CREATING A FRAMEWORK FOR SUSTAINABLE SERVICE DELIVERY: AN ANALYSIS OF MUNICIPALITIES IN THE NORTH WEST PROVINCE, SOUTH AFRICA

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Format: Article Option

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DECLARATION

This project has not been submitted in any form for a degree at any university or institute of tertiary education. Information derived from the published and unpublished works of others has been acknowledged in the text, and a list of references is given. Information sources and background materials used are also quoted.

The thesis is submitted in the format of four research articles.

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Stephen Moyo   **Date**

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DEDICATION

To my beloved son Bernard, "...all things are possible with God's guidance."

ABSTRACT

In South Africa, the entire system of municipal governance was overhauled as the country transformed from apartheid to democracy post-1994. Prior to that, South Africa had a poor history of municipal governance. Municipal institutions were established and operated along racial lines so designed to serve apartheid ends. The municipal institutions were by and large unsuccessful in that they did not serve the majority of South Africans with basic essential services.

Post-1994, municipal authorities were mandated by law to begin the arduous task of transformation from apartheid to democracy. Legal impetus was provided to transform the municipalities. This legal dispensation was further reinforced with other legal measures. Municipal institutions were given constitutional status and recognized as an essential component of the new democratic order in the Republic, as opposed to being a distant agent of the old order Provincial Governments

Dramatic changes in municipal governments and their systems of operations were experienced. Major urban areas in the country were given metropolitan status with various options for structuring. Two major purposes were rigorously pursued by municipalities. The first was to abandon race-based municipalities toward institutions that were representative of all citizens residing and, or working in a municipal area. The second was to take municipal services to the majority of citizens once deprived of such fundamental services during apartheid. There was no reprieve, however, for municipalities since they had to deal with their own transformation on the one hand, and simultaneously provide municipal services on the other, only this time stretching the same limited resources into both old and new areas under their jurisdiction.

However, albeit so, problems have continued to escalate such as maintenance programmes being perpetually put on hold due to scarce funding. Backlogs for basic services in the newly incorporated areas are daunting. Further challenges include; abject poverty, skills shortages, a low economic growth climate, high prevalence of the HIV and AIDS pandemic, crime and financial mismanagement.

The study set out to explore ways of creating a framework for sustainable services delivery in local municipalities in North West. The study’s objectives focused on governance mechanisms, and impact of a skills base in effective municipal service delivery in the North West Province. A mixed approach paradigm was used for data collection, namely exploratory and descriptive. The major advantage was that the weaknesses of another paradigm would be offset by the other. Observations, in-depth interviews and questionnaires were used in the study. A sample size of 340 participants was studied. Numerous measuring instruments such as Cronbach's Alpha (reliability test), Kaiser-Meyer Olkin (measure of sampling adequacy), Exploratory Factor Analysis, Confirmatory Factor Analysis and Pearson's correlation coefficients were used to gain a more profound and in-depth analysis of collected data.

During the course of the study, it was established that municipalities were grossly under resourced and their numerous challenges daunting. From the literature surveyed, and studies of other District Municipalities, locally and abroad, it was further established that municipalities in the province have several serious shortcomings in terms of size, form and economic growth. Notwithstanding the fact that their establishment encompasses a large geographical area of 140 642 square kilometers and a population of well over 2 600 000 people, coupled with high levels of poverty and illiteracy. The size of an entity is a vital ingredient which can have an impact on sustainable service delivery to clients.

The study established that though governance mechanisms existed, these were not effectively utilized as officials lacked skills and in some cases were not aware of their professional mandates. Oversight functions, transparency, accountability and stakeholder engagement were not observed by municipal officials. Other challenges established by the study which compromised municipal service delivery were political arrogance, hypersensitivity and political divisiveness.

Several recommendations, all in the cause of enhancing a framework for sustainable services delivery were proposed. Numerous models on municipal governance were also incorporated as part of this study. It is requisite that when an organization is established, its ‘‘architects” should take into account prevailing circumstances and design the organization accordingly. Critical factors for most organizations to survive are; skills, management capacity, sufficient economic activity, manpower and leadership among several others. Adopting the research's findings and utilizing the recommendations proposed can hopefully produce municipal organizations that are empirically sound, able to “touch” their citizens' basic needs from an open systems perspective and capable to deliver municipal services in a sustainable way. Moreover,

the visions and goals of the municipalities will be more pointed, distinct and achievable.

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LIST OF ACRONYMS

A.G.	Auditor General
D.E.D	Department of Economic Development
E.C.	Eastern Cape
F.S.	Free State
Gtg.	Gauteng
K.K.E.D.A.	Kenneth Kaunda Economic Development Agency
L.E.D.	Local Economic Development
K.Z.N.	KwaZulu Natal
L.P.	Limpopo
M.E.C.	Member of the Executive Council
M.P.A.C.	Municipal Public Accounts Committee
M.P.	Mpumalanga
N.C.	Northern Cape
N.W. P.	North West Province
N.W.P.G.	North West Provincial Government
S.A.L.G.A.	South African Local Government Association
W.C.	Western Cape

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CHAPTER ONE: OVERVIEW OF THE STUDY

1.0 Introduction

Transforming public institutions requires a holistic approach as the process borders on several integrated institutional aspects. The success and quality of such an undertaking relies on harmonizing numerous variables. When South Africa attained its independence in 1994, numerous radical changes were pursued. Such dramatic changes impacted on every facet of human life in South Africa and even beyond its borders. The trajectory witnessed a phase of novel governance and legislative dispensation. This enormous change set off a series of further changes that impacted on every institution, whether private or public, in one way or the other. In short, the lives of ordinary citizens underwent radical transformation.

The study was focused on four local municipalities in the North West. The Province constitutes four district municipalities namely; Kenneth Kaunda, Bojanala Platinum, Ruth Segomotsi Mompati and Ngaka Modiri Molema.

Chapter one lays the foundation for the study. The chapter commences with the background to the study, aims, objectives and research questions. Significance of the study ensues. Ethical considerations are unpacked. An overview of each of the chapters that make up the research programme is introduced. The study followed the article format. These articles were derived from the study's research objectives.

1.1 Background to the problem statement

The establishment of democratic municipal institutions was highly successful as the political will to achieve this was in place post-1994. However, the purpose of driving municipal services into both old and new areas was and still is, fraught with all sorts of difficulties as these institutions hardly possess adequate resources to meet their challenges. Existing resources have been stretched beyond reasonable limits to offer basic services in a sustainable manner. Backlogs for basic services in the newly incorporated areas are daunting.

Berkowtz (2014:12) retorts that the Municipal Audit for 2013/2014 showcased a gloomy picture in the financial operations of most municipalities as elaborated in Table 1:1.Thus, 155 of the 255 local municipalities received a qualified audit, disclaimer, or adverse opinion (Nombembe, 2014).

Table1. 1: Local Municipal Audit for 2013/14

Provinces	*EC*	*FS*	*Gtg*	*KZN*	*Lp*	*Mp*	*NC*	*NW*	*WC*
Clean audit	0	0	0	5	2	4	0	0	2
Financially unqualified with findings	13	6	9	47	3	7	8	2	20
Qualified	13	3	6	7	12	3	5	2	3
Adverse/disclaimer	18	13	0	2	10	6	10	5	0
Audits outstanding	1	3	0	0	3	1	9	15	5

Source: Daily maverick, 2014

More than 60% of the local municipalities in North West did not submit their financial documentation to the Auditor-General's office on time. Twenty three municipalities in the North West (N.W.) were reported to have failed achieving a clean audit during the 2013/2014 fiscal year. The report further paints a disturbing picture of high levels of unauthorized, irregular, wasteful and fruitless expenditure, the disappearance of tender documents, unfair and non-competitive procurement, and lack of provision of adequate services such as water and sanitation.

The reports on irregular, fruitless, unauthorised, and wasteful expenditure are shown in the ensuing Table 2.

Table: 1.2: Municipal Expenditures in the North West Province: 2012/2013/2014

	2013/14	*2012/2013*
Unauthorised expenditure	R4.3bn	R6.3bn
Irregular expenditure	R10bn	R4.7bn
Fruitless/ wasteful expenditure	R260m	R253m
Total	R14.6bn	R11.3bn

Source: Daily maverick 2014

In the N.W. province, poor planning was cited as the major cause for such high unauthorised expenditure hence impacting negatively on sustainable service delivery. To this background, two municipalities in the North West were placed on administration in 2014 (Makwetu, 2015:6). It is also acknowledged that basic municipal services were poor. The Market (2015:1) further espouses that in Mafikeng, the Provincial Departments of Health, Public Works and Roads as well as Education and Sports Development would be managed by the Provincial Treasury for 18 months. The bone of contention was the inability of these departments to pay creditors and accumulation of unmanageable accruals which negatively affected their financial positions hence impacting negatively on service delivery.

In May 2014, there were reports of widespread diarrhoea in Bloemhof, North West Province (iafrica.com). One hundred and ninety people were reported admitted and six deaths confirmed (EWN Report, 2014). The Ngaka Modiri Molema district municipality was also placed under administration in terms of section 139(1) of the Constitution due to poor financial management. This provided empirical evidence of dire service delivery.

The main focus of the study therefore sought to create a framework for sustainable service delivery for local communities in the North West province. In the work of organizational deficiencies, unmanageable infrastructural backlogs, population densities, diseconomies of scale in the provision of services and a serious lack of resources, it is envisaged such a framework would mitigate the foregoing service delivery challenges among the disenchanted communities in the province (www.nwpg.gov.za).

It is against this background that an analytical study on the severely under-resourced and enormously challenged local municipalities in the N.W. province becomes imperative. These conditions have been brought about by several organizational deficiencies, which include a lack of proficient leadership and poor organizational arrangements (NWPG, 2014:17).

1.2 Statement of the problem

Empirical evidence showcases how impoverished communities remain to be more than twenty years into the new democratic dispensation (Reedy, 1999:201). Service delivery blockages remain a cause for concern. Many communities still do not have any form of effective municipal government to speak of, and thereby lack essential services such as water, electricity and housing (Daily maverick, 2015:14). Local residents in the North West province allude that their local municipalities were failing to render quality service. Governance challenges, skills shortages and political interference were cited as impediments to sustainable municipal service delivery in the North West province. Hence, the main focus of this study was to create a framework that would enhance sustainable service delivery for local municipalities under the jurisdiction of the North West province.

1.3 Research Aim

Local governments have a constitutional mandate of providing service delivery within the framework of participative democracy. The aim of the study was to explore modalities for the creation of a framework for sustainable service delivery for local municipalities in the North West province.

1.3.1 Research questions

- Which governance challenges impact negatively on quality municipal service in the North West Province?
- Which skills levels exist in local municipalities that can enhance sustainable service delivery?
- What framework may be considered for sustainable service delivery in local municipalities in the North West Province?

1.3.2 Research objectives

- To determine governance challenges which negatively impact on local municipal service delivery in the North West Province.
- To establish the skills levels existent in local municipalities that can enhance sustainable service delivery.
- To recommend a framework for sustainable local municipal service delivery.

1.3.3 Research Procedure

A letter requesting participation and motivating the research was included. Self-administered questionnaires were given to 320 local participants and in-depth interviews held with 20 local municipal workers. Ethical aspects regarding the research were discussed with the participants and these will be discussed in detail under ethical considerations.

1.4 Expected contribution of the study

This study is envisaged to explore whether municipal institutions are capable of delivering sustainable municipal services in the long term in environments espousing participative democracy among their disenchanted citizenry. The Auditor General (2014) indicated that in 2012/2013 and 2013/14 local municipalities in the North West Province lost R14.6 billion and R11.3 billion through unauthorized, irregular and fruitless expenditure. By examining service delivery of municipal governments in terms of human capital, governance, and analyzing many of the widespread public protests against none and poor service delivery, this study may influence current assessments and debates on the form and structuring of municipal governments. Moreover, the demarcation, establishment and structuring of municipalities take place within a political milieu and municipal institutions are shaped by contemporary political thinking rather than theoretical soundness. Consequently the study hopes to develop a framework that would enable local authorities in the North West Province render quality service to their local residents.

1.5 RESEARCH DESIGN AND METHODOLOGY

1.5.1 Research Design

This provides the blueprint for reaching the specific objectives of a research study. It is the “glue” that holds a research project together (Coldwell and Herbst, 2004:35).It is a plan according to which data is gathered to confirm the research hypothesis in the most economic manner (Gill and Johnson, 2012:34). In some way, a research design is a structure of the research study. A research design is that strategy for any study and a plan by which the strategy will be conducted.

Cooper and Schindler (2001:53) highlight that a research design is a time based plan or activity, derived from the research question, guides the selection of sources and types of information, and outlines procedures for every research activity. Indeed, a research design should provide for techniques that will be used to collect data, the type of sampling, and the time and limitations involved. Hence, in this study, the research design was both exploratory and descriptive, therefore a mixed approach (Onwuegbuzie and Johnson, 2006:9).

Factually, an exploratory research design uses qualitative methods while a descriptive research design uses quantitative methods (Hair et al, 2000:59). The empirical objectives of exploratory research designs aspire to: identify the specific information requirements, for instance, facts, estimates, predictions and variable relationships, define or redefine the initial research problem, separating the symptomatic variables from the independent and dependent variables, and crystallizes the research problem and the empirical research objectives.

As such, an exploratory research design was not intended by the research to provide conclusive information from which a particular course of action could be determined. The descriptive research design focused on using a set of scientific methods to collect raw data and create data structures that were used to describe the existing characteristics, for example, attitudes, intentions, preferences and management behaviours of the defined target population. The study looked for answers to how, who, what, when and where questions. Information realised was envisaged to enable decision makers to draw inferences on major phenomena of concern (Sandelowski et al, 2009:38).

1.5.2 Research Methodology

A Research Methodology is merely an operational framework within which facts are placed so that meaning can be understood clearly (Leedy, 2005:45). It can also be defined as the study of methods through which knowledge is gained. Its aim is to give the work plan of the research study. In as much as data is required, the choice of the research methods borrows more from the nature of data to be gathered (May, 2003:21).

The research study employed approaches from the works of Osborn et al (2002;54) which are; historical inquiry into conventional approaches that do not consider input from end-user beneficiaries, institutional inquiry to establish trends in past performance and data collection through administration of target questionnaires, in-depth interviews and observations. As all are both qualitative and quantitative instruments of data collection, the weaknesses of the other are offset by strengths of another.

1.5.3 Target Population

This entails the complete set of elements identified for the study (Jaeger, 1997:23). The research was conducted among local municipal workers and some community members in Matlosana, Mafikeng, Naledi and Ventersdorp in the North West province.

i. Sample Size

Since sample size formulas cannot be appropriately used for non-probability samples, the determination of the necessary sample size is usually a subjective, intuitive judgement made in the study based on past studies (to be used for comparison), industry standards and the amounts of resources available. Based on the historical evidence approach, the sample size was set at 340 respondents against a population size of 1 378 303. The sample size (N=340) was deduced on the studies cited by Hair, Hult, Ringle and Sarstedt (2000:43) concerning statistical models.

ii. Sampling Techniques.

Sampling describes the selection of a small number of elements from a larger defined target group of elements and expecting that the information gathered from the small group will allow judgement to be made about the larger group (Schaeffer et al, 1980:67). Two sampling designs were used namely probability and non-probability sampling.

In probability sampling, each sampling unit in the defined target population has a known, non-zero probability of being selected for the sample (Churchill, 2012:52: McGlove and Benson, 1988:184: CATI NEWS, 1993; 4). The use of probability sampling allows for statistical inferences to be made about the target population from which the sample is drawn (Malhotra and Birks, 2003:63).

Simple Random Sampling and Stratified Random Sampling methods were used. Simple random samples have numerous noteworthy advantages. For instance, the technique can easily be understood and data results can be generalized to the defined target population with a pre-specified margin of error. The samples can also allow the researcher to gain unbiased estimates of the population's characteristics. Basically the method guarantees that every sampling unit of the target population has a known and equal chance of being selected, hence resulting in a valid representation of the defined target population. The primary disadvantage is the difficulty in attaining a complete, current and accurate listing of the target population elements.

Stratified Random Sampling enabled the defined target population to be divided into groups. The goal in stratifying was to minimize the variability (skewness) within each stratum and maximizes the differences between strata. The several advantages of this are: the assurance of representativeness in the sample, the opportunity to study each stratum and making relative comparisons between strata, and the ability to make estimates for the target population with the greater precision or less error in the overall sample. However, its primary difficulty lies in determining the basis for stratifying.

In non-probability sampling, the probability of selection of each sampling unit is not known. Hence potential sampling error can hardly be known either. Non-probability sampling requires little skill and low time consumption. However its data results cannot be generalised. Under this sampling design, convenience and judgement techniques were used. Convenience (accidental) sampling is a method under which samples were drawn at the convenience of the researcher often as the study was being conducted. Its primary advantage is that it allows a large number of respondents to be interviewed in a relatively short time. It also saves time (Creswell, 2008:37). But its raw data and results are not generalizable to the defined target population with any measure of precision. In judgement (purposive) sampling, respondents were selected according to an experienced individual's belief that they would meet the requirements of the study. But, however, as the case with all non-probability sampling procedures, it is not possible to measure the representativeness of the sample.

1.5.4 Data Collection

Data refers to information gathered during the course of an investigation or study (Bergman, 2008:267).In this study, questionnaires, and in-depth interviews were used to collect data relevant to the study's objectives and research questions. Data was quantified through questionnaires. The use of questionnaires was justified by the following factors; easiness and quickness with which information is gathered, responses are gathered systematically and objectively and can easily be administered in a wider geographical area (Creswell, 2008:34).

Greene (2007:28) states that the ensuing aspects characterise a questionnaire; each respondent enters his/her responses on the questionnaire, thus saving the researcher's time compared to the time required in conducting in-depth interviews, it is less expensive than conducting in-depth interviews, respondents feel that they remain anonymous and can express themselves in their own words without fear of identification and data on a broad range of topics may be collected within a limited period.

1.5.5.1 Reliability of the research instrument

Reliability refers to the degree of consistency or accuracy with which an instrument measures the attribute it is designed to measure (Polit and Hunger, 2006:96: Uys and Basson, 2002:75). If a study and its results are reliable, it means that the same results would be obtainable if the study were to be replicated by other researchers using the same method. A pre-test, utilising some community members excluded from the actual research with similar characteristics to the study sample was conducted to determine the clarity of the items and consistency of the responses. The major anomaly detected was some respondents' apparent unfamiliarity with their constitutional rights in sustainable service delivery. In order to enhance the reliability of the instrument, a Setswana questionnaire was added to the English one.

