, officials, communities and consultants. It was agreed that the consultants would steer and manage the process initially so as to transfer skills to the local authorities. At the end of their tenure, the municipality would by then have acquired sufficient skills to take ownership of the system and manage it from there on (Smit and Scott, 1999:13).

2.8.3.1 Improved payment systems

To achieve better payment levels, it is important that the payment systems function efficiently. A “culture of payment” is often spoken about, but just as important is a “culture of billing”. One of the most important steps is to ensure that there are convenient places for people to pay for services. This involves increasing the number of pay points, ensuring that they are situated in easily

accessible places, that their opening hours are convenient to residents and that competent and friendly staff occupy them. Some municipalities have made arrangements for residents to be able to pay their accounts at banks, post offices and certain shops (Masakhane, 1998:13).

Timm and Jadwat (1998:508-509) observe support endeavours to facilitate payment by stating that billing cycles have also been shifted in some cases to coincide with people's payment cycles. In some areas stop orders have been implemented, although this has not always met with much support.

2.8.3.2 Ensuring that people pay (punitive action)

It became apparent from the surveys that punitive actions are implemented with best effect when the general population understands and supports such actions. This implies that the local authority has proved itself capable of improving service delivery, rendering accurate accounts, and being flexible so as to accommodate people who have genuine and legitimate reason for being unable to pay. Some local authorities have chosen legal action which result in people eventually going to court and, if guilty, having their contributions enforced, property attached, or their names entered onto the credit bureau's blacklist. For some this is not an option, as the legal costs incurred are too high and the people being charged do not have much of value to be attached (Timm and Jadwat, 1998:511-512).

2.8.3.3 Communication strategy

Before one embarks on a cost recovery project, the importance of a well-designed communication strategy by specialists in this field should not be underestimated. Since the reintroduction of municipal accounts remains an emotional experience, it is of prime importance to continuously inform all stakeholders of the present status of the programme as well as what future actions are planned. This step is an absolute necessity, since one is calling on all residents to come forward and support the municipality in its goal to provide sustainable services to the community. Information dissemination is done by local media coverage regularly and these programmes have proved to be very effective (Smit and Scott, 1999:15).

2.8.3.4 Incentives

Some municipalities have introduced incentives schemes in order to encourage people to pay for services. These incentives range from “lucky draw” prizes for consumers who are up to date with their payment, discount for “indigents” and providing temporary jobs for unemployed people (part of whose income has to go towards settling their municipal accounts) (Masakhane, 1998:12).

According to Timm and Jadwat (1998:511), the answer to successful payment lies in the combination of innovative “carrot” (incentive) and “stick” (punitive action) strategies. The authors further states that both Reitz and the Johannesburg Southern Municipal Local Council have initiated a “lottery” system. In Reitz, residents who pay their accounts on or before due date qualify to win a cash prize,

part of which includes a percentage donation from each of the councilor's allowance.

2.8.3.5 Indigents

There are, however, many cases where people genuinely cannot afford to pay for services. The approach has been to encourage such people to come forward and register as indigents. While it is the responsibility of the local authorities to make this facility available, it is also the consumer's responsibility to come forward and identify themselves as indigents, if it is the case. Some people may as well not be indigents, but apply to be registered as such as it will save them money, it is therefore important that applications be assessed (Timm and Jadwat, 1998:513).

According to the City Council of Mafikeng, the Indigence Policy can only accept the following: -

- An account holder of a household were verified gross monthly income of all occupants over the age of 18years does not exceed R470.00 per month or an account holder of a household were the verified combined gross income of all occupants over the age of 18years exceeds R470.00 but does not exceeds R800.00 per month.
- The holder of the account must be a South African citizen, a permanent resident or in possession of a valid work permit and also a registered voter in South Africa.

- The account holder must apply in person and the following documents must be attached to the application, the latest municipal account, proof of identity of the account holder and any document as may be required.

2.9 THEORETICAL FRAMEWORK

The framework, on which this study is based, is reflected in Naumann and Giel (1995)'s theory of Customer Satisfaction Measurement and Management. This theory is "characterized by a management revolution which is sweeping across businesses worldwide, causing a fundamental shift in traditional practices". This paradigm shift is not yet complete, additional new ideas and other innovations will spring forth from fertile minds around the world (Naumann and Giel, 1995).

The major shift consists of organizations' becoming more customers driven. Driving the voice of the customer into every corner of the business is an expressed goal of most innovative organizations. According to Naumann and Giel (1995) the result is called "customer-driven quality or a customer-focused organizations". Customer-driven quality requires that organizations focus on core competencies – those areas where a firm has distinct competence in creating customer value. An analysis of value creating activities guides downsizing and outsourcing. In these cases, a customer is clearly a central, if not the central element of the paradigm shift.

Being customer driven means using the customer to drive continuous improvements, organizational interventions, and radical redesigns. It also means appointing the customer to be the judge of the firm's value-added processes. Naumann and Giel (1995) refer to that as ultimate measure of customer-driven performance, which is made by customer satisfaction measurement (CSM). The authors further argue that firms that achieve high levels of customer satisfaction are generally very customer driven. Such firms view every customer as a cherished asset. They strive for 100% customer satisfaction and 100% customer retention.

Naumann and Giel (1995), further state that the concept of customer value is closely linked to customer satisfaction. If the customer's expectations of product quality, service quality, and price are exceeded, a firm will achieve high levels of customer satisfaction and will create "customer delight". On the contrary, if the opposite happens customer dissatisfaction will result. Thus the lower the satisfaction level, the more likely the customer is to stop buying from the firm.

Non-payment of municipal services is therefore explained and examined within the framework provided above. The extent to which CSM is practiced in Mafikeng Municipality will be tested against this theoretical framework, where service consumers are regarded as customers and the municipality as the service provider.

2.10 CONCLUSION

Prior to 1994 Black Local Authorities (BLA) governed African townships in urban areas, and had inferior structures established by apartheid. As pointed out earlier in this literature review, these BLA's were expected to be financed from limited revenue generated from within townships' property ownership. Economic activities were forbidden by apartheid legislations. There was no structural and human development in townships while white areas were highly developed. This created some dissatisfaction amongst Africans and led to a widespread reaction of service payments boycotts and other forms of civil disobedience in the townships. Investments in infrastructure and service delivery in areas designated for Africans collapsed.