1.5.5.2 Validity of the research instrument

Validity refers to the degree to which an instrument measures what it is supposed to be measuring (Uys and Basson, 2002:80). Burns and Grove (2010:191) perceive validity as "the extent to which the results can be generalized beyond the sample used in the study.” This usually depends on the degree to which the sample represents the population. Therefore, the validity of this study may have been compromised by selecting a non-random, convenient sample.

1.6 Statistical analysis

Statistical analysis was conducted by means of the SPSS programme (SPSS INC. 2013). The SPSS programme is used to conduct statistical analysis regarding reliability and validity of the measuring instruments, descriptive statistics, Cronbach’s alpha, Kaiser-Meyer Olkin, factor analysis and Pearson’s correlation coefficients. Pearson product-moment correlation coefficients were used to specify the relationships between the basic variables such as; strategic impact, organisational culture, decision making, problem solving ethos and so forth (Tabachnick and Fidell, 2001:89; Randolph and Myers, 2013:37).

1.7 Motivation for research

Despite clear constitutional and legislative provisions for the composition, functioning and development of local government in South Africa, rendering of essential services, particularly to the poor and disadvantaged communities twenty years after the dawn of a true democracy appears to be highly problematic for some local municipalities. In reality, the recent wave of incessant unrest at the local sphere of local government in South Africa questions the capacity of local municipalities to provide basic services like housing, sanitation, electricity and water to local communities. Hence, the quest to create a framework for sustainable service delivery for municipalities in the jurisdiction of the N.W. province.

1.8 Significance of the study

This study was envisaged to create a framework for sustainable service delivery in N.W. By examining service delivery of municipal governments in terms of efficiency, effectiveness, and analyzing many of the widespread public protests against none and poor service delivery, this study may influence current assessments and debates on the form and structuring of municipal governments.

1.9 Ethical considerations

When conducting research, researchers need to exercise due care so that the rights of respondents and institutions are safeguarded (Polit and Hungler, 2006: 12-13).

Ethical clearance was sought and granted by the Faculty of Commerce and Administration’s Research Ethics Committee. Some of the principles which were safe-guarded entailed; beneficence, respect for human dignity, and anonymity.

The principle of beneficence encompassed freedom from harm and exploitation. No physical harm resulted from completing questionnaires, but some psychological discomfort might have resulted from the nature of some of the questions. However, the contact details of the researcher were provided should any respondent had wished to discuss any aspect, though no respondents indicated or expressed discomfort.

Each participant voluntarily signed a consent form. The signed consent form was folded and placed in a box prior to completion of the questionnaire. Each completed questionnaire was placed in a separate container. No signed consent form could therefore be linked to any specific questionnaire. This ensured anonymity of the respondents. Confidentiality was maintained because no names were disclosed in the research study.

1.10 Chapter outlines

The chapters in the study are organized as follows:

Chapter One: Orientation of the study; background to the problem statement, problem statement, research objectives, research questions, expected contribution of the study, research design and methodology, data collection, reliability and validity of the research instrument, target population, sample size, sampling techniques, motivation for the study, significance of the study and ethical considerations.

Chapter Two: Literature Review entailing; constitutional development of local government (1910-1993), legislative road map toward democratizing municipal governments, types of municipalities, international structures and functionaries, metropolitarization and the move from apartheid to democracy, and some tested alternative models of local municipal service delivery.

Chapter Three: Governance for service delivery in local municipalities in the North West Province.

Chapter Four: Enhancement of sustainable local municipal service delivery through skills acquisition in the North West province.

Chapter Five: Integration, Conceptual Analysis and Framework Development.

Chapter Six: Conclusions and Policy Implications

1.12 Conclusion

This chapter laid the foundation for the study of local municipalities in the North West province. The research sought to create a framework for sustainable service delivery in the North West province. In this chapter, the background to the study, research aim, objectives and research questions were elucidated. An overview of chapters gave insight into the complete work.

A framework for sustainable service provision needs to follow a demand and supply chain. Both the demand system and supply system need to be functioning well in themselves and need to interface very well in order to be effective. Therefore, there is need to borrow insight from existent theories and findings. Guided by that, an analysis of primary literature becomes imperative as chapter two will highlight.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

The metamorphosis of local municipalities in South Africa is by no means a simple task, as will be demonstrated in this chapter and subsequent chapters. As a prerequisite to grasping the magnitude of this epic transformation of local municipal structures, it is imperative to appreciate the type of trajectory of local municipal government that prevailed under the apartheid system and how local municipalities were transformed, managed and developed. A re-look into municipal service delivery in some countries and legislation that governs local municipalities in South Africa is done, and also an analysis of pertinent theories is made.

2.1 Empirical Review

2.1.1 Legislation that impacts on municipalities

There have been various other legislations passed by the South African government that had and still has an impact on the transformation and operations of local government in a very fundamental way. The most overwhelming have been some of the new labor legislations introduced in the country.

2.1.2 Labor legislation

Local municipalities are also employers and are subject to all the labor legislations in the country. Three pieces of such legislation are the Labor Relations Act 66 of 1995, the Basic Conditions of Employment Act 75 of 1997 and the Employment Equity Act 55 of 1998. The point here is that local municipalities in South Africa operate in a highly regulated environment. But it would be critical to review municipal developments in other countries.

2.1.3 A framework for the United Kingdom local municipalities

The fact that so many countries across the globe have moved along the path of decentralisation is a remarkable phenomenon (UCLG, 2007: 49). A decentralisation wave (Steiner, 2005: 6) has led to a rediscovery of local government, as the layer of government closest to the people. By the mid-1990s, 80% of European countries, all with very different political set ups, were engaged in some form of decentralisation (Beall, 2012: 30).

Decentralisation is seen as an effective tool for implementing poverty reduction (Steiner, 2005: 6) and for achieving good governance by making state institutions more responsive to poor people (World Bank, 2000:10). Decentralisation is understood as the devolution of authority to local government units (Rondinelli, 1983:392). This rediscovery of local government was captured in the United Kingdom in debates that saw the Lyons Inquiry pushing for a new dynamic view of local government and its place-shaping role (Lyons, 2007: ii). The hope is that as government comes closer to the people, more people will participate in politics (Blair, 2000: 23).

It is in this context that local government has become an important space in poverty reduction (Brock et al, 2001: 28). It is increasingly recognised that local government has a frontline position in the battle against poverty, through social inclusion, access to basic services and participation (UCLG, 2007: 69). Yet decentralisation, on its own, is not the magic bullet. It is not a panacea for promoting development (Bossuyt and Gould, 2000: 1; Turner and Hulme, 1997: 174) and the risk of re-creating top-down bureaucracies at the local level is real (Bossuyt and Gould, 2000: 7). But it offers the opportunity for the local community to express its voice and make a choice, one of the most innovative spots in the unfolding story of decentralisation (UCLG, 2007: 63).

Local government offers a meeting place between the state and civil society in which a new social contract can be negotiated (Schonwalder, 2007: 61). Cornwall and Gaventa (2012:43) argue that citizens must move from being users and choosers of public services to makers and shapers of policy. This shift of focus encompasses a notion of citizenship that is active and participatory (Gaventa, 2007: 8), a dynamic concept (Bennett, 2006: 37) that recognises the interdependence between people, civil society and political institutions. It is a bit of chicken and egg dilemma (Putnam and Feldstein, 2004: 252). Internationally, there is growing consensus that the way forward is to work both sides of the equation, strengthening local institutions while at the same time empowering civil society to participate in local decision-making (Gaventa and Zipfel, 2008: 2).

The governance debate in which decentralisation is situated, has increasingly dominated the development discourse. While there is little consensus as to what constitutes good governance, there is general agreement that bad governance, whether understood in managerial or political terms, is not good for most and is especially bad for the poor (Beall, 2005: 29). Politics and processes of governance have become embedded in the development debate. Increasingly, these have become synonymous with democracy; a democratic capitalist regime, presided over by a minimal state (Leftwich, 2013: 61).

2.1.4 Local self-government in Ukraine

The fall of the Berlin wall in 1989 was the beginning of a new epoch in development of an open society. Soros (1994:12) defines an open society as “not only a democratically elected government, but also a society that is not dominated by the state, which means a strong civil society and the rule of law”. Democracy is the main basis for the development of a society for effective activity of the government and real citizens’ participation in it. Democracy, in the theoretical aspect, has some principles, elements and criteria. The main important components of it are freedom of speech, wide public participation in the process of decision-making, widespread network and free activity of non-governmental organizations, real and effective functioning of the system of local and regional self-government. Existence and effective functioning of these elements is an indicator of a real state with democracy in the country.

Ilya (1997:10) in his article, “Ukraine between pro-democracy and ‘soft’ authoritarianism”, gave the following elements of democracy; civil liberties (freedom of speech, freedom of assembly), an independent judicial system, public officials held accountable to the law, a vital free press and a political system which seeks legitimacy from the public via free competitive elections. James (1991:43) has defined three main conditions for effective democracy. They are, by the author’s opinion; political equality, non-tyranny and deliberation.

Local democracy is also very important for development of an open society. In general, local democracy has a very important place in the coming into existence of democracy in any country. Cooperation and partnership between local authorities and the public is the main way to real democracy. Procedural and institutional determinants of local democracy are successfully defined by Elena (2006:14). By this study’s view, the institutional determinants of local democracy include the legal frameworks for the functioning of local government, the electoral system and political formations at the local level.

The local government institutions, as well as the civil society, the media and the procedural determinants of local democracy relate to their administrative capacity in ensuring inclusiveness and fairness in the manner elections are held, degree of openness of local authorities, provisions for minority rights implementation and their effectiveness, as well as the ability of citizens to influence local decision-making through various channels. So, it can be said that democracy is a basis for development of the open society, that is, a society in which citizens have the real power to influence the processes of administration and decision-making in the country. Also, it is a society in which government bodies are responsible and responsive to citizens' needs, and where the system of public control is effectively functioning.

The key factors of democracy are the active civil society; the readiness of citizens to take active part in the process of decision-making in their communities, wide public participation in the process of decision-making (variety of forms of it and legal possibilities), free, honest and transparent elections, independent mass media, a developed strong system of local self-government, legal, fiscal and organizational autonomy.

2.1.5 Common issues in the cited frameworks

The bodies of local self-government are effectively cooperating with local populations, such that from public hearings, they are defined in national legislation as obligation for local authorities. However, there are some significant problems with real self-administration of the citizens and real autonomy of local self-government bodies. Social engagement is paramount, oversight is considered fundamental, and ownership of outcomes is collectively central though recourse has to be made with the constitutional emblem.

2.2 The Framework for Local Government in South Africa

As a former British colony, South Africa's local government system was based mainly on the principles of British local self-government (Hattingh, 1986:105). However, post-1994, municipal affairs were made the responsibility of Provincial Authorities in terms of the South African Act, 1909. For several years thereafter, Central Government did nothing towards the development of local government and administrative systems that were suitable for South African urban areas (Cloete, 1986: 13).

2.3 The Group Areas Act No. 41 of 1950

Certain legislation during the apartheid era severely hampered the development of local government. Apartheid had restrictive constraints to enable the quality evolution of formerly black communities. One such piece of restrictive legislation was the Group Areas Act number 41 of 1950. This Act was the cornerstone of the apartheid system. In essence, the citizens of South Africa were geographically separated, that is, allocated land along racial divide. Towards the end of the apartheid era, during the early 1990s, municipalities were on the brink of collapse (Reedy, 1999:201). Several communities hardly had any form of municipal government and thereby devoid of essential services like water supply, electricity, refuse collection, sanitation and housing.

2.4 The legislative road map in democratizing municipal governments

Local municipalities did not serve the majority of South Africans prior to 1994 as they were designed to satisfy the ethos of the apartheid regime, which in the main, was separate development for the different racial groups. The ensuing review explains this scenario.

2.4.1 Council for the Co-ordination of Local Government Affairs

The establishment of the Council for the Co-ordination of Local Government affairs really demonstrated the gravity with which all the role players, including the apartheid government, felt about the state of local government. Challenges did not only affect Black Local Authorities because much broader socio-economic problems traversed larger regions well beyond municipal boundaries, with a negative impact on neighboring white local municipalities. The question was, how should these problems be addressed? It became an accepted fact in the local government sphere that there was only one answer, that is, "representative, non-racial, and economically viable local authorities have to be established," (Council for the Co-ordination of Local Government Affairs, 1992: 1). Hence, this calls for the creation of a framework for sustainable service delivery in local municipalities.

2.4.2 The interim Constitution of the Republic of South Africa 1993

Firstly, it must be mentioned that section 6 of the above Act makes provision for all persons who qualify to vote, irrespective of their race, to vote, in any national, provincial, and local government elections. This provision, albeit found in the interim constitution fundamentally changed the lives of all South Africans as apartheid made way for democracy. All citizens henceforth had the franchise to participate in democratic elections at all levels of government.

2.4.3 Local Government Transition Act 209 of 1993

This was a key piece of legislation which brought about the fundamental transformation of municipalities (David, 1999: 44). It should be pointed out that this Act was not intended to be a blueprint for a new local government system but was merely introduced to commence the process of change of a rapidly failing local government system prevailing at the time when other spheres of government were being radically transformed (Ministry of Provincial Affairs and Constitutional Development, 1998:3). In essence, the aim of this Act was to create a framework for the orderly transformation of local government from apartheid to democracy which could simultaneously address the inequalities, structural, financial and other problems such as legitimacy at local level. It was a mechanism to guide transformation immediately whilst awaiting the final constitutional dispensation for local governments (Secretariat of the Local Government Negotiating Forum, 1993:4).

In terms of the process for the complete transformation of local government, three phases were determined; the 'pre-interim phase', the 'interim phase' and the 'final phase '. The Local government Transition Act took local government to the brink of the 'final phase' of its transformation and was repealed to make way for new legislation that once again altered the shape and form of local government as the 'final phase' was ushered in.

2.4.4 The Constitution of the Republic of South Africa, 1996

This above Act represents the democratic values of the 'New South Africa'. It is an up to date modern constitution of which the government and the people of South Africa can be proud of. Chapter 40 (1) of the Constitution of the Republic of South Africa 1996, aptly describes the Government of the Republic as follows; "In the Republic, government is constituted as national, provincial and local spheres of government which are distinctive, interdependent and interrelated". This is a fundamental shift from the apartheid government rather than a 'sphere' of government, equal in nature and importance as the other two spheres of government (Cloete, 1982:247).

The Constitution of the Republic of South Africa (1996) goes on even further in Chapter Seven, which is devoted to local governments (Constitution of the Republic of South Africa, 1996). It is worth noting from this chapter in the Constitution, that the status and objectives of local governments have been clearly spelt out and are provided for hereunder. Broad-based objectives of local municipalities are also spelt out in the constitution.

2.4.5 Local Government: Municipal Demarcation Act 27 of 1998

Spatial segregation at local level was really the cornerstone of the apartheid system of government. Through separation, influx control and a policy of 'own management for own areas', the apartheid regime aimed to limit the extent to which affluent white municipalities would bear the financial burden for servicing disadvantaged Black areas (South African Local Government Act, 1998:3). This type of practice, that is, spatial segregation along racial lines led to first world and third world standards within the same country. Many of the old boundaries and even some existing boundaries do divide settlements, thereby, disempowering municipalities which seek to provide for the needs of communities within the integrated social and economic area of settlement (SALGA, 1998:3)

From what has been stated thus far in this thesis, it is clear that local governments in the country underwent radical transformation. The demarcation or re-demarcation of its boundaries was important to the transformation. According to the South African Local Government Association (SALGA, 1998:2), one instrument for achieving democratic and accountable municipalities that are financially viable, is to demarcate municipal boundaries that empower the municipalities to operate effectively (SALGA, 1998:3).

In other words, most appropriate boundaries that would make municipalities function effectively must be established. The broad aims of taking a fresh look at municipal boundaries is to redress spatial segregation, establish financially viable municipalities, enable redistribution and allow municipalities to play a positive role in the nation's economy and well-being (SALGA, 1998:3).

Section 24 of 'The Local Government: Municipal Demarcation Act' spells out the following objectives for the demarcation of municipal areas, namely; enable effective local governments that will possess the capacity, both financial and human, to deliver services on a sustainable basis, creating the environment that will sustain the economy, enabling the municipality for that area to fulfill its constitutional obligations, enabling effective local governance, enabling integrated development of areas that share common systems and bases such as transport systems and the same economic base, and possessing a tax base that is inclusive as possible of all users of municipal services within the municipality (Local Government: Municipal Demarcation Act 27 of 1998).

2.4.6 Local Government: Municipal Structures Act 117 of 1998

The Local Government: Municipal Structures Act 117 of 1998 was a much-debated and long-awaited piece of legislation. Against the background that the apartheid-based local government structures were collapsing and the interim arrangements made via the Local Government Transition Act were inadequate, this Act was intended to strike at the very heart of the problem, which was to institute municipal structures to enhance municipal service delivery such as water, electricity, refuse removal, sanitation and housing. This Act provides a framework for the restructuring of municipalities and will impact on the lives of every citizen of the country and beyond.

2.5.1. Establishment of local municipalities

When the demarcation of a municipality has been completed by the Demarcation Board, the Member of the Executive Committee must then establish the municipality in terms of Section 12 of the Local Government: Municipal Structures Act 117 of 1998. S/he would have to provide a notice in the Provincial Gazette to this effect and the issues to be covered in the notice are specified in Section 2 of the Act. These issues include, inter alia, the following; the category of municipality that is established (which has been decided upon by the Minister), and type, boundary, name and number of

Councilors of the municipality (Local Government: Municipal Structures Act 117 of 1998:12).

The Member of the Executive Committee has certain other duties to perform when establishing a municipality such as consulting with organized local government structures in the province concerned and dissolving the old municipality or municipalities that the new one replaces (SALGA, 1998: 8).

Section 16 of the Act provides for amendments by the Member of the Executive Committee to a section 12 notice. This is to enable the Member of the Executive Committee to allow for changing circumstances in a particular municipal area. The issues that could change include, inter alia, the following; changing the municipality from one type to another; changing the name of the municipality, and regulating the changing of boundaries.

Like in the case of section 12 when publishing an amendment to the Section 12 notice, the Member of The Executive Committee must undertake the necessary consultation with existing municipalities and organized local government in the province. Prior to finally publishing any such notice, the Member of the Executive Committee must publish particulars of any proposed notice to enable members of the public to comment (Local Government: Municipal Structures Act 117 of 1998). Whilst the Act makes provisions for consultation to take place between the Member of the Executive Committee and organized local government in the province, there are no provisions in the Act to deal with disagreements should such arise.

What happens if there is a dispute between the Member of the Executive Committee and organized local government or the existing municipality on a particular issue, while the Member of the Executive Committee enters into consultation with these bodies prior to establishing a municipality? A municipality could demand the Executive Committee system whereas the Member of the Executive Committee may provide for an Executive Mayor. It would appear from the Act that the final authority rests with the Member of the Executive Committee to determine the type of the municipality (Local Government: Municipal Structures Act 117 of 1998). However Section 151(3) of the Constitution states that, “A municipality hast the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation, as provided for in the constitution" (Constitution of the Republic of South Africa, 1996).

2.5.2 Municipal councils

Section 18 of the Act requires that every municipality must have a municipal council (Local Government: Municipal Structures Act 117 of 1998). Every municipal council is to meet at least quarterly. The Member of the Executive Committee must determine the number of councilors and published in the Provincial Gazette. There is also provision in the said Act empowering municipalities to designate councilors determined by the Member of the Executive Committee for local government as full-time. in this regard, the Member of the Executive Committee must comply with the policy framework which the Minister will determine after consulting with the Member of the Executive Committee for local government (Local Government: Municipal Structures Act 117 of 1998, Section 18).

The policy on composition, membership, operation and dissolution of municipalities appear in Part 1 of Chapter Three of the Act (Local Government: Municipal Structures Act 117 of 1998). It must be stated here that the national government has certainly, in all its activities, treated local government as part of the government machinery rather than as some distant agency to be taken care of by provincial governments, which was the position during apartheid. Certain practices at other spheres of government have been embodied in local government legislation to emulate their features. One of these practices is the privileges and immunities clause found in Section 28 of the Local Government; Municipal Structures Act 117 of 1998. This clause is a directive from Section 161 of the Constitution (Constitution of the Republic of South Africa, 1996).

2.5.3 Objectives of municipalities

Section 19(1) of the Act (Local Government: Municipal Structures Act 117 of 1998) refers to the clear objectives (quoted earlier) as provided for in Section 152 of the Constitution of the Republic of South Africa, 1996. Over and above these objectives mentioned in section 152 of the Constitution of the Republic of South Africa 1996: 19(2) of the Act, further stipulates that municipal councils must annually review; the needs of the community, its priorities to meet those needs, its process for involving the community, its organizational and delivery mechanisms for meeting the needs of the community, and its overall performance in achieving the objectives referred to in subsection {1}(Local Government: Municipal Structures Act 117 of 1998, section 19).

To recap, Section 152 of the Constitution of the Republic of South Africa is community focused, particularly Section 152 {1} (e), in terms of involving communities in the matters of local government. In the above extract from Section 19 {2} of the Act, it is clear that municipal government has to be community focused. In this section of the Act ‘community’ is mentioned no less than three times. Still further in respect of the ‘community’, Section 19 {3} of the Act requires municipal councils to “consult the community and community organizations in performing their functions and exercising its powers,” (Local Government: Municipal Structures Act 117 of 1998, Section 19).

During the apartheid era, it was not obligatory upon municipalities to consult with their communities. If they did it was purely out of goodwill. Consulting with the communities has both advantages and disadvantages. Some of these are mentioned below.

2.5.4 (a) Advantages of consulting with communities

Apart from consultation with communities being a legal requirement, there are distinct advantages to consulting with communities on matters that affect them. Some of these are listed below; provides a sense of belonging to communities, in other words, if communities are consulted there is a sense of ownership and pride, communities assist with the prioritizing of needs, communities get what they need in terms of priorities, and by participating in decision-making, communities are more likely to pay for services because they understand the inner workings of municipalities better and the system of prioritizing projects (David, 2009:41).

(b) Disadvantages of consulting with the communities

There are also some disadvantages with the communities. Some of these are; delays in decision-making, over-consulting (consultative paralysis), also leads to delays in decision-making, identifying community leaders, people have hidden agendas, roles are often confused, for example, the role between the elected community leader (councilors) and the non-elected community leader, and financial impact of consulting must be considered, consulting not only takes time, it also costs a lot of money (David, 2009:91-42).

2.6.1 Ward committees

Ward committees are a new type of structure introduced in the Act to encourage participation by local communities in the affairs of municipal government. This falls under Part Four of the Act. Only certain types of municipalities are permitted to establish ward committees as stipulated in section 72(1) of the Act of (Local Government: Municipal Structures Act 117 of 1998, Section 72).

The procedure to establish such ward committees is provided for under Section 73 of the Act. The ward councilors must be the chairperson of the ward committee. The ward committee must have not more than 10 persons serving on it. The metropolitan council must make rules under which ward committees may be elected and administered (Local Government: Municipal Structures Act 117 of 1998, Section 73). The main purpose of these committees would be to act in an advisory capacity on matters affecting its ward (SALGA, 1998:14). In terms of Section 74 of the Act, these committees will have functions and powers to the extent that the local council may see fit to delegate such committees (Local Government: Municipal Structures Act 117 of 1998, Section 74).

2.6.2 Local Government: Municipal Systems Act 32 of 2000

Whereas the Local Government; Municipal Act 117 of 1998 provides essentially for the structuring of municipalities, the local government: Municipal Act 32 of 2000, which complements the Act, caters for the creation of systems to enable the vision of 'developmental local government' to be achieved.

With this act, the Municipal Demarcation Act 27 of 1998 and the Local Government: Municipal Structures Act 117 of 1998, the legislature sought to take municipal government in South Africa into the new era of democracy. The legislation itself is world class and comparable to any other democracy across the globe. Whether or not South Africa was ready for such advanced legislation so new into democracy, is quite the challenge that will come to the fore in subsequent chapters of this research project.

Traditionally, there have been two key role players within the local context, namely, the political component, or the elected Council and its administration, the appointed officials. This Act expands the definition of Municipality to "include residents and communities within the municipal area, who are to work in partnership with the municipality's political and administrative structures. The core process of municipal government, which include, inter alia, planning, performance management, resource mobilization and organizational change have been provided by a simple enabling framework in the Act" (Local Government: Municipal Systems Act 32 of 2000).

The core processes underpin developmental local government. Under the apartheid regime, local government adopted a heavy top-down approach which was highly regulated. This Act attempts to undo this by increasing the residents' knowledge of municipal plans and targets, enabling residents to evaluate and compare performance thereby driving a bottom-up process (Local Government: Municipal Systems Act 32 of 2000). The Local Government: Municipal Systems Act 32 of 2000 has been promulgated in the year 2000 and some of the pertinent chapters have been expanded on here.

The intention of the legislature in promulgating the Local Government: Municipal Systems Act was to implement the White Paper's vision of developmental Local government. It hence adopted the following principle, regulates core municipal systems such as developmental planning, public participation and partnerships, empowers people, that is, the general public, and adopts a bottom-up approach.

The top-bottom approach is borrowed from the Weberian model. There is little or no input at all from other relevant stakeholders. Ownership of outcomes is not central. It is therefore important that stakeholder engagement is highlighted. Any model to a sustainable structural framework should reinforce this as highlighted in figure 2.1 below.

Figure 2:1: Policy Making Framework

Source; Oliver and Kwanaloga, 1999:144.

The key chapters of the Local Government: Municipal Systems Act are described below.

2.6.3 Legal nature, rights and duties of municipalities

Local municipalities have the right to govern on their own initiative the affairs of their local communities and to exercise their executive and legislative powers without unreasonable interference (Local Government: Municipal Systems Act 32 of 2000, Section 4). This is strikingly different from how municipalities operated under apartheid. This means that municipalities are no longer a 'step child' of government as was the case under apartheid, but very much a part of the government machinery of the country. In this chapter the rights and duties of local communities are also clarified.

2.6.4 Community participation

The Local Government: Municipal Systems Act 32 of 2000 paves the way for a new concept of municipality which is people driven. This concept is evident throughout the Act. Section 5 in Chapter Two spells out the rights and duties of residents and communities. Chapter Four of the said Act is dedicated to public participation. Here the shift is from representative government to participatory governance. The act goes so far as to require municipalities to cater for the special needs of people who cannot read or write, people with disabilities and other disadvantaged groups, as in Section 17(3) of the Local Government: Municipal Systems Act 32 of 2000. The principle of *'Batho Pele'* or 'people first' is strongly carried out through Chapter Four of this Act. This chapter is also linked to all other chapters because everything revolves around public participation (Local Government: Municipal Systems Act 32 of 2000, Chapter 4). There is a fundamental shift from the apartheid-based municipalities of that era to the present.

It is important, however, that the size of a municipality is not deterrent to proper community participation. De Visser (2005:274) notes that "the need for critical size must be balanced against the requirement of citizen participation". Undoubtedly a large municipality with a centralized administration will face serious challenges in terms of citizen participation (De Visser, 2005:274). The chaotic situation in the North West is further exacerbated with some of its other shortcomings such as large population with thousands of communities, characterized by poverty and illiteracy.

2.6.5 Integrated Development Planning

The Integrated Development Plan (IDP) is a five-year plan which local government is required to compile to determine the development needs of the municipality. The projects within the Integrated Development Plan are also linked to the municipality's budget. Because things can change very quickly, the IDP is reviewed annually. It does not only determine the status of the identified projects for the previous year but also whether the remaining projects are still relevant and priority. The review process should incorporate public participation, which gives citizens an opportunity to highlight and prioritize their development needs. The local municipality should encourage its citizens to participate in IDP meetings to ensure that their needs are made known. Citizens can also communicate via their Ward Committees and Ward Councilors (Local Government: Municipal Systems Act 32 of 2000).

The Municipal Systems Act spells out a one-year, a five-year and a twenty-five-year planning framework which must be linked to the financial plans of the municipality. Table 2.1 below illustrates this process. It is also critical that when plans are developed, a municipality should be guided by its vision and aligns activities to the Integrated Development Plan (IDP). Financial planning should focus on long-term planning like five years while annual planning should focus on a yearly period.

Table 2:1: Development Planning

25 years	VISION	
5 years	**I.D.P.**	**FINANCIAL PLAN**
1 year plan	**ANNUAL PLANS**	**ANNUAL BUDGET**

Source; Oliver and Kwanaloga, 1999:147

Under apartheid, municipalities did minimal planning mainly on an ad hoc basis and each department planned in isolation from other departments. A further problem during the apartheid era was that municipalities were fairly small but whatever planning they did, was done in isolation from neighbouring municipalities (David, 1999:39). Therefore 'integrated development planning' is a new concept in South African local government administration. The integrated development plan of a municipality is the key instrument that drives every activity in a municipality (Subban, 2008:33).

2.6.6 Performance management

Chapter Six of the Local Government: Municipal Systems Act 32 of 2000 deals with Performance Management. This aspect in municipal administration was unfortunately lacking during apartheid rule. It would be pointless to have an integrated development plan embodying a series of plans without a plan that measures and monitors performance against predetermined performance indicators or targets. Planning and performance must be linked, but must be realistic.

THE LINK BETWEEN PLANNING AND PERFORMANCE

Planning	**Performance management**
• Vision	. Indicators
• Needs	. Targets
• Priorities	. Monetary
• Objection	. Evaluation
• Strategies	. Communication
• Spatial	. Change
• Implementation plan	
• Financial plan	

Figure 2.2: A planning and performance management framework

Source; Oliver and Kwanaloga, 1999:153

The point being made in Figure 2 above is that performance management should not be an afterthought but a consideration during the planning process so that performance management is built into the plan. It can also be envisaged from Figure 2.2 that planning in organizations should be aligned to performance. Planning should be conducted based on the vision of the organization. Priorities should be reflected on the implementation plan guided by indicators and performance targets.

2.6.7 Local public administration and human resources

Chapter Seven covers local Public Administration and Human Resources (Local Government: Municipal Systems Act 32 of 2000), with the following aspects; Culture of Public Service, flexibility and responsibility, efficient delegation, performance contracts, staff codes and capacity building. There are two further Acts of Parliament that emanated from the White Paper on Local Government. These are the Local

Government: Property Rates Act of 2004 and the Municipal Finance Management Act 56 of 2003.

2.6.8 Municipal Finance Management Act 56 of 2003

The preamble to this Act is fairly short and to the point:

> **"**To secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of the government; to establish treasury norms and standards for the local sphere of government; and to provide for matters connected therewith"(Municipal Finance Management Act 56 of 2003).

In terms of section 111 of the Act, each municipality must have a supply chain management policy to give effect to Part 1 of Chapter Eleven and the framework for such a policy is provided for in Section 112 of the Act (Section 112: Municipal Finance Management Act 56 of 2003).

While the Act itself subscribes to the highest standards of sound public administration within a democratic environment, its practical implementation can only be measured against municipalities' resources and preparedness to implement them.

2.7 Conclusion

Municipal service delivery is a constitutional mandate enshrined in the Republic's Constitution. Post-1994 tenure witnessed a departure from apartheid determined municipal guidelines of municipal service delivery. However, to better appreciate and render quality municipal service, a review of empirical studies from other nations was paramount for this study. A recourse to the prevailing legislative framework was also fundamental for the research.

The inauguration of the South African Constitution (1996) was an epicentre of government's service delivery system and heart of poverty eradication imperatives (Mogale, 2003:227). The thrust of future democratic elections sought to expedite service delivery to the under-privileged, improving financial discipline in the public sector, strengthening human capital prowess and broad consolidation of municipal capacity. However, based on numerous protests against poor service delivery, these are a graphic reflection of deficiencies in the institutional capacity of local municipalities. It was against this background that this study was conducted in order to propose a framework for enhancing sustainable service delivery and institutional capacity in the local sphere of government in the North West province. The ensuing articles were developed from the objectives cited in chapter one.

CHAPTER THREE: Governance challenges in service delivery: a case of local municipalities in the North West Province

3:0 Introduction

Governance in municipalities is an old adage in South Africa and can be traced from the era of apartheid to the current period (Ntambeleni, 2012:104). Civilian protests against poor service delivery have always been the order of the day (Booysen, 2013:239). However, Pithouse (2007:116), contends that such "...protests are about citizenship ...material benefits of full social inclusion....as well as the right to be taken seriously when thinking and speaking through community organisations." Protest actions have been raised by communities against poor service delivery through petitions, burning of tyres, election boycotts, blockading of roads, confrontation with the police, construction of barricades, stay-aways and so forth (Vally, 2014:34). Protest action over water shortages in Mothotlung in the North West resulted in four protestors allegedly dying at the hands of the police (Duncan, 2012:87). More service delivery protests were forecasted to reach a new peak in 2014 (Municipality IQ, 2014).

The main focus of this study was to determine governance challenges in municipal service delivery in the North West Province (NWP). Audit reports from the Auditor-General's office, and municipal reports from the NW provincial government were consulted. A sample of 340 participants was used for the study. 320 participants were local community members who completed self -administered questionnaires, and 20 local municipal staff members participated in in-depth interviews. Data from official publications of local municipalities were consulted. Key sources are the Budget Review (2014 and 2015), Stats SA Census 2011 and the 2007 Community Survey, the National spatial Development Strategy, latest Auditor–General reports, the Provincial budget statements, South African Reserve Bank Quarterly Bulletins, and local municipal reports. Simple random sampling was used.

3.1 Background to the study

More than two decades after the of a democratic dispensation in South Africa, local municipalities still continue to encounter the arduous task of running local government in a more accountable and transparent manner. The constitution of the republic of

South Africa explicitly empowers local municipalities to fulfil this institutional mandate in a manner that is economic, efficient and effective (AG, 2015).

Assessments revealed that party political factionalism and polarization of interests over the last few years, and the subsequent creation of new political alliances and elites, have indeed contributed to the progressive deterioration of municipal functionality. Evidence has been collected to dramatically illustrate how the political / administrative interface has resulted in factionalism on a scale that, in some areas, it is akin to a battle over access to state resources rather than any ideological or policy differences(CoGTA, 2009). The lack of values, principles or ethics in these cases indicates that there are officials and public representatives for whom public service is not a concern, but accruing wealth at the expense of poor communities is their priority. Relationships at the local level are tainted by these contestations amongst the elites of local areas.

The democratisation of the local sphere so well-envisioned in the White Paper on Local Government, of 1998, is now fraught with community frustration over poor institutionalisation of systems, poor service delivery and poor political governance. A culture of patronage and nepotism is now so widespread in many municipalities that the formal municipal accountability system is ineffective and inaccessible to many citizens. Other social institutions including the media and civil society have also been ineffective in increasing municipal accountability and oversight. There is now a lack of citizen confidence and trust in the system. This has been publicly evidenced in the spate of community protests during the course of the year, which may be seen as a symptom of the alienation of citizens from local government (AG, 2015).

Moreover, councillors have been accused of being selfish and insensitive to the needs of the community. Lack of effective complaints management and no coherent systems in place to measure service delivery or the quality of client interface are some of the political reasons underlying protest action. The White Paper on Local Government announced a new vision for local democratic government, known as *developmental local government*. This means ‘local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives (The White Paper on Local Government 1998).

Section 154 (1) of the Constitution requires both the National and the Provincial Governments by legislation or other means to support and strengthen the capacity of Municipalities to manage their own affairs, to exercise their powers and to perform their functions. Failure in this regard may result in the invocation by the national sphere of government to the provincial sphere of section 100 of the Constitution.

Provincial supervision, monitoring and support of local government is a constitutional obligation in terms of sections 154 (1) and Section 155 (6) and (7) of the constitution. The provincial sphere can intervene in a municipality within its jurisdiction in terms of section 139 of the Constitution. To give effect to these obligations, the departments for local government were established with the specific mandate to oversee and support municipalities. The principle for the application of sections 100 and 139 has always been to invoke them as a last resort (Dubresson, 2012:64).

However, as increasing performance challenges built up within the local sphere over the last decade, with over 30 municipalities having experienced an intervention, it became apparent that these mechanisms were not well-supported by national government or sufficiently institutionalised, due to the absence of post-intervention measurement of improvement, and the weak application of intergovernmental checks and balances, that is the oversight and review process by the Minister, the National Council Of Provinces and the Provincial Legislatures (CoGTA, 2009).