Non-payment of rates and service charges by residents was a tactic employed as a form of protest against and resistance to the previous government, with particular prominence after the formation of the United Democratic Front in the wake of the introduction of the tricameral Parliament and the Black Local Authorities (BLAs) (Corrigan 1998:31).

After the democratic elections in 1994, the GNU formulated policies and programmes, which were aimed at redressing the imbalances of the past. The Masakhane Campaign was launched and it was aimed at encouraging residents to pay for services and at establishing the sense of communal responsibility in order to achieve the goals of the RDP.

However, even after the election of a democratic government, non-payment has remained a problem. It furthermore appears that progressively the boundaries between consciously not paying (as an act of protest); simply neglecting to pay (as a matter of course) and not being able to pay (as a symptom of a poor economic climate) have been blurred, resulting in what has been termed a 'culture of non-payment', or of mahala ('something for nothing') (Corrigan, 1998:32).

CHAPTER 3

3. RESEARCH METHODOLOGY

3.1 INTRODUCTION

The success of any research is determined to a large extent by the scientific character as well as the way in which it was conducted. The research should be done systematically according to logical steps (Boyd et al, 1977: 33). Below is a list of steps followed in this research.

Bailey (1982:9), argues that all research projects share a common goal of furthering our understanding of society thus all share certain basic stages although there may be some variation in the specific details of these stages. In addition each project will have a research design that shows how the data will be gathered and analysed.

3.2 RESEARCH DESIGN

The research design used in this study was a descriptive survey. According to Neuman (1997:19–20), descriptive research presets a picture of the specific details of a situation, social setting, or relationship. Much of the social research found in scholarly journals or used for making policy decisions is descriptive.

Bless and Higson-Smith (1995: 42 – 44) state that both descriptive and exploratory research rely on particular forms of data collection. These are observation, questionnaires and interviews. Essentially there are two alternatives for the design of exploratory and descriptive research, which are case study and survey. The survey is a collection of information on a wide range of cases, each case being investigated only on a particular aspect under consideration.

Neuman (1997: 20) highlights the importance of descriptive research by identifying the following goals: -

- Descriptive research provides an accurate profile of a group.
- Describes a process, mechanism, or relationship.
- Gives a verbal or numerical picture (e.g. percentages).
- Finds information to stimulate new explanations.
- Presents basic background information or a context.
- Creates a set of categories or classified types.
- Clarifies a sequence, set of stages, or steps.
- Documents information that contradicts prior beliefs about a subject.

3.3 PARTICIPANTS

A convenient sample² of households was carried out for this study, from households in and around Mmabatho-Mafikeng residential areas. Heads of

² Convenient sample: When a researcher haphazardly selects cases or participants that are manageable and cost effective and easy to work with (Neuman, 1997:201).

households and municipality service consumers were chosen because they understand their relationship with the municipality.

The total numbers of houses as per general plans acquired from the Provincial Survey Office in Mmabatho were 4493. A convenient sample of households was carried out. 140 questionnaires were distributed to these households and the researcher later picked up completed responses. Respondents were randomly selected so as to cover pensioners, the unemployed and low to high-income groups. The total number of respondents used in this survey was 100. This gave a response rate of 71.4%. Biographical information of these respondents are shown on Tables 3.1 to 3.5 All participants were assured confidentiality and anonymity of this research and therefore whoever participated, did so willingly.

Neuman (1997: 449) believes that Social Science researchers follow the ethical principle of voluntary consent. He emphasises that researchers should “never force anyone to participate in a research, and do not lie unless it is required for legitimate research reasons. People who participate in social research should, under most conditions, explicitly agree to participate. The right of a person not to participate becomes a critical issue whenever the researcher uses deception, disguises the research, or uses covert research methods”.

Below are tables showing the biographical information of the respondents. Table 1 below shows the gender of the respondents.

Table 1: Gender of Respondents

		gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	42	42.0	42.0	42.0
	female	58	58.0	58.0	100.0
	Total	100	100.0	100.0	

As indicated in the above table it is clear that the majority of participants in this survey were females.

The table below represents race of respondents.

Table 2: Race of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AFRICA	2	2.0	2.0	2.0
	INDIA	4	4.0	4.0	6.0
	WHIT	3	3.0	3.0	9.0
	COLORE	3	3.0	3.0	12.0
	Total	100	100.0	100.0	100.0

91% of the respondents were Africans and 3% were coloureds as indicated in the above table.

The table below represents the age ranges of respondents.

Table 3: Age of respondents

AGE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18- 25	6	6.0	6.0	6.0
	26- 35	42	42.0	42.0	48.0
	36- 50	46	46.0	46.0	94.0
	ABOVE 50	6	6.0	6.0	100.0
	Total	100	100.0	100.0	

The percentage of participants in each range is indicated in the above table and the respondents between ages 36 – 50 were the majority.

Household income of respondents is shown on the table below.

Table 4: Income of respondents

WHAT IS YOUR HOUSEHOLD INCOME BRACKET?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	R0 -R800	20	20.0	20.0	20.0
	R801 - R2000	19	19.0	19.0	39.0
	R2001 - R3500	30	30.0	30.0	69.0
	ABOVE R3500	31	31.0	31.0	100.0
	Total	100	100.0	100.0	

The majority of the respondents earned above R3 500 per month as indicated in Table 3.4

The table below represents the level of employment of respondents.

Table 5: Employment of respondents

I AM EMPLOYED.....					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FULL TIME	82	82.0	82.0	82.0
	PART-TIME	2	2.0	2.0	84.0
	SELF EMPLOYED	2	2.0	2.0	86.0
	PENSIONER	1	1.0	1.0	87.0
	UNEMPLOYED	13	13.0	13.0	100.0
Total		100	100.0	100.0	

82% of the participants in this survey are full time employees and only 13% of the respondents are unemployed as indicated in the above table.

3.4 SAMPLING PROCEDURE

After a household was identified, an appointment was made with the head of household. When the appointment was granted, the researcher explained the purpose of the study and sought permission to conduct the study. After permission was granted the questionnaire was left with the head of household for two days after which it was collected. As pointed out earlier, issues of confidentiality and anonymity were discussed.

3.5 INSTRUMENTS

The questionnaire used in this study is a self-administered one (see Appendix A). The researcher chose this type of instrument over survey interviews because of its advantages. The advantages are economy, speed, lack of interview bias, and the possibility of anonymity and privacy to encourage more participant responses on

sensitive issues. Furthermore, the questionnaires were conducted anonymously in order to ensure a high level of reliability and more honest answers without fear of being victimised.

The questionnaires used were based on attitude, service delivery, participation of communities and roles played by councilors. Responses to the different items were based on forced-choice responses categories like yes/no, agree/disagree/don't know and satisfactory/unsatisfactory/don't know.

3.6 DATA ANYLYSIS

The Statistical Package for the Social Science (SPSS) was used to capture and code the data and lastly to compute both descriptive and inferential statistics. Accuracy is extremely important when coding. Errors made when coding or entering data into a computer threaten the validity of measurements and cause misleading results (Neuman, 1997: 297).

According to Babbie(1979:486), chi-square is a frequently used test of significance in Social Sciences. It is based on the null hypothesis- the assumption that there is no relationship between the two variables in the total population. Chadwick, et al (1984:370) argue that the statistical tests of significance are a critical aspect of hypothesis testing. Frequently the researcher will hypothesize a relationship between two or more variables and then use the test of significance to determine whether or not such a relationship actually exists.

Tables and graphical representations were used in instances of descriptive statistics. In addition, percentages and averages will be used to explicate categorical data. In this case for demographic variables, descriptive statistics were used. To measure the degree of association among variables, the χ^2 test of significance were used.

CHAPTER 4

4. DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

The main objective of this chapter is to analyse and give interpretation of the data collected from the survey conducted to determine the culture of non-payment of services by communities, rendered by Mmabatho local authority in the North West Province. The following discussion will focus on data collected through questionnaires.

Statistical tables and graphs drawn from the responses will then be presented and they will be accompanied by a brief analysis and interpretation. The data are largely categorical thus measures of association such as the Chi-Square (χ^2) are used to interpret the relationship between and among variables. 140 questionnaires were distributed and only 100 responses were received. This represents a response rate of 71,43%.

4.2 STATISTICAL TABLES PRESENTING THE RESULTS AND FINDINGS

The figure below indicates that 58.0% of the respondents felt that the level of services provided by Mmabatho Municipality was of a moderate standard, 3.0% felt that the service was above standard while 39.0% thought that the standard was below.

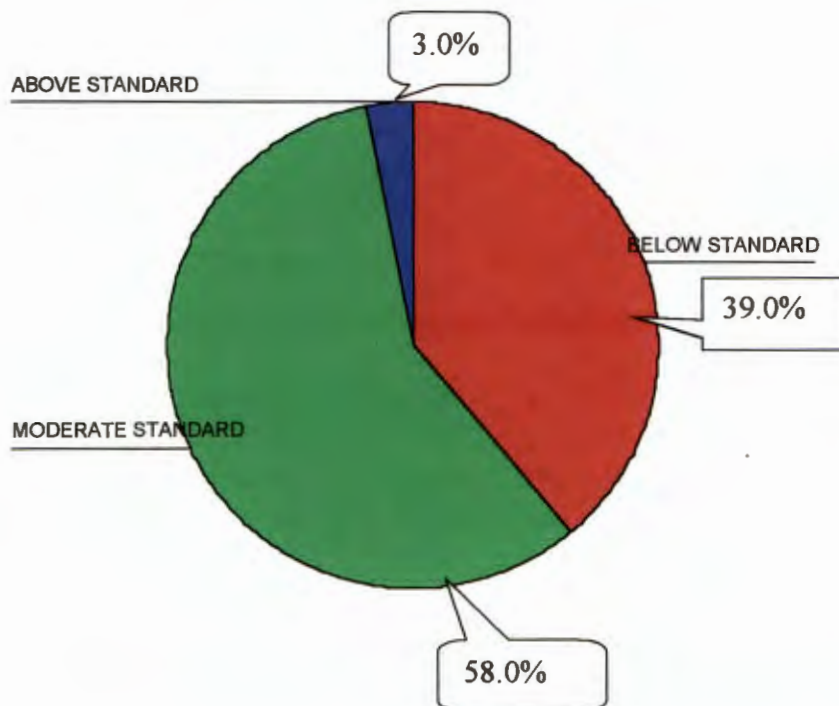


Figure 4.1 Standard of services provided by Mmabatho Municipality

Generally, the sampled respondents were not satisfied with the services provided by the council, 82% of the respondents who are in the majority were not satisfied with the service rendered by the council as the table below indicates:

Table 4.1 Satisfaction with the service rendered by the council

Satisfaction	Frequency	Percentage
Satisfied	18	18%
Not satisfied	82	82%
Total	100	100%

In terms of the interaction of the respondents with the council staff, 43% reported that the municipality staff's behavior towards them was "polite and acceptable" as compared to 26% who reported that the staff was "rude" to them. 48% of the respondents felt that the council's staff needed some training in order to improve their interaction with customers as opposed to 52% who felt that it was not necessary.

Below is a cross-tabulation of respondents' satisfaction with service rendered by the council and the perception of the level of service.

Table 4.2 Cross-tabulation of respondents' satisfaction with service rendered by the council and the perception of the level of service.

Standard of service provided by the Council	Perception of the level of service		Total
	Satisfied	Not Satisfied	
Below standard	1 1%	38 38%	39 39%
Moderate standard	16 16%	42 42%	58 58%
Above standard	1 1%	2 2%	3 3%
Total	18 18%	82 82%	100 100%

The majority of 82% of the respondents are not satisfied with the standard of services provided by the Mmabatho City Council as opposed to 18% who felt that the standard of service was satisfactory. 42% of 82% of the respondents strongly believes that the services rendered were of a moderate standard and they were not satisfied with those services as opposed to 16% who felt they were satisfied even though the standard of service was moderate. 1% of respondents felt that they were satisfied with the services provided by the council which were above the standard as opposed to 2% of the respondents who echoed the sentiment that even if standard might be high they were not satisfied with the services provided.

The Chi-Square test of significance used to test whether a relationship existed between the respondents' satisfaction with service rendered by the council and the perception of the level of service revealed a significant finding ($\chi^2=10.4$, $df=2$, $P=0.006$). This shows that the respondents' satisfaction with the services provided by the council influences perception of the level of services.