The critical issue is how government can bring the necessary checks into the system Before a legislative intervention becomes a necessity. Integral to this would be mechanisms for improved monitoring, an early-warning system and strengthened means for intergovernmental oversight and support measures, particularly in the 'after care' phase. The problem areas cited as cause for intervention are symptomatic of problems within municipalities across the country. The provincial assessment reports have provided substantive evidence of various serious irregularities, corruption, fraud, financial mismanagement and related wrong-doing. The capacity of national and provincial government to effectively resolve these matters is weak and therefore significant emphasis needs to be placed on this matter in the Turn-Around Strategy (Nombembe, 2013).

Representative government is complemented by the right of communities to participate in the decisions that affect development in their areas, and a corresponding duty on municipalities to encourage community participation in matters of local governance. National legislation provides the mechanisms for public participation, which include ward committees and a variety of other measures designed to foster open, transparent and consultative municipal government. But the system is shrouded by incidents of non-compliance, corruption, financial mismanagement and lack of accountability and transparency (Makwetu, 2015).

3.2 Statement of the problem

Governance is about matters that relate to people empowerment and capacity to make decisions. People should be able to engage in issues that impact on their livelihoods. Public institutions tend to believe that they can decide for the common “man”, and dictate how the common “man’s” basic needs should be satisfied. Such a trajectory disempowers the ordinary people, leaving them powerless to question the status-quo. Given that position, public institutions are thus rendered a status where they cannot be accountable to the people whose interests they are constitutionally mandated to serve. Transparency, accountability, oversight and integrity become overshadowed by non-compliance to legislation, power abuse, financial mismanagement and poor performance thereby compromising service delivery. The study was focused on examining governance challenges in municipal service delivery in the North West province.

3.3 General objective

Examining governance challenges in local municipal service delivery in the N.W. province.

3.3.1 Specific objectives of the study

The study sought to ensure whether local municipalities in the N.W. province can;

- Coordinate the development of local municipalities and service delivery.
- Play a supporting role in financial management.

- Improve internal control, and accountability of local government.

3.3.2 Research Questions

- How do local municipalities in the N.W. province coordinate their development and service delivery?
- What supporting role do local municipalities play in financial management in the N.W. province?
- How can local municipalities improve internal control, and accountability of local government in the N.W. province?

3.4 Literature Review

“Governance” is purely a subjective term. The term encompasses a variety of phenomena in business, state and society. However, Rhodes (1997:15) proposes that “governance” predisposes a change in government with more focus on “self-organising, and inter-organisational networks which are characterised by interdependence, resource exchanges, rules of the game and significant autonomy from the state.” Pierre and Peters (2000:14) have divergent views. They propose that “governance” structures should not be limited to networks, but should encompass markets, hierarchies and communities. "Governance” is also a term constantly applied in both private and public organisations. The term is mostly located in political, social and economic situations or the institution itself. The term is commonly used in conjunction with the term “corporate.” Hence corporate governance typically is thus viewed from a private sector perspective, where corporate governance is distinctly concerned with the structures and processes associated with management, decision-making and control in organisations (Wixley and Everingham, 2012:43).

But the researcher shares an opposing viewpoint. He assumes “governance” as a term reflecting people empowerment, capacity in decision making, and stakeholder engagement in issues affecting specific people’s lives. Being a subjective term, it will be the people concerned in such activities who can determine their level of “governance”.

In the wider governance perspective of the researcher, good governance should not only prevail in terms of means and ends, inputs and outputs, but should embody critical characteristics pertinent to that community. These can inter alia entail transparency, honesty, good faith, accountability and integrity. Furthermore, governance should assume a “multiple stakeholder scenario” where solutions to problems are rendered on a collective dimension. Thus from this broader governance perspective, an effective municipal institution will be presumed to exercise its duties in a manner which communities will feel they are part to the “prescription”. For instance, in cases of garbage collection, the local authority cannot guarantee a clean environment if citizens persist to drop litter.

It can also be noted that such a philosophy was experienced in Germany and the United Kingdom (Banner, 2000:9). In Germany, the constitution devolves general power to local communities to deal with local matters. Communities command wide autonomy in shaping their local lives and enjoy more bargaining power against the state, which thus relies on local government in implementing policies. In the United Kingdom, the role of the local authority in community leadership is explicitly revered and revitalised through the new power of economic, environmental and social well-being. Hence there is a focus on cementing strategic partnerships and collaboration with desired beneficiaries of programmes.

Establishing democratic municipal institutions in South Africa was highly successful as the political will to achieve this was in place post 1994. Moving municipal services into both old and new areas has been and still is, fraught with all sorts of difficulties as these institutions hardly possess adequate resources to meet their challenges (Jain, 2014:11). Existing resources have been stretched beyond reasonable limits to offer services in a sustainable manner. Furthermore, problems have arisen such as maintenance programmes being perpetually put on hold due to funds being diverted to newly incorporated areas. The backlogs for basic services in the newly incorporated areas are daunting. Indeed, the level of service delivery protests in South Africa is testimony to this.

The Daily maverick (2014) retorts that the Municipal Audit for 2013-14 revealed a gloomy picture in the financial operations of most municipalities in the NW province thereby compromising service delivery. The table below summarises this pathetic picture.

Table 3:1: Local Government Municipal Audit for 2013/14

Type of Decision	EC	FS	Gtg	KZN	Lp	Mp	NC	NW	WC
Clean Audit	0	0	0	5	2	4	0	0	2
Unqualified	13	6	5	47	3	7	6	2	20
Qualified	13	3	6	7	12	3	5	2	3
Adverse/ Disclaimer	18	13	0	2	10	6	10	5	0
Audits Outstanding	1	3	0	0	3	1	15	15	5

Source: Daily maverick 2014

The foregoing table shows that KwaZulu Natal, Western Cape and Eastern Cape had the highest statistics in terms of unqualified audit reports. Two unqualified audit reports were observed in the NW province with 15 local municipalities having outstanding audit reports for Northern Cape and North West provinces. The municipalities are made up of four district municipalities and 19 local municipalities. The municipalities operate on a budget of R15, 9 billion (operating expenditure: R12, 2 billion and capital expenditure: R3, 7 billion). The audit of Ngaka Modiri Molema District Municipality in the North West (NW) province was outstanding at the end of January 2015, which was the cut-off date for inclusion in this report. There are still no clean audits in the province, despite the target of 100% clean audits by 2014 that the provincial government set itself through operation clean audit. However, cognisance is taken of the encouraging decline in disclaimed opinions and growth in the number of unqualified with findings opinions. This positive movement has, however, been very slow.

In comparing the 2013/14 outcomes to that of 2012/13, there were six fewer disclaimers and two more financially unqualified opinions. An analysis of the movement in outcomes over the seven years clearly indicates that the majority of municipalities did not address audit findings at a root cause level, leaving the sustainability of improvements in doubt. The NW province’s outcomes varied from one district to the other. District municipalities not only had to coordinate development and delivery throughout the district, but also needed to play a vital supporting role in the financial management of their local municipalities. These responsibilities include the following:

• Coordinating the development of the district and service delivery.

• Playing a supporting role in financial management.

• Setting the example in accountability and reporting.

• Sharing best practices and assist to embed them in their local municipalities.

• Ensuring that daily financial and performance management are embedded.

• Improving internal control, governance and accountability of local government and

• Assisting local municipalities where there is a lack of skills.

All the districts continue to show marginal improvements, with the exception of Dr Ruth Mompati, which remained unchanged. Despite two district municipalities achieving financially unqualified with findings outcomes, it is clear from the slow progress made with improving the audit outcomes that the district municipalities did not effectively execute their roles to assist local municipalities within their jurisdiction. District municipalities should make a positive contribution towards improving the internal control, and accountability of local government in their jurisdiction and in the province. This challenges the leadership of all district municipalities in the province to realise their potential by taking the lead in restoring accountability in local government (Makwetu, 2015).

3:5 Theoretical Discussions

3.5.1The Systems Theory of Governance

The Systems Theory of Governance (STG) espouses that organizations are hierarchical and should operate under the guidance of visionary management. In the delivery of public service, such organizations should be staffed by competent people who are ready to offer service to the (Ostrom, 2003:14).Another institutional aspect of the theory is that services should be provided through multi-organizational imperatives. Such imperatives are “interconnected clusters of firms, governments, and associations which come together within the framework of these programmes,” (Hjern and Porter, 2001: 212-213). The implementation mechanism of these imperatives emanate from a notion of governance which is driven by consensus. There exists a pervasive, shared, global perception of governance where governance is seen as a topic far broader than government. This governance approach is seen as a “new process of governing, or a changed condition of ordered rule or the new method by which society is governed,” (Stoker, 2008:17).

Governance theory underscores the multi-facet nature of policy and focuses on the “multi-layered structural context of rule-governed understandings, along with the role of multiple social actors in arrays of negotiation, implementation, and service delivery. Addressing governance requires attending to social partners and ideas about how to concert action among them,” (Millward and Provan, 2000: 276). It shows that the theory is driven by several implementation themes.

Governance broadens itself into a variety of designs whose horizons can be depicted within the context of private and public sector domains. The researcher perceives governance as the potential for contracting, franchising, and developing new forms of regulation. In short, it is about the new public management dispensation.

Stoker (2008:17) alludes that also goes further into locating novel sets of managerial tools. He further elaborates that it also seeks to achieve efficiency in its attempt to dispense public service. Peters and Pierre (2008:232) agree, saying that governance is about process, and is ultimately concerned with creating the conditions for ordered rule and collective action. Stoker (2008:18) further draws five propositions that guide governance theory and propounds that each proposition implies a critical issue or dilemma.

(i) Governance in tandem with institutions and social actors. Under this proposition, he highlights the essence of implementation and that those who make decisions are viewed as legitimate and that their decisions have an impact on resources mobilization. Beetham (2011:19) suggests that for power to be legitimate it must conform to established rules, these rules must be justified by adherence to shared beliefs, and the power must be exercised with the express consent of subordinates.

(ii) Governance in tandem with socio-economic boundaries and responsibilities. This proposition goes beyond the public-private dimension to include notions of communitarianism and social capital. It reflects that responsibilities should not be blurred as this will culminate into scapegoating. Leadership location is hardly seen and uncertainties often emerge on the part of policy makers and the clients about who can be held accountable on evolving outcomes.

(iii) Governance in tandem with power dependence. In good governance, public institutions depend on each other and there should be common understanding on collective action. Jennings and Ewalt (2009:23) further reveal that in public sector programmes, implementation scholarship should seek to minimize the upsurge of unintended outcomes.

(iv) Governance in tandem with autonomous self-governing networks of actors. This proposition highlights that self-governing networks in some instances instigate the resurgence of difficulties on accountability. Governance Networks, in Stoker (2008:23)'s terms, "involve not just influencing government policy but taking over the business of government." The "hollow state" that networks have triggered (Millward and Provan, 2000:54) raises questions about how government can manage public programmes when they consist largely of entities outside the public domain.

(v) Governance in tandem with capacity. Stoker (2008:32) notes that within the governance dispensation, new strategies should be developed in order to drive effective performance. The dilemma in this context will emanate on whether leadership has the capacity to steer and guide organizational performance. Stoker (2008:43) draws on Goodin (2006:39-43) when he asserts that human capital capacitation can be enhanced when public institutions can be addressed in part by "revizability, robustness, sensitivity to motivational complexity, public dependability, and variability to encourage experimentation."

Peters and Pierre(2008:232) also note that, "governance is about maintaining public-sector resources under some degree of political control and developing strategies to sustain government's capacity to act" in the face of management tools that replace centralized systems which have always impacted negatively on quality service to clients. The foregoing perceives governance as a technique in programme development and implementation. Governance is seen as a multi-faceted approach with an “ordered rule.” As a developmental rule, it advocates for numerous social players and is open to novel ideas. The theory also focuses on efficiency in rendering public service. The study sought to test these proportions when a framework for sustainable service delivery was created.

3:5.2 The current prevailing municipal governance system: a South African Scenario

Governance is essentially about leadership; “...leadership to influence and motivate staff to rigorously pursue an entity’s goals. Competency and competitiveness are rudimentary. The type of leadership that is effective should enhance stakeholder confidence through transparency and accountability.”(Institute of Directors in Southern Africa, 2013:18).

Good governance is based on the quality of leadership, decision-making, public expenditure, moral conduct, accountability and transparency. Such governance tenets serve as a cornerstone for an effective way of delivering quality service to the public (Siswana 2014:75).

For these tenets to be effective, they should ensure that money spent on service delivery is used cost-effectively and accounted for. Institutions of governance, such as Parliament, the Auditor-General and the National Treasury, should be effective and capable enough to ensure that fiscal accountability, responsibility, and that ethos of good democracy are upheld. Figure 3.1 that follows provides a schematic view of how local government is implemented in the Republic of South Africa.

A Municipal Council operates under the leadership of the Executive Mayor, elected by Council, whilst Council meetings are chaired by the Speaker of Council. Executive Mayors (as well as municipal councillors) are elected to represent a political party. Figure 3.1 gives insight into role-players in good municipal governance.

Figure 3.1: Role Players in Good Municipal Governance

Source: Adapted from Hilliard and Kemp 2009:116.

The principle of independence does not apply and Executive Mayors are guided and politically assessed in terms of party manifestos, instead of being based on sound business principles. The ascribed functions and powers of Mayors are described in Section 56 of the Structures Act as: reviewing the performance of the municipality, identifying, reviewing and evaluating the needs of the municipality, recommending strategies to address priority needs through the Integrated Development Plan (IDP), overseeing the provision of services, identifying criteria for the evaluation or implementation of strategies and programmes and monitoring the management of the municipality.

The role of Chief Executive Officer (CEO) is fulfilled by the municipal manager who is also the accounting officer of the municipality. In terms of local government legislation, the accounting officer has several responsibilities traditionally designated to the board of directors of a company. The municipal manager is not a member of the Municipal Council and may not speak at Council meetings. The powers and functions ascribed to the Executive Mayor in terms of Section 56 of the Structures Act are assessed by the relevant political party, whilst the legal accountability still remains with the accounting officer. Executive Mayors and Councillors are not liable for their actions in the same way as a board of directors.

Therefore, to ensure good governance, the Municipal Council should act as the focal point for and custodian of good governance. The Council should play an active role in the strategy development process. It should ensure that the long-term strategy and IDP are aligned to the expectations and needs of the members of the community and other stakeholders. Proper induction and skills development programmes for councillors are essential to ensure effective execution of duties. Section 82 of the Municipal Structures Act obliges the municipal council to appoint the municipal manager and ensure that he/she has the relevant skills and experience.

The necessary framework for delegation of authority should be put in place and although the Council delegates authority to the accounting officer and management, councillors should not be allowed to abdicate their duties and responsibilities to the community. Although municipal managers are the accounting officers and are held responsible and accountable for the performance of the municipality by the Municipal Finance Management Act 56 of 2003(MFMA), Executive Mayors are also held responsible for certain actions by law and others by the political parties they represent. Table 3.2 highlights the scope of local government common in South African municipalities.

Table 3:2 Scope of local government

What local government should not only consider............	........but increasingly
Organisational leadership: institutional development; ensure policy harmonisation across functional areas; inculcating a set of values, autonomy and creativity	Leadership of networks: developing communities; ensure policy harmonisation across organisational and sectorial parameters; managing expectations of stakeholders holistically
Policy & Strategy: focus anchored on clients' needs; delineate politics from administration; annual planning & concentration on current expenditure	Politicking: balancing strategic interests; activating civil bodies; public management; long term plans through stakeholder involvement
People management: enabling staff to focus on quality service; motivation through objective evaluation	Labour market management: staff improvement towards corporate goals; focusing on quality of life and quality of service outcomes; allowing staff to be more creative and innovative
Resource management: top-down budget formulation; transparent financial reporting; technical efficiency improvement; staff development	Resource & talent management: collective budget formulation; fiscal transparency with all stakeholders; social efficiency improvement; generating & sustaining knowledge
Municipal operation: provision of policies, services & information; increasing user satisfaction of local services	Developing good local governance: enable communities to plan & manage own affairs; transparent processes, accountability & democratic dialogue as vehicles for public trust

Source: Adapted from Wolf 2000: 692

It is of high note that Table 3.2 reflects benchmarking at local levels. This gives room into unpacking the causes of differential results which is not the scope of this article, but another area of further study. Table 3.2 can thus be used as an assessment model for governance in public institutions. However, the researcher does allude that whilst this is a point governance academics can take a leaf from, there is need to broaden quality assessment models from new (conventional) public management concepts to what is commonly regarded as good governance as there seem to be a mismatch between available benchmarking deliverables and recent local governance reforms.

3:6 Research Methods and Procedures

A descriptive and cross-sectional research design is used to examine feelings and motivations of a heavy user population size (Coldwell and Herbst, 2004: 26). Descriptive research is used to obtain information concerning the current status of the phenomena in order to describe "what exists" with respect to variables or conditions in a situation (McDaniel and Gates, 2001:10). For the study, this type of design was used. Its advantages entail; giving the researcher “the opportunity to use both quantitative and qualitative data in order to find data and characteristics about the population or phenomenon that was being studied, and the data collection for descriptive research presented a number of advantages as it could provide a very multifaceted approach” (Bailey, 2014:40).

Questionnaires and in-depth interviews were used to gather data from a random sample (n= 340) based on the works of Osborne et al (2000:51) and Creswell (2010:84). The questionnaires were administered to community members and then collected once they had been filled out. The most important advantage of the questionnaires was that a large coverage of the population could be realised with little time and cost. Furthermore, anonymity was assured and that made it easier for respondents to answer honestly.

In-depth interviews were conducted with twenty municipal staff members. An interview involves direct personal contact with the participant and can be structured or unstructured. An interview also allows for the establishment of a list of possible answers or solutions which in turn facilitate the construction of more highly structured interviews. In particular, it facilitates the elimination of superfluous questions, and the reformulation of ambiguous ones (Babbie and Rubbin, 2010:190). The study used structured interview questions which were open-ended in order to solicit for more information from the respondents. This technique was used for triangulation purposes on findings developed from community members. Municipal documents for the local authorities sampled were also consulted.

Simple random sampling bears an unknown or zero equal opportunity to every unit of being selected for study (Mactavish and Schleien, 2004:76). Notably among the strengths of simple random sampling is that it tends to yield representative samples, and allows the use of inferential statistics in analysing collected data. Further again, advanced auxiliary information on the elements in the population is not required. Such information is required for other probability sampling procedures like stratified sampling (Daniel, 2012: 128).