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In terms of hypothesis 1 which states that "There is a relationship between respondents' satisfaction with services rendered by the council and the perception of the level of service", this result confirms that the respondents' satisfaction with services influences the perception of the level of service.

Below is a cross-tabulation of the gender of respondents and their perception of the service rendered by the Mmabatho municipality.

Table 4.3 Cross-tabulation of gender by the standard of service rendered by the Mmabatho municipality.

GENDER	WHAT IS THE STANDARD OF SERVICE PROVIDED BY MMABATHO MUNICIPALITY?			TOTAL
	Below standard	Moderate standard	Above standard	
MALE	15 (15%)	26 (26%)	1 (1%)	42
FEMALE	24 (24%)	32 (32%)	2 (2%)	58
TOTAL	39 (39,0%)	58 (58,0%)	3 (3,0%)	100 (100,0%)

The above table indicates that out of 42 male respondents, 15 (15%) felt that the level of service provided by council is below standard, 1 (1%) felt that the level of service is above standard while 26 (26%) echoed the sentiment that the level of service is of a moderate standard.

In terms of the female respondents, 24 (24%) indicated that the service is below standard, 2 (2%) indicated that the level of service is above standard while 32 (32%) felt that the council provides a service of a moderate standard. The Chi-Square test of significance used to test whether a relationship existed between gender and perception of the level of standard of service, revealed a significant finding ($\chi^2=0.4$, $df=2$, $P=0.07$). This shows that gender influences perception of level of services.

Below is a table that shows the relationship between the behaviour of municipality staff towards consumers and the need for training for unacceptable and rude behaviour.

Table 4.4 Municipality staff behavior and need for training

Municipality staff interaction with the consumers	Training for rude and unacceptable behaviour that needs training		Total
	Yes	No	
Polite and acceptable	10 (10%)	33 (33%)	43
Don't know	12 (12%)	19 (19%)	31
Rude and unacceptable	26 (26%)	0 (0%)	26
Total	48 (48%)	52 (52%)	100 (100%)

The above table indicates that out of 43 respondents 10 (10%) felt that municipality staff's behaviour was polite and acceptable but they needed some training whereas 33 (33%) thought that their behaviour did not signal a need for training. 26 (26%) respondents felt that the municipality staff's behaviour was rude and unacceptable and that it warranted training to empower and equip them to deliver effective and efficient services.

31% of the respondents could not explain their interaction with the staff, 12 (12%) felt that if the staff behaved in a rude and unacceptable manner they should go for customer care training courses whereas 19 (19%) felt that it was not necessary. However, the total number of these uncertain respondents exceeds those who find the behaviour of municipality staff rude and unacceptable.

The Chi-square test of significance used to test whether the relationship existed between municipality staff interaction with the consumers and the need for training, revealed an insignificant finding ($\chi^2 = 39.7$, $df = 2$, $p=0.01$). This shows that staff behaviour influences need for training.

The table below represents the respondents' feelings about whether citizens should pay for services rendered to them in terms of age.

Table 4.5 Cross tabulation of age by whether citizens should pay for all services rendered by the municipality.

Age	Citizens should pay for all services provided by the municipality		Total of respondents
	YES	NO	
18 – 25	5 (5%)	1 (1%)	6
26 – 35	32 (32%)	10 (10%)	42
36 – 50	41 (41%)	5 (5%)	46
Above 50	5 (5%)	1 (1%)	6
Total	83 (83%)	17 (17%)	100 (100%)

The above table reveals that there is a general feeling that all service consumers should pay for all services rendered to them. An overwhelming 83% of respondents of all ages agreed that all services consumed by residents should be paid for as opposed to the 17% who disagreed with the idea. The Chi-Square test of significance used to test whether a relationship existed between age and perception of the level of standard of service,

revealed a significant finding ($\chi^2 = 2.6$, $df=3$, $p=0.04$). This indicates that age influences the payment of services by citizens.

In terms of hypothesis 2, which states that “There is a relationship between the age of respondents and payment of services”, this finding confirms that, age does influence payment of services by citizens.

The table below shows the respondents’ perception of the quality of service rendered to them by the Mmabatho City Council.

Table 4.6 The quality of service rendered by City Council

Response	Frequency	Percentage	Proportion
Satisfactory	24	24	0.24
Do not know	11	11	0.11
Unsatisfactory	65	65	0.65
Total	100	100	1.00

Respondents were asked to respond on the quality of service rendered by the council. The majority of the respondents 65% felt that quality was unsatisfactory as opposed to 24% of other consumers who felt that they were satisfied with the quality of service received from the council. 11% of other consumers did not want to commit themselves.

The table below represents respondents’ feelings about the quality of service rendered by the council and the satisfaction feelings of the consumers.

Table 4.7 Cross tabulation of quality of service rendered by council by respondents' satisfaction feelings.

Quality of service rendered by City Council	Satisfaction feelings about the service rendered by the council		Total
	Satisfied	Not satisfied	
Satisfactory	14 (14%)	10 (10%)	24
Don't know	2 (2%)	9 (9%)	11
Unsatisfactory	2 (2%)	63 (63%)	65
Total	18 (18%)	82 (82%)	100 (100%)

The respondents were asked to reflect their level of satisfaction about the quality of service rendered to them by the council. The above table indicates that 18% of the respondents felt that they were satisfied with the quality of service provided by the council and 82% felt that they were not satisfied with service rendered by the council.

The Chi-square test of significance used to test whether a relation about the quality of service rendered and the consumer's satisfaction level about those services, revealed a significant finding ($\chi^2 = 36.2$, $df = 2$, $p = 0.01$). This shows that the quality of service rendered by the Mmabatho City Council influences the satisfaction feelings of consumers.

Hypothesis 4 which states that "There is a relationship between perceptions of quality of service rendered by the council and respondents' feelings of satisfaction", proves that the quality of service influences satisfaction feelings of consumers.

The table below indicates the respondents' feelings of accounts being delivered to consumers on time.

Table 4.8 Cross tab of gender by whether accounts reach the consumer after they are supposed to have been paid.

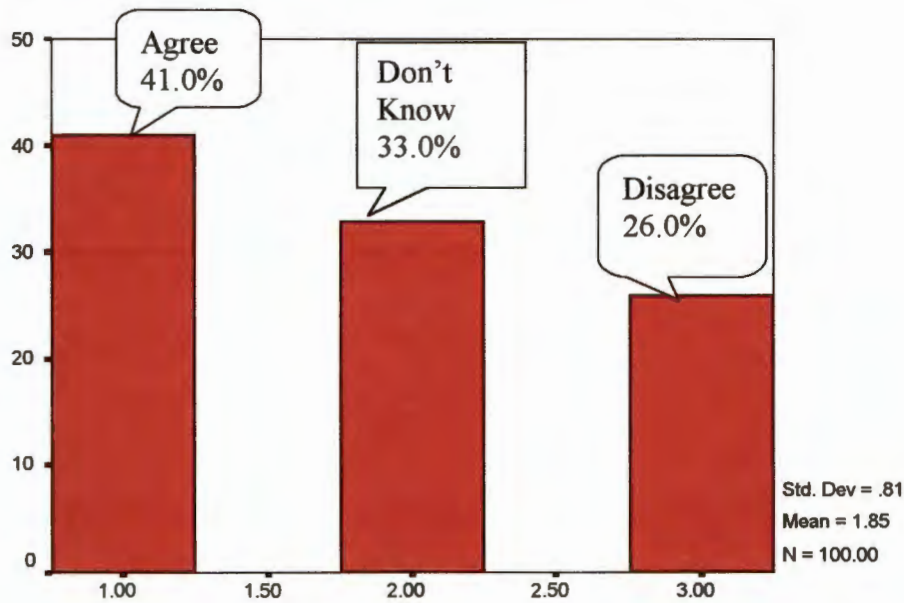
Gender	Accounts reach consumers after they are supposed to have been paid		Total
	Yes	No	
Males	28 (28%)	14 (14%)	42
Females	31 (31%)	27 (27%)	58
Total	59 (59%)	41 (41%)	100 (100%)

59% of the respondents agree that accounts are not delivered on time and therefore reach consumers late as opposed to 41% who disagree. It might be important with later research to find out if respondents have regular post boxes where mail could be delivered and the frequency of checking mail.

The Chi-Square test of significance used to test whether a relationship exists between gender and perception of the level of standard of service, revealed a significant finding ($\chi^2=1.7$, $df=1$, $p=0.01$). This shows that a relationship exists between the gender and perception of timely dispatch of accounts.



The graph below shows that 41.0% of the respondents agree that most of the time accounts are incorrectly calculated, 26.0% disagreed with that notion while 33.0% did not know whether accounts are incorrect or not.



MOST OF THE TIME, ACCOUNTS ARE NOT CORRECTLY CALCULATED.

Figure 4.2 Accounts are incorrectly calculated

The table below shows the relationship between household income and perception of respondents about the level of assessment rates.

Table 4.9 Cross tabulation of household income by assessment rates.

What is your household income bracket?	The assessment rates are too high and are not related to the value of properties owned by consumers			Total
	Agree	Disagree	Don't know	
R0 – 800	14 (14%)	2 (2%)	4 (4%)	20
R801 – 2000	15 (15%)	2 (2%)	2 (2%)	19
R2001 – 3500	22 (22%)	6 (6%)	2 (2%)	30
Above R3500	18 (18%)	7 (7%)	6 (6%)	31
Total	69 (69%)	17 (17%)	14 (14%)	100 (100%)

69% of the respondents feel that assessment rates were too high, whereas 17% disagree and 14% do not know. Consumers of different income brackets were asked if assessment rates were related to the value of their properties. 14% of consumers earning between R0 – R800 agreed that assessment rates were high, 2% disagreed and 4% said that they did not know. 15% of consumers earning between R801 – R2000 agreed that assessment rates were too high while 2% disagreed and 2% choose to be indifferent. 22% of those earning salaries between R2001 – R3500 agreed that assessment rates were extremely high, 6% disagreed with that idea and 2% did not know if they were high or not³.

18% of those earning above R3500 felt that the rates were also high, 7% disagreed with that suggestions while 6% did not know if they were high or not.

The Chi-Square test of significance used to test whether a relationship existed between household income and perception of assessment rates, showed a significant finding ($\chi^2=5.1$, $df=6$, $p=0.05$). This means that income bracket is related to the perception of the level of assessment rates.

³ It must be noted that these are unweighted average responses. Thus, the marginal total i.e. 69%, 17% and 14% truly reflect the average response across the income brackets.

Graph 4.3 below indicates that 79.0% of the respondents agreed that municipality service charges were too high, 10.0% did not know while 11.0% disagreed that service charges were too high.

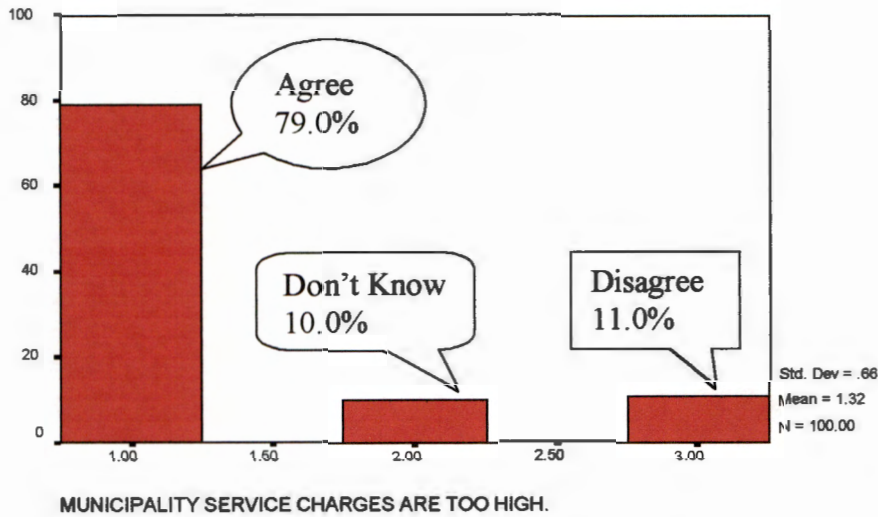


Figure 4.3 Municipality service charges are too high

Participants were asked if the council involves them in its service delivery. The table below shows that 74% of the respondents indicated that the council did not involve or encourage them to participate in its service delivery while 26% agreed that they had been involved in the municipal affairs in some way.