Leedy and Ormrod (2012:53) allude that governance theory and management tasks can be compared and contrasted with actual performance in local municipalities. Hence such trajectory builds on theory, determines generalisations emanating from empirical findings. Questions used sought to identify governance issues linked to municipal service delivery challenges.

3:7 Ethical issues

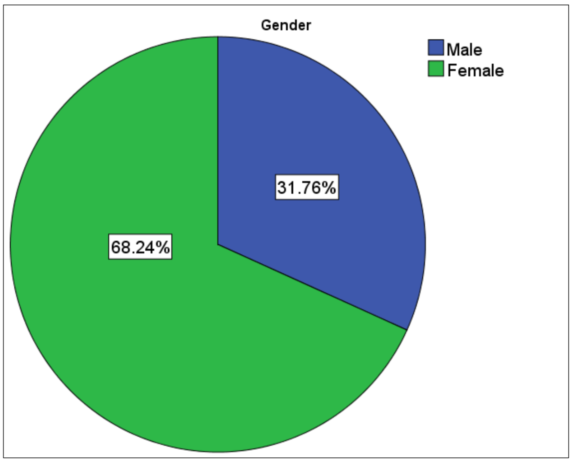
Ethical issues are philosophical in nature. The goal of ethics is to ensure that nobody is harmed or suffers adverse consequences from research activities (Cooper and Schindler, 2010:34). Some of the ethical principles observed are beneficence, respect for human dignity and anonymity.

Beneficence encompasses freedom from harm and exploitation. No physical harm resulted from completing questionnaires, but some psychological discomfort might have resulted from the nature of some of the questions. However, the contact details of the researcher were provided should any respondent had wished to discuss any aspect, though no respondents indicated or expressed discomfort.

3.8 Analysis of results

Governance aspires to attain quality service delivery through policies, roles and procedures. It seeks to offer guidance (Sergiovanni, 1994:86). But in the background of deficiencies in personnel skills, high population density and low disposal incomes, this becomes a nightmare. Results which the study established were based on responses from 340 participants.

3.8.1 Demographic Information



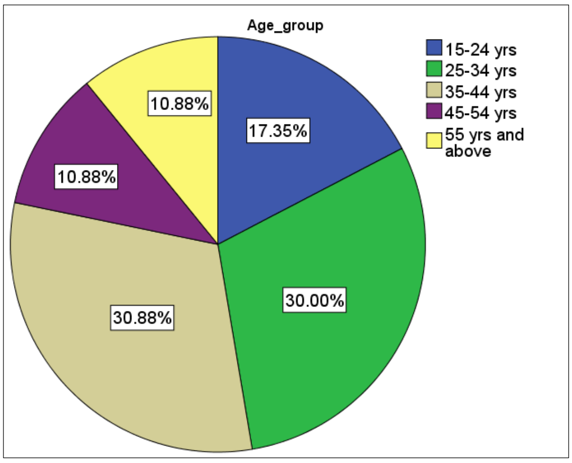


Figure 3.2. Gender **Figure 3.3. Age Group**

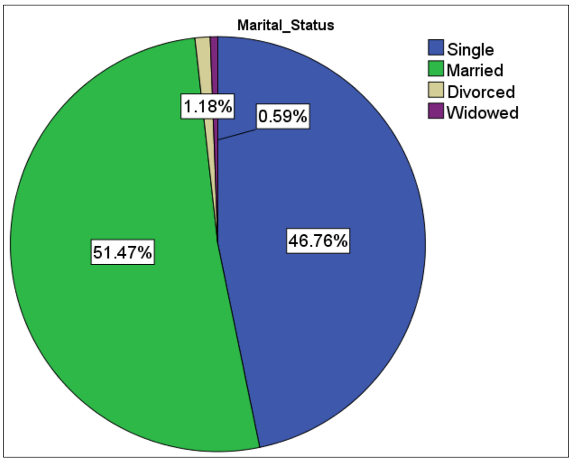
Figure 3:2 shows that the majority of respondents are females (68.24%) and only about a third of the respondents are males (31.76%). The reflection can be an indication of more female configurations in society and the traditional adage that women as good care givers by nature are more involved in societal issues than their male counterparts. This assertion can also be borrowed from (Wade and Demb 2009: 11) who established that "Women do most of the work that helps communities deal with their problems, but have little political power in leadership structures." It could also be due to the fact that men as bread winners are never at social gatherings mostly due to job commitments (Maxim Planning Solutions, 2012). StatsSA further supports this assertion based on the population distribution reflected below, where more females accounted for the study than males (Table 3.3).

Table 3:3 Population distributions by gender in the NW Province from 18 years and above

	Females	Males	Total
Area	351514	337637	689152
DC37: Bojanala	127374	123570	250944
DC38: Ngaka Modiri Molema	99287	94759	194046
DC39: Dr Ruth Segomotsi Mompati	57087	54628	111714
DC40: Dr Kenneth Kaunda	67767	64680	132447

Stats SA 2011

Figure 3:3 shows that the majority of respondents are in the age groups of 25-34 years and 35-44 years each forming about a third of the respondents. An equal percentage of respondents is observed for age groups 45-54 years and 55 years and above each making up 10.88% of the respondents. Respondents in the age group of 15-24 years comprise 17.35% of all respondents. This reflection of the majority of participants could be a clear reflection of the influence emanating from the socially active groups. This assertion also is supported by (StatsSA) which propounds that "*The unemployed are those people within the economically active population who do not work during the seven days and are ready to participate in any community initiative.*" The researcher also concurs that the 25-34 years age group has energy and in terms of educational attainment are also versatile since its now 22 years after the new democratic dispensation and have made inroads on how the democratic climate revolves.



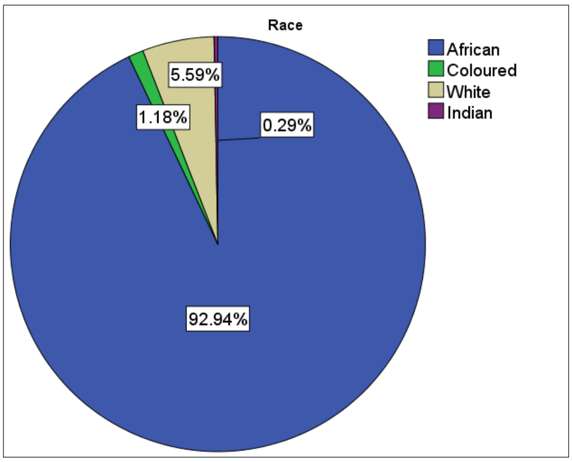


Figure 3:4. Marital Status **Figure 3:5. Race**

Figure 3.4 shows that more than half of the respondents (51.47%) are married, 45.76% are single and respondents who are either divorced or widowed and each make up less than 2%. The marital status of the research participants could be an indication of the profound level of concern in the mind-sets of people who have established in African traditional life settings who want to leave a legacy for their posterity. The level highlighted by those single could be a reflection of those who are not economically empowered. Through economic empowerment devolves autonomy which also ushers in opulent decision making and directedness. When one is not empowered holistically, it also weakens their capacity and social efficacy. This reflection is also shared by

(Denise and Harris, 2009:28) who allude that a disempowered person suffers a “fear of the unknown” and consider community participation as a “fenced field.”

Figure 3.5 shows slightly more than three thirds of the respondents (92.94%) are African, 5.56% are White whereas less than 2% are either Indian or Coloured. This could have been so based on the population distribution in South Africa hence the N.W. province. But also could have been instigated by the fact that Black South Africans have seen how marginalised they have been pre-democracy in South Africa therefore rendering more participative approaches in bread and butter issues.

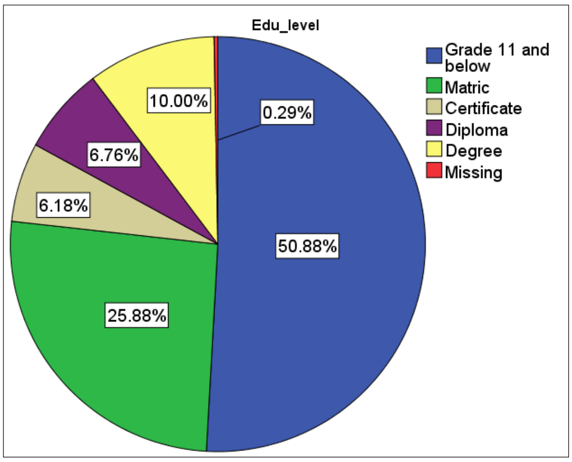


Figure 3.6. Level of Education

Figure 3.6 shows that slightly more than half of the respondents (50.88%) have only grade 11 and below, slightly more than a quarter (25.88%) has matric only and only 10% have a degree. In addition, an almost equal percentage of the respondents (about 6%) have either a certificate or diploma. The impact of the educational discrepancies may have a negative impact on how local residents perceive service delivery and their appreciation of it thereof. In situations where information is provided, the literate and illiterate may have variances in levels of inquiry and apprehension. Chambers (2008:31) perceives that level of education moves in tandem with appreciation of current affairs in community development. He also reiterates that such a bias puts the marginalised at the mercy of the better informed elites.

3.9 Importance of municipal staff in service delivery

3.9.1 Reliability Test Results

Table 3.4 Reliability Statistics

Cronbach's Alpha	N of Items
0.963	49

The Cronbach's Alpha indicates that the variables are 90% reliable hence they are appropriate for Exploratory Factor Analysis (EFA). This part therefore confirms that the measures used in the study were consistent (Bless, 2013:222). It amplifies that equivalent results would always be produced for repeated trials. Hence according to the study's findings, perceptions raised will often be raised in the study areas.

3.9.2 Determination of sampling adequacy and factorability of the correlation matrix

Table 3.5 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.929
Bartlett's Test of Sphericity	Approx. Chi-Square	6417.686
	Df	1176
	Sig.	0.000

Sampling seeks to confirm generalizability. Table 3.3 indicates the population size which was used to determine the study's sample size (N=340) and the Kaiser-Meyer-Olkin (KMO) and Bartlett's Test sought to confirm the adequacy of this sample. The KMO of 0.929 is greater 0.7 implying that the sample is adequate enough for factor analysis to be conducted. A significant Bartlett's test implies that the correlation matrix is factorable. KMO and Bartlett's Test of Sphericity was critical for this study as it provided a measure of sampling adequacy that is recommended to check the case to variable ratio for the analysis being conducted. This determination underscores the reason behind the researcher putting the sample size at 340 against a population size of 689 153 (StatsSA, 2011). It will further show that the findings emanating from the research findings were adequately generalizable in all municipalities in the N.W. province.

3.9.3 Determination of the number of extractable factors

Table 3.6 Eigenvalues and total variance explained

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
Strategic impact	17.974	36.681	36.681
Organizational culture	2.417	4.932	41.613
Decision making	1.725	3.52	45.133
Strategy alignment	1.575	3.213	48.347
Strategic planning	1.402	2.861	51.207
Problem solving ethos	1.329	2.711	53.919
Inter-personal relations	1.228	2.505	56.424
Compliance	1.222	2.494	58.918
Emotional intelligence	1.126	2.298	61.216
Organizational performance	1.046	2.134	63.35

Using the Kaiser's rule of eigenvalues greater one, ten factors should be extracted which will account for about 63.35% of the total variation. These results are true for both Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA). While the uses of Factor Analysis including a) interdependency and pattern delineation; b) data reduction; c) structure; d) classification; e) scaling; and f) hypothesis testing are highly critical, EFA was used in the study because there were no pre-conceived theories or expectations while CFA was also used to test the proposed framework. The ten factors which were raised were meant to classify the variables under specific components of themes. Determination of extractable factors was earmarked at data reduction so that information realized would highly be credible and easy to understand as can be inferred from Table 3.6 on reduction of factors and Table 3.7 where all themes and sub-themes are highlighted.

The study used the Systems Theory of Governance as a benchmark to compare findings with but no preconceived theories or propositions were raised prior to the development of an effective service delivery framework for local municipalities in the

N.W. province. The conceptual model was used in order to gain more profound insights into the research problem.

3.9.4 Factor analysis results

Figure 3.7 Initial Factor Solutions

Figure 3.7 which is attached as an appendix shows that most significant loadings (|loadings|>0.3) are allocated to factor 1 based on the factors used it was considered high as some factors violates the rule of thumb of at least three items per factor. As such, rotation of the initial factor matrix is necessary in order to improve interpretability of the factor matrix. The primary purpose of factor analysis is data reduction and summarization and as can be seen from Figure 3.7, numerous sub-themes which are highlighted in Table 3.7 have resultantly been accommodated under 10 themes in order to enhance interpretability of themes. This is further highlighted in Figure 3.8. A sample of 340 elements was drawn from the population and measured on the battery of 10 subtests and the response rate was 100%. The 340 by 10 data matrix was submitted to a factor analysis procedure. The number of factors extracted and the pattern of relationships among the observed variables and the factors provided the researcher with information on the construct validity of the test battery. The 10 factors were thus matched against each other as reflected in Figure 3.7 and different correlations were established statistically and will be used as a basis of results interpretation in the ensuing sections of the study.

Figure 3.8 Equamax Rotated Solution

Figure 3.8 is attached on the list of figures under appendices shows that the Equamax[1] rotated factor solution is relatively easy to interpret as compared to the initial factor matrix in Figure 3.7. The 10 items are fairly distributed across factors and each factor has at least three significant loadings except for only one factor which has two items (Emotional intelligence).The rotated factor matrix is more easily interpretable as opposed to the initial one. As alluded to in Figure 3.7, Figure 3.8 shows the compared correlations of each factor against other factors and the correlations were less than 1 indicating that each factor bore some correlation with other factors. The 10 factors or themes with their sub-themes are summarised in Table 3.7 which if inference is made

[1] Other rotation (Varimax, Oblimin, Quartimax and Promax) methods were tried and Equamax yielded a solution that is relatively easy to interpret

to Figure 3.7 and Figure 3.8 which are summations, the sub-themes should not be reflected in order to improve factor interpretability on the importance of staff competencies in service delivery.

Table 3.7 Summary of factors for the importance of staff competencies

The table is attached as an appendix on the list of Tables attached. Factors for the importance of staff competencies were streamlined into 10 thematic areas encompassing strategic impact, organisational culture, decision making, strategy alignment, institutional planning, and problem solving ethos, interpersonal relations, compliance, emotional intelligence and organisational performance. These themes sought to examine governance challenges in municipal service delivery which was the aim of this research article. The foregoing factors are critical tenets of governance. Each of the themes has sub-themes which were used to determine the importance of municipal staff in service delivery. However, Table 3.7 gives an expanded presentation of the thematic areas utilized in the study which guided the focus of the 10 factors analysed in the study. In the same way, Figures 3.7 and 3.8 were used to determine if the factors or themes under which these variables fall under were interpretable, which the study thus confirmed. The gestalt theory alludes that “the whole is greater than the sum of its parts” (Woldt and Toman, 2015:10). Therefore, governance would not have been understood well in this study if these constituent parts were not focused on. As well, for ease of understanding the 10 factors or themes, there was need to also consider the variables of each factor which Table 3.7 highlighted.

3.10 Extent of demonstration by municipal staff on service delivery

3.10.1 Reliability Test Results

Table 3.8 Reliability Statistics

Cronbach's Alpha	N of Items
0.967	49

The Cronbach’s Alpha indicates that the variables are 96.7% reliable hence they are appropriate for EFA. This conclusive declaration shows that the sub-themes used for the study were appropriate for the conduct of this research study on the extent demonstrated by municipal staff in municipal service delivery in the N.W. province.

3.10.2 Determination of sampling adequacy and factorability of the correlation matrix

Table 3.9 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.933
Bartlett's Test of Sphericity	Approx. Chi-Square	6212.763
	Df	1176
	Sig.	0.000

The KMO of 0.933 is greater than 0.7 implying that the sample is adequate enough for factor analysis to be conducted. A significant Bartlett's test implies that the correlation matrix is factorable. Sampling denotes abandonment of certainty in favour of probability (Bless, 2013:160). Statistical inference is always an outcome of generalizations driven from findings. Therefore, it was imperative for the researcher to determine the adequacy of the sample size which was put at 340 participants based on the population under study which was 689 153 as depicted in Table 3.3 (StatsSA, 2011).

3.10.3 Determination of the number of extractable factors

Table 3.10 Eigenvalues and variance explained

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
Strategic impact	18.973	38.72	38.72
Organizational culture	2.145	4.377	43.097
Decision making	1.695	3.46	46.557
Strategy alignment	1.558	3.18	49.737
Strategic planning	1.385	2.827	52.564
Problem solving ethos	1.311	2.676	55.24
Inter-personal relations	1.265	2.581	57.821
Compliance	1.198	2.446	60.267
Emotional intelligence	1.092	2.228	62.495
Organizational performance	1.071	2.186	64.681

Using the Kaiser's rule of eigenvalues greater than one, ten factors were extracted which accounted for 64.68% of the total variation. These results are true for both EFA and CFA. The role eigenvalues play in a factor analysis is similar to the role they play in principal components analysis; they allow one to know how much variation each factor or component can explain. The goal in selecting eigenvalues is to include enough variation in one's model that the end solution is valid, while not overcomplicating the model with too many factors. Kaiser's Rule is an objective decision-making rule for the selection of eigenvalues. It states that all eigenvalues exceeding unity should be used. This rule is intuitively satisfying in that any factors associated with eigenvalues under unity contain less information than the original variables that were used in the factor analysis. This rule is both objective and easy to use. The ten factors which were used to analyse the study's findings are captured as components in Table 3.10 above but shown with their sub-themes in Table 3:11.

3.10.4 Factor analysis results

Figure 3.9 Factor Solution

Figure 3.9 is attached as an appendix and shows that most significant loadings (|loadings|>0.3) are allocated to factor 1, some factors violate the rule of thumb of at least three items per factor. As such, rotation of the initial factor matrix is necessary in order to improve interpretability of the factor matrix. Interpretability is a highly important criterion in determining the number of factors. Factor solutions should be evaluated not only according to empirical criteria but also according to the criterion of "theoretical meaningfulness." Extracting more factors will guarantee that the residual correlations get smaller and thus that the chi-square values get smaller relative to the number of degrees of freedom. However, non-interpretable factors may have little utility. Factor analysis is thus a generic term for a family of statistical techniques concerned with the reduction of a set of observable variables in terms of a small number of latent factors. It has been developed primarily for analyzing relationships among a number of measurable entities (such as survey items or test scores). The underlying assumption of factor analysis is that there exists a number of unobserved latent variables (or "factors") that account for the correlations among observed variables, such that if the latent variables are partialled out or held constant, the partial correlations among observed variables all become zero. In other words, the latent factors determine the values of the observed variables. Hence it was critical to develop a summation of the variables which guided this study which were configured as constructs of governance and this aspired to accomplish the study's objectives which inter alia were; coordination of municipal development, supporting municipal financial management and improving internal municipal control and enhancing accountability.

Figure 3.10 Equamax Rotated Solution

The figure is attached as an appendix. In factor analysis, varimax, quartimax and equamax rotation are the commonly used methods in orthogonal rotation. Varimax rotation is a method for rotating axes of a plot such that the eigenvectors remain orthogonal as they are rotated. These rotations are used in principal component analysis so that the axes are rotated to a position in which the sum of the variances of the loadings is the maximum possible. All rotations in Minitab's Factor Analysis are orthogonal rotations, which result in uncorrelated factor scores and orthogonal factor loadings. These rotations move the entire factor structure in a rigid frame around the origin. The commonalities are unchanged from the unrotated to the rotated solution. The goal of rotation is to obtain a simpler factor loading pattern that is easier to interpret than the original factor pattern.

Specifically, the quartimax rotation (gamma = 0) maximizes the variance of the squared factor loadings in each variable, that is, simplifies the rows of the factor loading matrix. In each variable the large loadings are increased and the small ones are decreased so that each variable will only load on a few factors. In contrast, the varimax rotation (gamma = 1) maximizes the squared factor loadings in each factor, that is, simplifies the columns of the factor loading matrix. In each factor the large loadings are increased and the small ones are decreased so that each factor only has a few variables with large loadings.

Equamax specifies the orthogonal equamax rotation. Equamax maximizes a weighted sum of the varimax and quartimax criteria, reflecting a concern for simple structure within variables (rows of A) as well as within factors (columns of A). Equamax is equivalent to oblimin (p/2) and cf (f/ (2p)).

Figure 3.10 shows that the Equamax[2] rotated factor solution is relatively easy to interpret as compared to the initial factor matrix. The items are fairly distributed across factors and each factor has at least three significant loadings. As such, the rotated factor matrix can be interpreted with ease. These factors were developed from items configured as critical elements of governance in the study and are significant aspects of public governance which was the thrust of the study. The factors are summarised in Table 3.11 which is attached on the appendices list.

Table 3.11 Summary of factors for the extent of competencies by municipal staff in service delivery

A constituent group is a sum of its parts (Houston, 2013:14). In order to understand the status of the whole, it is important to analyse the variables that constitute the whole. Therefore, the study had to focus on the elements of the thematic areas developed focusing on how they impact on municipal governance as shown on Table 3.11.

3.10.5 Determining the relationship between the importance of and the extent to which the competencies are demonstrated by municipal staff

H_0: There is no correlation between the importance of and the extent to which the competencies are demonstrated by municipal staff.

Table 3.12

Pearson's correlation coefficients between the importance of municipal staff and the extent to which the competencies of municipal staff are demonstrated

[2] Other rotation (Varimax, Oblimin, Quartimax and Promax) methods were tried and Equamax yielded a solution that is relatively easy to interpret

FACTORS		Pearson's Correlation	Direction and Strength
Strategic impact	Decision making	-0.410**	negative and moderate
Strategic impact	Strategic planning	0.227**	positive and weak
Organisational culture	Strategic impact	-0.151*	negative and weak
Organisational culture	Organizational performance	-0.333**	negative and moderate
Organisational culture	Decision making	-0.171*	negative and weak
Organisational culture	Strategic alignment	0.153*	positive and weak
Organisational culture	Problem solving ethos	-0.303**	negative and moderate
Organisational culture	Compliance	0.168*	positive and weak
Decision making	Strategic impact	-0.311**	negative and moderate
Decision making	Compliance	0.148*	positive and weak
Decision making	Strategic alignment	-0.177*	negative and weak
Decision making	Interpersonal relations	0.266**	positive and weak
Strategy alignment	Strategic impact	-0.155*	negative and weak
Strategy alignment	Decision making	0.343**	positive and moderate
Strategy alignment	Emotional intelligence	-0.144*	negative and weak
Strategy alignment	Organizational performance	-0.140*	negative and weak
Strategic planning	Problem solving ethos	0.151*	positive and weak
Problem solving ethos	Strategic impact	0.144*	positive and weak
Problem solving ethos	Compliance	-0.161*	negative and weak
Interpersonal relations	Emotional intelligence	-0.164*	negative and weak
Compliance	Inter-personal relations	-0.195**	negative and weak
Compliance	Emotional intelligence	0.145*	positive and weak
Organizational performance	Strategic impact	0.213**	positive and weak
Organizational performance	Emotional intelligence	0.150*	positive and weak

Table 3.12 summarises the pairwise correlations between the factors of the importance of and the extent to which the competencies are demonstrated by municipal staff which are significant at 5% level of significance. It can be noticed that most correlations are weak ($0< r <0.3$) whereas some are moderate ($0.3\leq r < 0.5$) but some are strong ($r \geq 0.5$) (Randolph and Myers, 2013:42). Correlations are associations between variables. When an association exists between two variables, it means that the average value of one variable changes as we change the value of the other variable. When a correlation is weak, it means that the average value of one variable changes only slightly (only occasionally) in response to changes in the other variable. A positive correlation implies high values of an X variable associated with high values of a Y variable whereas a negative correlation expresses high values of an X variable associated with low values of a Y variable (Tukey, 2007:25). A discussion of these pairwise correlations follows below.

Strategic impact and decision making

The direction and strength reflected by Pearson's correlation coefficients between strategic impact and decision making was considered negative and moderate. It shows that municipal staff decisions on service delivery matters cannot be conclusively determined as being of any impact. This could be so due to the fact that it depends at what level of governance decisions are made in the municipality. A case in point is when Mafikeng local municipality was placed under judiciary administration in 2014/15 due to fruitless and unauthorized expenditure (AG, 2015). The decision hardly impacted on municipal staff as none of them was affected by the intervention from the appointed judiciary administrator. In the same financial year, 2013/14, the municipality had a disclaimer opinion and despite the intervention retained the same audit opinion in the following financial year (AG, 2015). Parsons (20014:184-186) propounds that decisions are outcomes of appropriate deliberation. Woof (2000:592) indicates that local municipalities are politicking fields where players hardly seek to balance strategic interests with public concerns, but self-aggrandizement. This can be derived from the prevailing scenario that decisions made by municipal staff follow a political trajectory. In that ambit, the institutional decisions are not about concern on service to the common person, but the up-liftment of the political deployees in the short run as uncertainty about the retain to governance after their five-year term plays supreme.

Additionally, section 153(a) of the South African Constitution 1996 prescribes the duties of a municipality, which are to: "…structure and manage its administration and budgeting and planning process to give priority to the basic needs of the community and to promote the social and economic development of the community." Pretorius and Schurink (2007:19) point out that access to effective public services should not be an advantage to the few privileged only, but a legitimate right to everyone, particularly those who were previously disadvantaged during the apartheid era. It further goes on to cite that community engagement in decision making should be an epicentre.

In Ventersdorp local municipality, reports of conspiracy in the award of tender decisions was raised by the Auditor General (2015) but alleged miscreants were never made to account. The same scenario was reported in Mafikeng municipality, perpetrators were identified but were treated with 'kid" gloves (Lekgota, 2015).

In Ventersdorp, 92% of the community respondents indicated that municipal staff had difficulty in interpreting their operational mandates as reflected by role conflict and duplication of duties in some instances. They further indicated that on paper municipal plans were people centred but evidence on the ground disputed this as people are hardly involved in the formulation, implementation and evaluation of these strategic plans. It also impacts on developing collegiality with communities as promises seem to be made but nothing concrete implemented. One respondent said *"Promises made are never delivered. Some RDP projects promised are but white elephants. We have no faith in them."* In Mafikeng local municipality, community members cited RDP houses which had been completed but were being vandalized as they felt municipal powers were hardly interested on the strategic impact of their decisions in matters of service rendering.

Another community participant had this to say *"The judiciary administrator in Mafikeng is in our mind competent with one critical ability for a time like this. He has the ability to take decisions, knowing that no decision is a decision to do nothing. To set MLM on the path of recovery, courageous and decisive action is required, and we believe he is capable to do this."*

However, 96% of municipal staff in Mafikeng participants felt there was no correlation between their strategic impact and decisions they implemented. They indicated that decisions they brought came from their political masters and resultantly had no one to trust. They highlighted that they were never consulted in most of the cases but had decisions cascaded onto them. Armstrong (2006:37) differs from that line of perception. He concurs that when governance tenets are properly executed, such a strategy enables an explicit definition of organizational intentions, facilitates a prudent allocation of resources in order to match organizational objectives, enhances the development process of how the desired strategy can be implemented and also ensures the smooth process of decision making in such a manner that employees can implement organizational strategies as expected and culminates into effective service delivery.

The researcher alludes that though municipal staff focus on short term deployments, hence depicting no long term strategic impact of the service delivery decisions they make, it was imperative for them not to consider individual benefits in the short term, but the survival of their political parties in the local municipalities they will be running. A leaf can be taken from the in-roads made by opposition parties during the 2016 municipal elections when the electorate indicated that the ruling party had short changed them through its false service delivery promises (North West Provincial Government, 2016).

The researcher further thinks that collective action as propounded by Peters and Pierre (2008:232) should culminate into outcomes that are owned by all social actors, whose impact should be considered as a precursor to institutional decisions made. There is need for consensus among all social actors so that the coordination of development of local municipalities and service delivery which will reflect on the study’s first objective where findings show that local authorities have no capacity to accomplish it.

Strategic impact and strategic planning

The Pearson correlation coefficient showed 227. The direction and strength reflection was positive and weak. The association showcases that there is a positive relationship between strategic impact and strategic planning in local municipal governance. The Institute of Directors in Southern Africa (2013:18) indicates that governance is about influencing and motivating staff to rigorously accomplish an institution’s goals. Hence if goals are to be accomplished, there would be determined through inaugural strategic plans. Failure or success to accomplish goals envisaged in the strategic plans would have some strategic impacts on organizational performance.

Municipal managers are viewed as the Accounting officers and are held responsible and accountable for the level of performance in the local municipalities (MFMA 56, 2003). It therefore implies that strategic plans developed in terms of the said Act certainly have a positive impact on municipal operations as confirmed by Pearson's regression analysis.

Naledi local municipality's operations in 2014/15 reflected cash flow challenges and it was indicated that service delivery plans were impacted on negatively (Naledi Local Municipality Annual Performance Report, 2014/15:5). In Matlosana, priorities raised in the local municipality's IDP for 2014/15 financial year such as storm water drainage, road maintenance, community halls, and high mast lighting were not achieved (Khaue, 2015: Interview with the CFO City of Matlosana, 2015). This impacted negatively on the municipal plans developed by the local council and compromised service delivery.

Strategic planning focuses on linking an organization's work patterns with the work environment in order to expedite performance and reduce costs (Savage, 2005:10). It considers a profound understanding of an organization's requirements and also recommends a workplace solution that will enable the organization to accomplish its current and future needs. In that manner, institutional goals are set and guidelines on how to achieve them are put in place. It is evident that there prevails a correlation between strategic impact and strategic planning as confirmed by Pearson's correlation coefficient regression analysis which was positive though weak. Weaknesses could have been reflected through political decisions made emanating from the nature of council running affairs of the municipality.

McKay (2011:23) asserts that strategic planning is important in assisting organizations to remain relevant and responsive to the needs of their clients, and also contributes to organizational stability and growth. Looking at it from a governance perspective, it allows management to design policies and goals that can effectively guide the organization and provides an explicit focus for staff programme implementation (Shaw and Weekley, 2005:14). They further highlight that strategic planning should be on-going. They further indicate that strategic planning is about "self-examination, confrontation of difficult choices and establishment of priorities." It is explicit from the foregoing that impact is perceived through the manner plans are implemented.

In Matlosana, 85% of the local respondents indicated that they were hardly consulted by their local authorities in matters of service delivery. They highlighted that it was significant for them to be consulted when strategic plans are developed as they have an impact on their livelihoods. They further indicated that when decisions are brought to them, they would be having political inferences hence negatively impacting on those who would not be party members to that political organization thereby affecting value chain knowledge. One local respondent had this to say "*Municipal staff consider themselves as untouchables……they don't us to question the status quo. This affects their credibility to us…decisions they make are theirs and have no relevance to us."*

In Naledi, 90% of municipal participants felt that communities were consulted through their governance structures at ward level and through councillors to promote buy-in. This assertion is qualified through the Local Government Municipal Systems Act 32 of 2000 which stipulates that local citizens have to be consulted via their ward committees in matters pertaining to service delivery in their localities. SALGA (1998:14) also concurs that these structures should be existent and used in order to ensure quality service delivery.

McKay (2011:24) concurs with Banner (2000:9-26) who cites the philosophy prevailing in the UK and Germany who espouses that strategic collaboration between local authorities and local communities they serve is actively practised. Milward and Provan (2005:54) in the conceptual framework included in this study, advocate for strategic networks. This network theory involves all social actors in development from top echelons of governance to grassroots level so as to enhance collective buy-in since strategic impact can be realized when plans are implemented by all and sundry.

The researcher agrees that strategic planning is a process. It is about determining what an organisation intends to be in future and how it will reach there. The assumption is that certain aspects of the future can be created or influenced by the organisation. The researcher further concurs that strategic planning should be about monitoring progress and assessing results and impacts. As well, organisations should not wait to plan in a crisis but that a community needs assessment should be an input to strategic planning. The impact of plan implementation should be a premise to evaluate the success or failure of public programmes since goals are determined when outcomes unfold.

The researcher believes that this scenario can progress well if collaboration between local spheres of governance co-exist with local communities. Hence the prevailing of a consultative platform will confirm objective one of the study which sought to establish the coordination of local municipalities with service delivery which currently is not the case. The current sphere shows that local communities who are the beneficiaries of local municipal services are hardly put on board as development decisions are top-bottom and resultantly, local communities have limited buy-in.

Organizational culture and strategic impact

Organizational culture is “a system of shared meaning held by members, distinguishing the organisation from other organisations” (Martins and Martins, 2003:380). Arnold (2005: 625) highlights that “organisational culture refers to the distinctive norms, beliefs, principles and ways of behaving that combine to give each Organization its distinct character.” The foregoing definitions indicate that organizations are distinguished from one another through organizational culture hence making the theme an essential aspect in studying service delivery.

Organizational culture encompasses the beliefs, behaviour, symbols and characteristic of an organization. Schein (2011:14) views organizational culture as shared philosophies, expectations, ideologies, attitudes and assumptions existent in an entity. Organizational culture constitutes the outcomes that an organization seeks to achieve (terminal values) and the behavioural modes such an organization encourages (instrumental values) (Lunenburg and Ornstein, 2012:15). In order to enhance effective organizational culture, Schermerhon (2008:372) propose that there should be; a widely shared appreciation of what the organization stands for and concern for clients over rules, policies, procedures and adherence to political beliefs.

In the conceptual framework (Millward and Provan (2000:276) indicate the multi-cultural state of governance and cite organizational culture as one of its prescripts. Due to this multivariate design of governance there is need to ensure that when organizations hire people, they should look for people who would have buy-in into their culture. This culture should permeate the entire organization and should be reflected through the organization’s vision and also staff action.

The findings from the Pearson coefficients show that the relationship between organizational culture and strategic impact was negative and weak. Current local municipalities are an outcome of a constitutional mandate (AG, 2015). In terms of organizational culture, respondents looked at the synergy between municipal strategies and National development Plan, municipal values, and integrating municipal plans with socio-political changes. This relationship between the two sub-themes could be so due failure by municipal staff to align their operational activities with municipal expectations, procedures and assumptions.

Naledi Local Municipality Annual Report (2014/15) indicated a culture of poor organizational outcomes by municipal staff. The report indicated high levels of gross dishonesty, fraud, corruption and in-fighting among staff. The report further indicated how service delivery has been affected, an instance being sanitation which stood at 25% of RDP standard. The Matlosana Local Municipality IDP Review (2015) highlighted that basic service delivery was a major challenge. The report indicated that the council had 5 Section 79 Committees including MPAC but these committees fail to meet as scheduled due to failure to form a quorum or abandonment by committee members. Thus setting a poor cultural precedent in the municipality.

In Matlosana, 95% of community respondents indicated that local municipalities have norms, values and beliefs that should be maintained based on the prevailing legal framework. However, they indicated that political interference dilutes the potency of the legal status quo. They cited how procedures for recruitment of staff are depicted in the MSA but only to find that nobody complies with the procedures. They further highlighted that oversight by elected council members was frail as some hardly understood their mandates and resultantly impacting negatively on service delivery. One participant had this to say *“There can never be good governance when our expectations are not met. We cherish values of decent accommodation, potable water and adequate electricity in our households. So we need engagement, amicable engagement with our local authorities so that we can speak the same language.”*

In Matlosana, 91% of municipal staff indicated that their municipality staff's organizational culture was underpinned in the 12 municipal outcomes. They indicated that the outcomes had measurable outcomes emanating from a delivery agreement which when IDPs are reviewed, they served as measuring parameters of service. They further indicated that the existence of such a mechanism fostered attachment of staff to common issues, aspirations and insights.

The researcher agrees with Harrison (2013:12) that organizational culture is about achievement, roles, power and support. This assertion is further underscored by (Martins and Martins (2003:382) when they say "high formalization in an organization creates predictability, orderliness and consistency…. In other words, a strong culture can serve as a substitute for formalization. This suggests that the organization's formal rules and regulations which act to regulate its members' behaviour can be internalized by organizational members when they accept the organization's culture; this takes place without the need for written documentation." The researcher further concurs that if coordination of development by local municipalities will culminate into quality service delivery, it should consider the aspirations of the local communities. Culture cannot be a preserve of a few but should be a universal antecedent by all social actors (Harrison and Stokes (1992:14).

Organizational culture and organizational performance

Organizational performance focuses on actual output or results (Richard et al, 2009:34). Some organizations benchmark their performance by integrating the balanced scorecard technique to measure dimensions like; employee stewardship, customer care, performance improvement, financial performance and organizational re-engineering. Jennings and Ewalt (2009:23) advocate for a scholarship of organizational performance that should focus on achieving collective effort among staff. Blame avoidance and scapegoating should be detested but everyone should be held accountable for performance outcomes. They further propose that there should be adherence to shared beliefs and exercise of power through collective consent by every organizational member and social actor.