Table 4.10 Community involvements in the municipality service delivery.

Response	Frequency	Percentage	Proportion
Yes	26	26%	0.26
No	74	74%	0.74
Total	100	100%	1.00

In terms of the councilor's addressing their needs, 66% of the respondents reported that the needs of the community were often different to those councilors addressed as compared to 9% who reported that councillors often addressed their needs. 25% reported that they did not know. Most of the respondents felt that councilors were occupying positions only for personal benefit.

The table below shows the relationship between gender and the involvement of community participation in the municipality service delivery.

Table 4.11 Cross-tabulation of community involvement in municipality service delivery and gender of respondents.

Gender	Does the Municipality involve or encourage the community in its service delivery?		<u>Total</u>
	Yes	No	
Male	13 (13%)	29 (29%)	42 (42%)
Female	13 (13%)	45 (45%)	58 (58%)
Total	26 (26%)	74 (74%)	100 (100%)

Generally, the majority of 74% of the respondents disagreed with the notion that the communities were vigorously involved or actively participating in the council's service delivery as opposed to 26%. The participants strongly believed that the council unilaterally decided on their fate and imposed those decisions on them. The above statistic proves that there is lack of consultation.

The Chi-Square test of significance used to test whether a relationship existed between community involvement in municipality service delivery and gender, shows a significant

finding ($\chi^2=0.9$, $df=1$, $p=0.03$). This means that community involvement in the council's service delivery is related to gender.

In terms of hypothesis 3 that stipulates that "The participation of community in development programmes rendered by council has an effect on the payment level of services", this confirms that community involvement does influence the payment level of services.

The table below represents the responses of the respondents regarding the question of involvement in developmental projects done by council.

Table 4.12 Involvement in development projects done by the Council.

Response	Frequency	Percentage	Proportion
Agree	96	96%	0.96
Disagree	4	4%	0.04
Total	100	100%	1.00

According to the table above, 96% of the respondents fully agreed that their involvement was of great importance while 4% disagreed. There was a general dissatisfaction from the respondents that the complaints raised were not addressed, therefore that lack of response could create a negative perception and reluctance about payment of these services.

The table below shows that generally the respondents fully put their weight behind the fact that the council should introduce some incentives to encourage consumers to pay their accounts on time.

Table 4.13 Cross tabulation of gender by respondents' feelings about the introduction of incentives.

Gender	Incentives should be introduced to encourage people to pay their accounts on time			Total
	Agree	Don't agree	Don't know	
Male	37 (37%)	4 (4%)	1 (1%)	42
Female	52 (52%)	0 (0%)	6 (6%)	58
Total	89 (89%)	4 (4%)	7 (7%)	100 (100%)

According to the above table, 89% of the respondents agreed that incentives should be introduced to encourage consumers to pay their accounts on time whereas 7% disagreed and 4% did not know. The Chi-Square test of significance used to test whether a relationship existed between household income and perception of assessment rates, shows an insignificant finding ($\chi^2=7.7$, $df=2$, $p=0.01$). This reveals that gender does not influence respondents' perception about the introduction of incentives. This means that incentives are regarded as important irrespective of the gender of respondents.

The table below shows the respondents' feelings about whether residents should offer a free service to the council in exchange for their account liabilities.

Table 4.14 Residents to offer a service for free to the council in exchange for their account.

Response	Frequency	Percentage	Proportion
Yes	71	71%	0.71
No	29	29%	0.29
Total	100	100%	1.00

The table above shows that 71 (71%) of the respondents felt that residents who could not afford to pay for their accounts, council should offer them some work to do in exchange for their accounts, work like cleaning the yard, painting the buildings. 29 (29%) of the respondents felt that the council should not agree to that because that would set a bad precedent. This idea would benefit the council in a way if some work were done in exchange of the account payment because that would be done under the pretext of community building. However, careful consideration should be given to the consequences of this approach.

Below is a cross-tabulation of gender by respondents' feelings about termination of services for those who fail to pay their accounts after due notice has been given.

Table 4.15 Cross tabulation of gender by the respondents feelings termination of services for defaulters.

Gender	Municipality should stop or cut the services for those who do not pay their accounts after due notice has been given			Total
	Agree	Don't agree	Don't know	
Males	21 (21%)	16 (16%)	5 (5%)	42
Females	24 (24%)	34 (34%)	0 (0%)	58
Total	45 (45%)	50 (50%)	5 (5%)	100 (100%)

Generally, the table shows that there was disagreement with the notion that unpaid services should be terminated. The majority of 50% of the respondents disagreed with that and thought that the council should explore other avenues rather than cutting services for defaulters, 45% fully supported the move that those who do not pay should get punishment of some kind.

Out of 42 male respondents who were asked if the municipality should stop or cut the services for those who did not pay their accounts after due notice has been given, 21 (21%) fully agreed that cutting services could be a good move that the council should take, 16 (16%) felt that it would be completely immoral to do act in that fashion. 5%

chose to be indifferent. Of the 58 female respondents, 2 (2%) agreed that the council should take that route, 34 (34%) disagreed.

In terms of legal action being taken against those failing to pay and their properties attached to defray the costs the council incurred, 62% reported to be totally against that idea because that would create further problems and would not be in line with the poverty alleviation policies such as the RDP as compared to 31% who reported that legal action should be instituted against defaulters. 7% chose to answer, “do not know” to the question.

The Chi-Square test of significance used to test whether a relationship existed between household income and perception of assessment rates, shows a significant finding ($\chi^2=9.3$, $df=2$, $p=0.01$). This shows that gender influences perception of termination of services for defaulters, although to a very limited extent as the table shows.

The table below is a cross-tabulation of age of respondents and the feelings about who can offer a better service between employees in a private sector and government sector.

Table 4.16 Cross tabulation of age by service that could be rendered by employees in privately compared to that government employees/municipality employees can offer.