The Pearson correlation coefficient was -0.333. The direction and strength showed was negative and weak. The cultural-set in an organization is determined by institutional ideologies presented by employees in an organization (Municipal Fiscal Powers and Functions Act, 2007). The CoGTA (2014) reflects that a mismatch between the intent of organizational culture and organizational performance will negatively impact on service delivery. In Mafikeng Local Municipality, Annual Reports (2014/15) accessed showed that party political factionalism and polarization of interests promoted the progressive deterioration of municipal functionality. The reports further indicated that there rampant cases where members of staff and public representatives hardly took service delivery as a major concern, as they accrued wealth at the detriment of poor communities. Therefore despite the negative relation between organizational culture and organizational performance, the researcher feels that a positive and strong correlation exists between the two sub-variables. Furthermore, the Office of the Premier should be the oversight, support and lead governance entity for municipalities but any weaknesses in its set-up will affect performance.

In Mafikeng, 85% of the community participants in indicated that the majority of municipal staff had no buy-in to policies guiding municipal operations. They highlighted that such a culture could have been borne out of the level of skills among staff and that in their deployment they were there for political party advancement rather than service to people. The respondents further indicated that performance standards were declining and could hardly compare with post-independence achievements. One participant even reiterated that *"In the olden times, though the system was exploitative, performance standards were high and we were viewed as strategic partners though we were employees."*

In Matlosana, 76% of municipal staff indicated that organizational culture differs from council to council. They cited that municipalities with traditional leaders in their areas of jurisdiction had rampant poor working relationships between staff and communities thereby impacting on organizational performance. In Ventersdorp, 82% of municipal staff showed that tensions between ward committees and council undermined municipal functionality and contributed to an escalation in community protests.

The researcher believes that an organization becomes successful if it accomplishes its goals through the use of minimum resources. As such, a return on investment is imperative and is one critical indicator of effective organizational performance. The findings on this sub-theme show that the first objective of the study was not effectively pursued by local authorities as it shows poor coordination of development and service delivery by local municipalities hence also reflecting the positive correlation between organizational culture and organizational performance. This further indicates that the level of governance in local municipalities is poor.

Organizational culture and decision making

Organizations make decisions which impact on their operations. In making such decisions, time and consensus mitigate against the stakeholders (Gianaki, 2004:56). Simon (2016:89) people tend to develop decisions based on conditions and constraints at their disposal. Parsons (20014:184-186) propounds that decisions are outcomes of appropriate deliberation. This assertion shows that workers enjoy some certain degree of autonomy in their discretion to plan, implement and evaluate their actions. Millward and Provan (2000:276) in the conceptual framework indicates the concept of decision making styles. Furthermore, those styles should accommodate the aspirations of all stakeholders. Thus it calls for their input.

Fox and Wissink (2010:41) are of the opinion that local government is as old as the history of man and that it was the first known form of government on earth. They further postulates that its existence can be traced as far back as when people started living together as a community, with collective needs to be satisfied. However, the most important value underlying local government is democracy. This value is best experienced at local government sphere, because of its closeness to the local community, both in a geographical sense and as far as its potential responsiveness is concerned. It is at local government sphere that ordinary people have direct access to government (Heymans and Totemeyer, 2009:87).

Furthermore, the White Paper on Local Government (1998) states that local government has a significant role to play in rebuilding local communities and environments as the basis for a democratic, integrated, prosperous and truly non-racial society. Additionally, the preamble to the Local Government: Municipal Systems Act 32 of 2000 verifies the importance of local government in ensuring general access to essential services by citizens, specifically the poor and disadvantaged who were neglected or largely ignored under the apartheid regime. It further recognises the social and economic developmental orientation of local government, to ensure that municipalities fulfil their obligations, as stated in the Constitution of the Republic of South Africa, Act 108 of 1996. The success of the other two spheres of government, therefore, depends on the success and survival of local government.

According to, Vennekens and Govender (2005:45-50) local government has a “two-wing” responsibility. The first wing relates to macro-level functions such as planning and promoting intergovernmental development planning, land economics and environmental development. The second wing involves delivery of services such as water, electricity, health, housing, road and transport, solid waste, community, emergency, security and public works.

In addition, section 153(a) of the South African Constitution 1996 prescribes the duties of a municipality, which are to: “…structure and manage its administration and budgeting and planning process to give priority to the basic needs of the community and to promote the social and economic development of the community.” Pretorius and Schurink (2007:19) point out that access to effective public services is no longer an advantage to the few privileged only, but a legitimate right to everyone, particularly those who were previously disadvantaged during the Apartheid era.

The research also postulates that “good governance” does not signify that “bread and butter” issues are met. Certain matters are highly politicised. Thus this leads to “good” policies, initiatives and projects being unevaluated in the behest of political power. Moreover, behind all public matters is a question mark about the role of decision making through democratic means, through managerialist systems or professional prowess.

But the researcher will uphold the assertion that if “good governance” is highly political, is it realistic to assume that an assessment of governance performance unfolds? Reports have shown that governments are not keen to evaluate their policies, initiatives and projects (Pretorius and Schurink, 2007:23).

Municipalities in South Africa follow different governance structures. In the case of Naledi Local Municipality (NLM), there are 18 councillors of which 9 are elected by their wards and the other 9 through the proportional representation system (Naledi Local Municipal Annual Report, 2016). The African National Congress (ANC) has a majority of 12 elected representatives and the remaining are shared by other opposition parties. The administrative governance structure is led by the Municipal Manager who runs 5 departments namely; Budget and Treasury, Community Services and Housing, Administration and Corporate Services, Office of the Municipal Manager, and Technical Services and Facilities. It is envisaged that IDP activities were informed by ward-based consultation.

In Naledi, 87% of community participants indicated that municipal culture should be aligned to service delivery expectations and aspirations. They indicated that for that culture to prevail, there was need for stakeholder engagement so that common beliefs, values and norms are developed. They also highlighted that decision making results into risk taking, but if collective engagement was made, all social players would own the outcomes. That indicated that consultation was not effectively done as some critical decisions were taken by the municipality without consulting them. They cited an informal settlement which the municipality established without consulting them which currently lacks good organization. They further again indicated that the municipal service pay points were far, One community participant had this to *say “Strategies should not be executed without consensus. We should consult each other. You can shoot your lion then you say it’s ours. Let us engage.”*

In Naledi, 95% of municipal staff indicated that effective organization culture should reflect the need for Community engagement in matters of governance. They indicated that schedules for ward meetings were usually sent to communities through their councilor. But they alluded that in some instances the ward meetings fail due to logistical reasons. The correlation coefficient showed that organizational culture has a negative and weak relationship with decision making. However the researcher feels that the two should have a direct and positive correlation as organizational beliefs, values, norms and aspirations help develop organizational decisions.

The researcher believes that in a democratic dispensation collectivism is paramount. This notion is also alluded to by Hjern and Porter (2001: 212-213) when they emphasized the relevance of consensus. So the researcher feels that decision making should be a collective transaction. If collectivism is pursued, the researcher agrees that it will culminate with the accomplishment of the set objectives of the study which currently are not optimally sufficed.

Organizational culture and strategic alignment

Strategic alignment is about linking human capital to organizational goals. It embodies a phenomenon where employees should understand and devolve a commitment to organizational imperatives (Kearns, 2010:64). Gratton, (2007:89) alludes that the levers to strategic alignment should focus on performance objectives, performance metrics, recruitment and placement, reward and recognition. Beetham (2011:19) in the conceptual framework indicates that for strategies to be effective, they have to be aligned to established rules, beliefs and autonomy to exercise decisions. The correlation coefficient between organizational culture and strategic alignment was 153 and shows a positive direction for the two sub-themes.

Ventersdorp Local Municipality Annual Report (2014-15) indicated that the council engages the community through intensive and interactive public participation exercises in the development of IDPs. The report indicated that collective effort was being used to identify gaps and strengths at such ward based summits. 97% of municipal staff in Ventersdorp local municipality indicated that such public engagements enhanced accountability and transparency.

In Matlosana local municipality, council documents reflected that the municipality's speaker engaged in community participation through ward meetings (South African Cities Network, 2016). It was established that council then approves IDP process plans hence indicating that IDP processes were informed by ward based planning.

In Matlosana, 81% of the community participants indicated that they would make a buy-in on matters they are consulted and made to engage with. They further indicated that alignment of strategy to service delivery should develop from IDPs where all social actors have an input and common ground for expectations made. A participant in the sample used said *"It is evident that council consults but at the end, they modify the plans without informing us, we should be equal in all spheres of governance."*

The researcher underscores the need for a visionary municipal leadership that operates above political allegiance. Furthermore, lack of community participation will culminate into lack of ownership of outcomes. The researcher will concur with Meyer (20014:39) who proposes that public officers should build organizational capacity based on what clients expect and thereby mould harmony of strategy and organizational aspirations.

Organizational culture and problem solving ethos

Shibata (2008:11) perceives problem solving as a process that establishes solutions to difficult or complex issues. It is a skill required in the workplace. The key to effective problem solving is the ability to determine the nature of the problem and defining (Robbins, 2011:10). Hanson (2011:12) indicated that as society becomes more complex and organizations become multifaceted, problems that affect several lives are rampant. In many instances, high records of problems are witnessed. Gray (2009:11) propounds that in solving these problems, group importance should be recognized. Freedman (2008:23) suggests that from groups emanates quality innovation and creativity. He further highlights that the application of problem solving should not be an individual power base, but should be viewed within the context of a group or team.

The Pearson correlation coefficient for the two sub-themes was minus 303 and was elaborated to be negative and weak. The city of Naledi has an explicit vision and mission statement. In its organizational culture it embodies values like; accountability, fairness, integrity, leadership, commitment, responsibility, diversity and teamwork (NLMAR, 2015). Despite its institutional culture, the city continues to be faced with problems in ward 4 where there are several unoccupied and incomplete RDP houses. In ward 1 and Devondale, RDP beneficiaries have no title deeds and the oxidation pond in Stella (ward 2) does not meet public health standards.

In Matlosana, local residents live in abject poverty. The size of indigent households has increased sporadically from 35% in 2011-13 to 41% in 2013-14 (City of Matlosana Annual Report, 2015). Regional explorer (2015) revealed that Gine coefficient measures highlighted that the African population in Matlosana (0, 52) had a higher index than their white counterparts (0, 44) hence depicting poverty levels in the city of Matlosana. The report further showcased that Human Development Index(HDI), which is the measure to rank social and economic development illustrated that Africans in the city were the lowest (0, 57), Coloureds (0, 69), Asians (0,79) and Whites (0, 85). It therefore concludes that Africans who are the majority had the shortest life expectancy, and a gross national income per capita. Therefore, the foregoing scenarios reflect that an entity’s organizational culture does not directly relate to its capacity to resolve its institutional challenges or problems.

In Matlosana, 87% of the community participants showed that there were aware that each local municipality is required by law have a supply chain management policy. They indicated that there was section 111 of the MFMA which gives effect to the provisions of the MFMA. Hence in all the activities performed by municipal staff, they highlighted the need to be transparent, fair, competent and accountable. These respondents further indicated that local municipal staff were not capable of integrating municipal activities with National Development Programme strategies. They indicated gross violation of the Municipal Systems Act in terms of staff recruitment and a clear-cut structure of who should be accountable to who due to political influences. One participant showed this political arrogance when she said *"Who, who really should dictate to us the way we should play our cards? The rules are legislated by us and we execute them the way we deem fit."*

The Systems Theory of Governance advocates that public servants should be responsible and competent (Ostrom, 2003:14). He goes on to say that public organizations should be run in a hierarchical manner where knowledge and responsibilities are shared. There is also collective consent on how staff should operate.

However, the arrogance depicted in the findings by municipal staff negates what The Systems Theory of Governance recommends. This further undermines the aspirations implied in objective number three as it reflects that local authorities can hardly improve on internal control, accountability and local government. The researcher will also concur that effective problem solving skills empower a person not in their personal life but in their professional sphere and resultantly impacting on the growth of the organization. Therefore in this dynamic global economy, organizations should be able to identify problems and solve them well. To employees, the researcher further concurs that problem solving can be a tool to develop practical and creative solutions, and to show autonomy and initiative to employers and clients in a manner that is open to all and in line with municipal legal frameworks.

Organizational culture and compliance

Compliance implies the capacity of an organization to meet its legal obligations (Edmunds, 2016{12). Compliance issues become more complex the more an organization grows. Responsibilities will also tend to expand from operational-related ones to governance matters. Kaplan (2012:24) renders his weight to compliance when he reiterated that “effective compliance is critical if organizations are to avoid devastating economic consequences that are increasingly triggered by unlawful and unethical behaviour.” The ethical aspect becomes essential ‘for ensuring that employees will remember to do the right thing in those key moments of pressure or temptation that can make or break an organization” (Talbot, 2013:19).

The Pearson coefficient measure showed 153 which was positive. It reflected that organizational culture and compliance have a direct correlation. In order for an organization to maintain effective organizational culture, staff has to be socialized through the values, expectations and knowledge imperative for employees to assume their roles in the organization. The culture of the organization is significant in that it influences attitudes and behaviours of staff (Peters and Waterman, 2012:10). He cites the following steps in organizational socialization; staff selection, orientation, job mastery, rewards and control systems, adherence to values, reinforcing folklore, and consistent role models. Pascale (2007:12) reinforces that socializing staff is critical in establishing compliance in an organization.

Documents analysed at Matlosana Local Municipality indicated that compliance was complex. The report by the Audit General (2015) indicated that there was massive distress in the local municipality’s governance activities. The report cited issues pertaining to tensions between administrative and political municipal interface, inadequate accountability, oversight measures and support measures to enhance local democracy and resultant poor compliance with the legislative and regulatory mechanisms in the municipality.

One municipal participant said *“In an environment where political proliferation is key, you cannot interrogate the status quo. Though compliance is requisite but is a minuet when politics is the epicentre.”* The assertion showcases that compliance exists on paper, but it is hardly part of the prevailing culture though both phenomena are fundamental in municipal operations.

In Naledi Local Municipality (NLM), documents consulted reflected that consumer accounts were being sent timeously to clients, indigent register was being updated regularly, that municipal asset register was GRAP compliant, and that from a disclaimer in 2012/13 the municipality had achieved an unqualified audit opinion in 2014/15 (Naledi Local Municipality Annual Performance Report, 2014/15).

In Naledi, 92% of community respondents indicated that municipal staff could hardly drive municipal results. They cited issues of wasteful expenditure, disclaimers, corruption, lack of oversight, and jobs for friends. One respondent said *"Our local municipality is home to poor audits. Fruitless and wasteful expenditure has become a common adage to us. There is need for a shake-up."* They further indicated that decisions were centred on sufficing the needs of staff as opposed to clients'. They also indicated that municipal legislation such as the MFMA and MSA were not abided by and resulted in gross abuse of power by municipal staff.

Hjern and Porter (2001:212-213) underscore the need for organizational staff to conduct themselves according to a framework governed by shared perceptions. Stoker (2008:17) concurs that such operations should be guided by ordered rule and consensus. The focal point of commonness is engagement, understanding of what people are required to do and buy-in from social actors. It therefore means that if municipal staff cannot drive municipal results they compromise objective number three of the study which advocate for the improvement of internal control, accountability and local government. It also shows that objective number two of the study is not implemented effectively as staff fail to play their supportive role.

The researcher will suggest that employees should be above board in their operations, easy to understand and open. Furthermore, compliance with what is expected in an organisation enhances trust, mutuality, teamwork and support.

Decision making and strategic impact

The Pearson correlation analysis reflected that there was no direct relationship between decision making and strategic impact. Possibly borrowing from Parsons (2014:184-186), the impact of any decisions made is subjective. When people make decisions in organizations, the impact of such decisions lends much on what the constituency of those decisions thinks and aspires for. Furthermore, public organizations have diverse players for instance, local residents prefer quality service from municipal authorities while on the contrary municipal staff aspire to uphold allegiance to their political fabric regardless of the level of service rendered.

Jennings and Ewalt (2009:23) support this phenomenon when they indicated that decision making in organizations is about power dependence between principal and agent. The principal factor relates to the political institutions while agents are the workers in the local municipality. This is also substantiated by the manner IDPs are reviewed and adopted by councils in local municipalities. Decisions take a political trajectory and in most cases their impact bears no proclivity to the imbued aspirations and expectations of the common people (Naledi Local Municipality Annual Report, 2014/15).

The risk profile for Naledi Local Municipality (2014/15) indicated that service delivery, revenue collection and compliance were on extreme risk giving a reflection that management efforts in such main categories of municipal responsibilities were negative. In Matlosana city, a survey conducted in the area highlighted that low satisfaction prevailed among local residents (Department of Community Services, 2015) in the wake of unilateral decisions by the local authority. The Municipal Public Accounts Committee in the City of Matlosana advocates that public participation was being enhanced through its oversight function by ensuring that the public is invited during the consideration of its Annual report. However, reflection on the ground hardly shows community buy-in.

In Matlosana, 85% of community residents felt that on paper, Basic Service Delivery and Infrastructure Development were aligned with growth, poverty alleviation, social cohesion, investment and job creation, but empirical evidence barely substantiated the foregoing institutional decisions. They indicated high dissatisfaction on the status of roads, electricity supply, housing, recreational facilities and potable water. However, the corporate services office of Matlosana indicated that they had some successes to rejoice on. They cited that 92% (ward 1), 98% (ward 8) and 94% (ward 9)’s households had electricity for lighting.

The researcher propounds that decision making has been showcased by this study that it has a correlation with strategic impact, and that strategic impact should be seen in the lens of positive outcomes but that negative outcomes that do not mitigate a decision are an outcome of the nature of decisions taken. The researcher further concurs that locals have aspirations expectant from their local municipalities but that numerous factors can militate against effective accomplishments of municipal plans. As well as having IDPs' decisions misplaced.

Decision making and compliance

The study indicated that there was a direct correlation between decision making and compliance. Municipal managers are reckoned as custodians of compliance. Section 166 of the MFMA indicated that all municipalities should establish audit committees whose majority should not be council employees. The King Report 111(2004) also underscores this by indicating that audit committees should comprise independent, and non-executive members in order to promote compliance through transparency, and oversight. Hence substantiating the direct correlation between decision making and compliance.