Age	Employees in privately owned firm could deliver a better service than government employee/municipality employee			Total
	Agree	Disagree	Don't know	
18 – 25	2 (2%)	2 (2%)	2 (2%)	6
26 – 35	18 (18%)	16 (16%)	8 (8%)	42
36 – 50	23 (23%)	17 (17%)	6 (6%)	46
Above 50	1 (1%)	3 (3%)	2 (2%)	6
Total	44 (44%)	38 (38%)	18 (18%)	100 (100%)

The above table indicates that 44% of the sampled respondents were for the idea that a privately owned company could deliver better service than the municipality as compared to 38% who disagreed with that notion and 18% seemed not to know who could best serve them.

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The Chi-Square test of significance used to test whether a relationship existed between age and perception of service that could be delivered by employees in privately owned firms, revealed a significant finding ($\chi^2 = 4.0$, $df=6$, $p=0.06$). This means that age is related to the perception of service that could be delivered by employees in privately owned firms.

CHAPTER 5

5. SUMMARY, FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

The purpose of this chapter is to give a brief summary of the previous chapters findings on literature review, methodology, analysis and interpretation of data. The chapter will also reflect some recommendations that would be useful to senior officials so that they could meet the challenges and issues related to the culture of non-payment of municipality services.

5.2 Summary

Chapter 1 of this study highlights the commitment of government towards improvement of people's living standards by ensuring growth and development. Furthermore, this chapter deals with the problems that municipalities face when residents fail to pay for their service consumption. These local authorities are characterised by financial constraints, general lack of capacity and would fail to render further services. An elaboration of the statement of the problem, objectives as well as the rationale of the study was stated.

Chapter 2 focuses on the literature reviewed for the study. The historical background of apartheid cities explored where most of the problems of non-payment of rents and other services emanated (cf2.2) and community

participation in projects. This participation is characterised as signifying a shift from “government” to “governance” (cf 2.3)

Furthermore, chapter two also deals with the payment of services and the impact of non-payment (cf 2.5 and 2.6). In addition the roots of payment problems, which is a very complex issue was dealt with (cf 2.7).

Masakhane campaign, as discussed in this chapter, is a project that was launched by the president aimed at establishing a sense of civic and communal responsibility to expedite the achievements of RDP. The bone of contention to this notion is payment of rates and services (cf 2.8).

Chapter 3 gives a description of the empirical investigation conducted in this study. A questionnaire was designed and distributed to the community. Details regarding the use of the questionnaire as a research instrument are highlighted i.e. both advantages and disadvantages of the questionnaire are given. Aspects like data collection, population and sampling, response rate, procedure for data collection and analysis are also found in chapter three.

Chapter 4 reveals the analysis and interpretation of data. The findings from the data collected and literature are discussed and interpreted (cf 4.2). It was clear in this study that the majority of the respondents were concerned about the standard and quality of service provided by the Mmabatho Municipality. It emerged that

consumers are willing to pay for services they consumed despite the fact that municipality staff's behavior is "rude and unacceptable".

5.3 Research findings

Several findings which could be of use in addressing the objectives set in chapter one are made in this study. In this section, attention is given to such findings in conjunction with the aims set.

5.3.1 Aim 1: To investigate service payer's perception of services rendered to residents.

The vast majority of the respondents perceived the service rendered by the council as moderate and indicated that those services did not totally satisfy them.

With regard to the interaction with the municipality staff, the respondents commended them for their "polite and acceptable" behaviour, but they stated that staff needed some training to beef-up their ultimate output.

There is a general feeling by the respondents that all service consumers should pay for all the services they consumed regardless of the quality of service provided.

The following hypothesis "There is a relationship between perceptions of quality of service rendered by the council and respondents' feelings of satisfaction" was tested. It was found that the quality of service rendered by Mmabatho City Council influences the feeling of satisfaction of consumers. Residents of

Mmabatho\Mafikeng are prepared to pay for their consumption despite the high levels of dissatisfaction with these services. The majority of respondents who are for the idea of paying are 26 years old and above, this is a mature group, which is responsible, and there is sense of ownership within them as compared to 25 years old and younger who prefers to rent and vacate the property whenever they feel. Payment of services is a sense of responsibility that matures with a person.

In spite of such findings, the study done by Corrigan (1998:32-34), did find that there are contributing factors such as attitudinal, socio-economic and capacity constraints that influence the way people perceive things. He further indicated that it appears to be a fairly negative perception of service providers "on the ground", for example, allegations of corruption and poor customer care (cf p27-31).

5.3.2 **Aim 2:** To evaluate community participation in Council's service programs.

The following hypotheses "The participation of community in development programmes rendered by council has an effect on the payment level of services" was tested. It was found that:

- An overwhelming response percentage indicated that communities were not involved in municipality's service delivery programs. Participants complained that they did not know their councilor and most of the time the councilors did not address their problems.

- The research revealed that the council should introduce some incentives to encourage consumers to pay and again allow residents who cannot afford to pay for their accounts to offer a service for free to the council in exchange for their account.

Community involvement is the spine or the pillar of every organisation in this era. From the literature, Weitz(1980) supported this aim by arguing that the bone of contention is lack of participation by communities to bring about necessary changes from within. The author realised that many programs failed because they were imposed on people. Therefore, programs can only succeed if they are designed both for the people and with their representatives (p12).

5.4 Recommendations

Recommendation 1

Training of municipality staff

Motivation

Many people take up work positions when they are not ready and thus fail to deliver when expected. The nature and extent of their responsibilities and powers are sometimes wrongly executed. They are sometimes confused by the complexities of the laws and regulations by customer care services. They do not always understand that the council should be seen as a quality service provider competing with other providers for a better market share. Basic training could help overcome these difficulties.

Recommendation 2

Regular discussion with the consumer.

Motivation

Regular informal and formal discussion will help and empower the consumers and thus addresses their fears. They will also get the opportunity to exchange their views freely without fear of victimisation.

Recommendation 3

Involvement of consumers in local workshops

Motivation

Regular workshops are needed because many consumers are unaware of how the municipality operates, how assessments rates and other services are charged and the channel of registering their grievances. Full participation of consumers in these local workshops would help spread information in areas, which are difficult to reach quickly and easily. Ignorance of this aspect might result in poor profit margins for the council due to poor payment behaviours of the consumers.

Recommendation 4

Follow-ups to be made.

Motivation

Follow-ups made in workshops will help to address problems raised and thus correcting those shortcomings in good time. Misunderstanding and mistakes should be rectified immediately.

5.5 Conclusion

One of the most daunting tasks of South Africa is to build a public service capable of meeting the challenge of improving the delivery of public services to the citizens of South Africa. The White Paper on the Transformation of the Public Service sets out eight transformation priorities, among which Transformation Service Delivery is the key (Batho-Pele White Paper).

The major findings of this study fulfil the major objectives of this study. It reveals that there is a high level of willingness and commitment to pay for services consumed when the council also plays its part by addressing their problems. This poses a problem because most of the municipalities in South Africa are concerned about redressing the inequities of the past in terms of infrastructure services. They must simultaneously manage existing services efficiently and effectively and redress backlogs cost-effectively, while remaining financially viable. All these could be a myth if services are not paid for.

Communication is a very powerful tool if used properly. The council should organise forums that are democratic where consumers can voice their problems without fear of victimisation. Community participation in these forums should be encouraged. Many issues are particular to certain areas, affiliated organisations in different areas may not agree on all issues and the sheer size of such consultative bodies may prevent problems if they may erupt. Smaller forums organised on a ward or area basis gained renewed importance.

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QUESTIONNAIRES

SURVEY ABOUT PAYMENT OF MUNICIPALITY SERVICES.

Please read and complete the following questions and respond appropriately. Please encircle the appropriate number that you think answers the question best. This survey is totally anonymous and no information will be linked to any individual. The information you give will be kept as confidential as possible.

Please mark your response by X or encircle.

- | | | | | |
|----|--|-----------------------|-------|---|
| 1. | Gender | Male | | 1 |
| | | Female | | 2 |
| 2. | Race | African | | 1 |
| | | Indian | | 2 |
| | | White | | 3 |
| | | Colored | | 4 |
| 3. | Age | 18-25 | | 1 |
| | | 26-35 | | 2 |
| | | 36-50 | | 3 |
| | | Above 50 | | 4 |
| 4. | What is the standard of service provided by the Mmabatho Municipality? | | | |
| | | Below standard | | 1 |
| | | Moderate standard | | 2 |
| | | Above standard | | 3 |
| 5. | How would you describe your interaction with the municipality staff? | | | |
| | | Polite and acceptable | | 1 |
| | | Don't know | | 2 |
| | | Rude and unacceptable | | 3 |
| 6. | If rude and unacceptable, do you think they need some training? | | | |
| | | Yes | | 1 |
| | | No | | 2 |

7. Accounts reach the consumers after they are supposed to have been paid.

Yes1
No2

8. Most of the time, accounts are not correctly calculated.

Agree1
Don't know2
Disagree3

9. Municipality service charges are too high

Agree1
Don't know2
Disagree3

10. The Municipality should charge a flat rate for the services they render?

Agree1
Don't know2
Disagree3

11. Are the services fair to all citizens without discrimination?

Yes1
No2

12. Citizens should pay for all services rendered by the municipality.

Yes1
No2

13. If no, which services do you think that citizens should not pay for?

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14. If people are not paying for their services, do you think the municipality would be able to render quality services in future?

Yes1
No2

15. The quality of service rendered by City Council is

Satisfactory	1
Don't know	2
Unsatisfactory	3

16. The level of services provided after 1994 is

Better	1
The same	2
Worse	3

17. The municipality management is trying to improve the quality of services they render?

Agree	1
Don't know	2
Disagree	3

18. Do you think that a privately owned company can deliver a better service than the municipality?

Yes	1
No	2

19. Employees in a privately owned firm can deliver a better service than Government employees/municipality employees?

Agree	1
Disagree	2
Don't know	3

20. The assessment rates are too high and are related to the value of properties owned by consumers?

Agree	1
Don't know	2
Disagree	3

21. Does the municipality involve or encourage the community in its service delivery?

Yes	1
No	2

22. My Councilor gives communities the opportunity to participate in the municipality affairs meetings.

Yes1
No2

23. My Councilor understands his/her role in the local authority.

Yes1
No2

24. The needs of the community are often different to those the councilor addresses.

Agree1
Disagree2
Don't know3

25. Masakhane will improve the lives of all residents.

Agree1
Disagree2
Don't know3

26. The municipality must show that it is capable of proper accounting and financial management.

Yes1
No2

27. The accounts should be more informative and easier to read

Yes1
No2

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28. People should enter into agreements with the Council about the payment of their accounts relating to their payment cycle.

Yes1
No2

29. Council should have stop order payments for accounts?

Agree1
Don't know2
Disagree3

30. Incentives should be introduced to encourage people to pay their accounts on time?

Agree 1
Don't agree 2
Don't know 3

31. The municipality should stop or cut the services for those who do not pay their account after due notice has been given.

Agree 1
Don't agree 2
Don't know 3

32. Legal action should be taken against those failing to pay and their property attached to defray the costs.

Agree 1
Don't agree 2
Don't know 3

33. Pensioners should be expected to pay for services rendered to them in the following manner.

Full amount 1
Half the amount 2
Nothing 3
Don't know 4

34. If no one is employed within the household, council should arrange for the inhabitants to offer a service for free in exchange for their account?

Yes 1
No 2

35. I am employed

Full time 1
Part-time 2
Self employed 3
Pensioner 4
Unemployed 5

36. If unemployed, have you been looking for work?

Yes1
No2

37. What is your household income bracket?

R0 - R8001
R801 - R20002
R2001 - R35003
Above R35004

38. How long did you occupy the house

Less than a year1
1 to 4 years2
5 to 10 years3
More than 10 years4

39. Is the house you live in

Rented1
Own2
Live with parents3
Bond4

40. Do you know the Councilor representing your ward

Yes1
No2

41. Does your Councilor call meeting to give feedback

Yes1
No2

38. In your own view, do you think the Mmabatho City Council doing something about the complaints you raised before?

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39. Are you satisfied with the services rendered by the Council

Satisfied1
Not satisfied2

40. Do you believe that Masakhane will improve the living conditions of all South Africans

Yes1
No2

41. The local community must be fully involved in the development projects done by the council

Agree1
Disagree2

42. How are the roads conditions in and around your area?

Acceptable1
Not acceptable.....2
Don't know3

43. In your own view, why do you think people resist or fail to pay for services they consumed?

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THANK YOU FOR PARTICIPATING IN THIS SURVEY.