In Mafikeng, 92% of the local residents in the study indicated that political decisions tended to impact on municipal compliance. They cited the appointment of a Senior Manager in the municipality without advertising the vacancy. They highlighted that such actions ultra-vires the MSA as the person appointed lacked requisite credentials as per the post consequently affecting quality service. The AG (2015) further confirms that by reporting that the local municipality had huge service delivery and backlog challenges, problems with political administrative interface and intra- and inter-political party issues which negatively affected governance and service delivery.

Decision making and strategic alignment

The Pearson correlation analysis indicated that decision making had no direct relationship with strategic alignment. Strategies in organizations need to be linked to organizational goals, norms and beliefs (Beetham, 2014:19). Hence when decisions are made, they will lend themselves to policy dictates, staff autonomy and corporate culture. However, municipal bodies operate within a political milieu. The political party that commands the majority in any municipality influences most of the decisions made even if public interests are hardly a focus, they will manage to pull through with their agenda (SALGA, 2015). This assertion was established in all the four municipalities sampled for the study that the current ruling party had the majority.

One local participant in Ventersdorp indicated that *"When power becomes absolute, it corrupts, and corrupts absolutely….the municipality operates under selfish means. Look at the cars they drive and the tenderpreneurship that is in our midst."* This assertion seemed to have its truth in the Ventersdorp Local Municipality Annual Report (2015) where some Senior Managers were suspended for corrupt practices in tender awards.

Decision making and interpersonal relations

Interpersonal relations are about social connections with others. These relations can be short-lived, enduring or unique (Mazarin, 2013:41). Stoker (2008:18) in the conceptual framework used proposes that organizations and their social actors should co-exist. In their coexistence, he proposes the relevance of cooperation, building and sustenance of partnerships. Beetham (2011:19) also suggests that for organizations to prosper, there should be conformity with established rules, adherence to shared beliefs and express consent by all.

The Mafikeng Local Government and Expenditure Review (2015) reported that decisions made on some municipal issues rendered good governance wrong. The review indicated that there was a rife tendency in the municipality to attribute all failures in municipal performance to a lack of capacity. However, the report highlighted that the several municipal failures were directly due to political leadership. The review further indicated that the dysfunctionality and distrust in the local council emanated from wrong decisions like the appointment of senior staff or approval of plans and budgets that get delayed or never taken seriously hence holding back on service delivery.

Furthermore, the review indicated that national government tended to take a lenient approach in applying section 139 of the constitution as municipal officials found wanting were not made to account. Also section 216 enables the National Treasury to withhold transfers of funds to non-compliant municipalities as prescribed by treasury norms and standards (MFMA, 2003), but for Mafikeng Local Municipality it only happened once. The review further indicated that the local municipality continued to receive transfers from National Government despite obvious failures, and that interventions instituted were poorly managed and desired turnarounds never achieved. As a result, poor interpersonal relations existed between local council and local residents revolving on mistrust.

In Naledi Local Municipality, stakeholder relationships were reported to the responsibility of the Municipal Manager who leads a workforce of 482 members spread across the municipality's five departments (NLMAR, 2015:10). The report indicated that mutual relations were critical between staff, sector departments and communities in order to enhance joint planning. Furthermore, the Mayor was also reported to be part of the team that engaged in intensive and interactive public participation exercises.

The researcher observed that each local municipality had its own unique modus operandi of establishing mutual relations and inclusivity with their stakeholders, underscoring that decisions made directly impact on the nature of relations in the municipality. Hence, the Pearson correlation analysis reflected a positive correlation between decision making and interpersonal relationships in local municipalities.

In Naledi, 56% of the community respondents indicated that very few municipal staff members supported local municipalities in their constitutional mandates though short-lived due to the 5-year contracts given to them. 47% believed that municipal staff operate on an opportunistic manner and that once hired they think about themselves and the political parties they give suffrage to. 92% of the community respondents also indicated that adherence to municipal standards and procedures was not carried to the letter due selfishness, corrupt practices and impunity. They further indicated that their relations with municipal staff have always been at the low ebb. One participant indicated that *"We will always remain polarized for they don't consider us as people with service delivery needs. We need proper sanitation, water, housing and electricity. But eeh! It's clear we live in different worlds of no common interests."*

One participant further added that municipal staff's value proposition was misplaced and could not stand the test of time as they had no space for client concerns. He further insinuated that *"The rot is not with junior staff alone but the entire local municipal structure is a farce."*

The researcher perceives that interpersonal relations serve a critical role in both one's work success and career progress. Positive interpersonal relations enhance effective communication among the workforce and cultivates a spirit of inter-dependence and solidarity. The researcher will also consider that how one relates to their management, peers and clients has a bearing on organizational success. Any public organization should pay homage to variables that entail; respect, honesty, management of emotions, openness to feedback and maintaining proper lines of communication open.

Strategic alignment and strategic impact

Goodwin (2006:39-43) in the systems conceptual framework suggests that organizations as complex open systems should engage in revizability and variability. These are challenges calling for emotional introspection. Peters and Pierre (2006:232) advocate for tools that should be used to enhance emotional growth among staff. This calls for openness to novel ideas. Hence improving on innovative skills. Organizations align their strategies with their institutional norms, values and beliefs (Beetham, 2014:19). The norms, values and beliefs are derived from the organizations' enduring statements of intent (vision statements) and their reasons for existence (mission statements). The vision of the organization directs how the organization should operate, therefore as municipalities, they operate under political ideologies. As a result, the impact of what local authorities tend to produce is depicted through political lenses.

The Pearson correlation analysis showed that strategic alignment in local municipalities bore no direct correlation with strategic impact. The study reviewed strategic alignment based on buy-in by top management, appreciation of dynamic changes in local municipalities, capacities to interpret client expectations and advocating for market driven relations to communities' needs.

However, despite legal frameworks in place to guide staff in the conduct of their duties, the core mandate of service delivery to their communities was cited by 78% in Mafikeng by community participants as poor. They indicated that the impact of strategies implemented by local authorities was merely reflected in political spheres as opposed to delivery of public service.

The IDP Review (2014/15) for the City of Matlosana indicated huge backlogs in water, roads, sanitation, electricity and refuse removal. The report further indicated that such issues would be a major concern for several years to come. In an interview with the Chief Finance Officer (CFO) of Matlosana, the following was noted *"We set out to* *achieve what we design as an expression of our political leadership to guide our IDPs at all stages, and our political organization should have confidence in what we do."*

The foregoing therefore underscores that strategic alignment is guided by political paradigms and the impact is evaluated along political narratives.

Strategic alignment and emotional intelligence

Goleman (2005:12) views emotional intelligence "as the ability of an individual to know one's self, emotions, manage them, motivate oneself, recognize emotions in others and manage with others." He further highlights that the fundamental variables of emotional intelligence at the workplace inter alia entail; self-management, self-awareness, relationship management and social awareness.

The study focused on how strategic alignment in municipalities under study was linked to trust building, compliance with municipal rules and codes, and the management of the interface between municipal processes and systems. The Local Government: Municipal Systems Amendment Act (2011) introduced a range of important reforms. These included barring municipal managers and other managers from holding political office in political parties, regulating the employment of municipal employees who have been dismissed, and prohibiting the employment of a person in a municipality if the post to which he or she is appointed is not provided for in the staff establishment of that municipality.

However, in Ventersdorp Local Municipality, the study established that one of the senior managers was a district chairman in a political party in the municipality and most of his decisions were considered partisan. In Mafikeng Local Municipality, community participants indicated that a senior manager who had been dismissed from Tswaing Local Municipality for corruption was hired by Mafikeng Local Municipality (MLM) in the Traffic department with due consideration to the MSA (2011 as amended). This led one community participant to retort that *"Heads should roll at MLM."*

The correlation between strategic alignment and emotional intelligence was considered as negative. This could be due to the misplacement of local authorities' strategic alignment, recruitment procedures, selection and placement of staff.

Strategic alignment and organizational performance

Strategic alignment denotes the level of fit between an organization's strategic priorities and its environment. It is widely envisaged that strategic alignment in an organization with its external environment enhances performance (Venkatranam and Prescott, 2010:9). They further consider that strategic alignment and consensus play supporting roles in such a way that when strategic alignment is higher, greater consensus among decision makers enhances organizational performance by escalating the efficiency of implementation efforts.

The Pearson correlation analysis for the study indicated that there existed no direct relationship between strategic alignment and organizational performance in municipal entities in the NWP. This opinion could be inferred from scenarios in local municipalities where strategic alignment is linked to political institutions as opposed to municipal institutions.

The Ventersdorp Annual Report (2014/15) highlighted that the CFO for the local municipality was appointed but did not meet the professional requirements for the position. This development showcases that the appointment was aligned to suffice political growth or performance of a particular organization he belonged to rather than enhancing municipal performance. In the same municipality, 98% of community respondents indicated that the local municipality was being amalgamated with Tlokwe municipality due to political aspirations of the ruling party rather than service delivery imperatives. Hence, strategic and organizational performance become subjective variables when powerful actors have selfish agenda to pursue.

Strategic planning and problem solving ethos

Strategy is a broad based formula for how business is going to compete and what policies will be needed to carry out the goals in order to achieve success (Porter 1980:14; Kazmi, 2008:5). In other words, strategic management is involved in deploying a firm's internal strengths and weakness to take advantage of its external opportunities and minimize its external threats/problems (Adeleke, Ogundele and Oyenuga, 2008:45; Thompson and Strickland, 2003:23). Strategic planning is all about an enabling environment to achieve and sustain superior overall performance and returns (Johnson, Scholes and Whittington, 2008:9). The process of strategic planning takes into account the entire decision making process and the issues that an organization faces. According to Uvah, (2005:65), the strategic planning process is as important as the actual plan and its implementation. He further suggested a strategic planning process which includes Plan Design which deals with the design stage of a strategic planning exercise and should resolve questions such as who should be responsible for what? The next stage is the formulation stage.

According to Minztberg (1991) in Adeleke (2008), the following processes in formulating plans were highlighted;

a) Environmental Analysis: the environment in strategic planning emphasises the need for organization to establish a link between their internal and external environments.

b) Resource Analysis: this is an inevitable means of identifying the strength and weaknesses of a firm over its competitors.

c) Determination of the Extent to which Strategy Change is required: this is a top level management decision on whether or not to modify the existing strategy or its implementation. This is based on what is called performance gap (Stonier and Andrews, 2007:12).

d) Decision-Making: this bothers on what to do and how it is to be done.

e) Implementation: this requires the practice of the chosen strategy. It is implemented through a process of allocation of resources, adapting the organizational structure to suit the strategy and creating an appropriate climate for carrying out the chosen strategy.

f) Control: this is to ensure that implementation is being achieved in line with objectives and in conformity with the chosen strategy. This may be accomplished by establishing a planning unit or forming a review committee made up of top-level managers.

The study established that Naledi Local Municipality reviews its Integrated Development Plan (IDP) on an annual basis following a process of comprehensive consultation with communities, stakeholders and government at district, provincial and national level. The Integrated Development Plan is viewed as a strategic development tool to assist the municipality to achieve its developmental objectives. Its publication and adoption follows a comprehensive process of consultation with residents, communities and stakeholders (Naledi IDP, 2016/17). The Naledi IDP was drafted in the context of the following policies and plans:

- The publication of the National Development Plan 2030 Our Future make it work with its primary aims to eliminate poverty and reduce inequality in South Africa over the next 20 years.
- The publication of Radical Socio-Economic Projects for Bokone Bophirima the Office of the Premier
- The launch of the South African National Infrastructure Plan which highlights the maintenance of municipal infrastructure and the provision of new infrastructure to eliminate backlogs among its 18 Strategic Integrated Projects (SIPs).
- The National Spatial Development Perspective (NSDP) with its strong emphasis on local economic growth as an instrument to overcome the spatial distortions of apartheid and create long-term economic and employment opportunities.
- The Provincial Spatial Development Framework (PSDF) which identifies the Naledi Municipality as a “Priority 2 investment area”.
- The Dr Ruth Segomotsi Mompati Spatial Development Framework (District SDF) which is currently being reviewed.
- The Naledi Local Municipality Spatial Development Framework, adopted by Council in March 2013 and the organisational review approved in January 2014. In terms of the Municipal Systems Act every municipality must prepare and adopt a Spatial Development Framework and align it with the framework of its IDP.

Collectively these strategies and policy documents provide the building blocks for the Naledi IDP which highlights the priorities identified by residents and communities and the interventions required to address them. Resultantly it showcases that problem solving in Naledi emanates from a collective platform of strategic planning. 97% of community respondents indicated that the mayor and her team engaged them in priority planning in their municipality and considered it as a health environment.

In Mafikeng Local Municipality, the study established that an IDP framework for 2014/15 was developed in line with the legislative requirement and the need to integrate and align planning in the municipality and was adopted by council in order to set the IDP process though out the municipality in motion. It was reported that the IDP Process plan was also developed in consultation with the local communities (MLMRAR, 2015).

However 89% of community respondents indicated that the IDP document was compiled in line with the process plan and the activities listed below:

- **Desktop Study of relevant documentation**

The desk top analysis was done to ensure that the document complies with the legislative requirements and also meets the required standard and format. Key documents used were: Municipal Systems Act, 32 of 200, Municipal Planning and Performance Regulations, Department of Provincial and Local Government, and inputs from sector departments.

- **Consultations with Stakeholders**

On community engagement, they indicated that an IDP workshop was held for a selected few people hence the IDP had limited input from the majority of local residents. They highlighted that they could have been consulted prior to the workshop. However, they indicated that collective planning promotes effective problem solving as every stakeholder owns the outcome. One participant cited flats and RDP houses in Sikalikeke Extension which they alleged had become white elephants since they were not consulted and were still unoccupied. The participated reiterated that *"Money could have been well-spent somewhere. Now see the structures have become a haven for criminal activities."*

Problem solving and strategic impact

Problem solving is one dimension reflected in many organizational diagnostic models that promotes the success of an organization (Vansconcelos, 2011:39). Staff have to have the autonomy to make decisions and perform their duties without fear of reprisals (Hosmer, 2010:23). Reichheld (2013:86) propounded that when employees are satisfied in the environment they work under, employee attrition is reduced and profitability are heightened, hence impacting positively on the strategic direction of the organization.

The Pearson correlation analysis indicated that there was a positive relationship between problem solving and strategic impact in local municipal activities in the NWP. This shows that the manner in which staff attend to matters in the municipalities has direct impact on municipal spheres.

CoGTA (2011) reports that since the dawn of the new democracy, local government in South Africa has contributed to the achievement of a number of significant social and economic development advances. CoGTA further indicates that people have had increased access to a broad range of basic services and more opportunities have been created for their participation in the economy.

In Naledi Local Municipality, the Municipal Public Accounts Committee (2015) reported that it vigorously encouraged public participation in its oversight function by ensuring that the public was invited during the consideration of the annual report. The report further indicated that major positive shifts were noted in the following corporate objectives;

- Provision of municipal planning and performance management.
- Promotion of good governance and community participation.
- Ensuring effective and effective internal and external communication.

An interview with the Director of Macro-Planning and Development in Matlosana revealed that engagement with the public had brought a high rate of business turnover as more people have started investing in the area. The Director further revealed that the Matlosana Development Forum (M.D.F.) has also begun lobbying and advocating for the improvement of economic and other developmental opportunities for Matlosana and its local residents.

However, these strategic developments are not without “hiccups.” The local business entrepreneurs feel that these macro strides by the municipality have liberalized the business sector and the influx of foreign owned business ventures had affected their levels of profitability. As a result, relations among the entrepreneurs themselves were sour.

Problem solving ethos and compliance

Improving individuals' and groups' abilities to solve problems is recognized as an important issue in public organizations. The recent transition to the information age has focused attention on the processes of problem solving and decision making and their improvement (Nickerson, Perkins, and Smith, 2011:32: Stice, 2007:5: Whimbey and Lockheed, 2012:21). In fact, Gagne (2014:94) considers the strategies used in these processes to be a primary outcome of modern socialization. Although there is increasing agreement regarding the prescriptive steps to be used in problem solving, there is less consensus on specific techniques to be employed at each step in the problem-solving or decision-making process.

There is concurrent and parallel research on personality and cognitive styles that describes individuals' preferred patterns for approaching problems and decisions and their utilization of specific skills required by these processes (for instance encoding, storage, retrieval and so forth). Researchers have studied the relationship between personality characteristics and problem-solving strategies (Heppner, Neal and Larson, 1984: Hopper and Kirschenbaum, 1985: Myers, 1980), with Jung's (1971) theory on psychological type serving as the basis for much of this work, especially as measured by the MBTI (Myers and McCauley, 2015:54).

One conclusion that may be drawn from these investigations is that individual differences in problem solving and decision making must be considered to adequately understand the dynamics of these processes (Stice, 2007:43). Attention must be paid to both the problem-solving process and the specific techniques associated with important personal characteristics as they reflect non-compliance with laid down procedures.

The foregoing concur with experiences established in Ventersdorp Local Municipality where a Senior Manager was appointed without following the legal framework (MSA, 2011 as amended). In MLM it was also established that a Senior Manager was recruited when the position was not advertised and the incumbent had been dismissed in Tswaing Local Municipality (Corporate and Finance Portfolio Committee report, 2015).

85% of community participants highlighted that Mafikeng had been hit by numerous protests against poor services due to the failure of their council to hire competent people due to the fact that their core focus was on appeasing political allegiance. They further indicated that unless the “rot” was rid of there would always be non-compliance with legal frameworks hence compromising service delivery.

Interpersonal relations and emotional intelligence

Service delivery is an institutional function local municipalities in South Africa are mandated to render (Reeves, 2011:14). It through building cordial interpersonal relations that earmarked goals can be achieved (Abdullah and Ainon, 2005:28). Successful organizations rely heavily on mutual relations with their stakeholders in order to perform effectively (Gabel, Dolan and Cerdin, 2005:65). The type of relationship is dependent upon the type of leadership or management (Mayor and Salovey, 2007:54). Goleman (2015:9) indicates that interpersonal relations are a critical aspect of service delivery but requires a knowledge base. Thorndike (2010:34) views emotional intelligence as the skills that enable people to understand each other’s emotions and the manner another person can manage other people. Baron (2006:9) propounds that emotional intelligence is about influencing other people’s behaviour and that those who aspire to influence others should understand their own emotions. Emotional intelligence is the ability to perceive accurately, appraise and express emotions (Goleman, 2015:11). It is clear from the foregoing interpretations that interpersonal relations under normal spheres should be intertwined. However, the turbulent climate prevailing in local municipalities in the NWP gives no guarantee to this culture as the study depicts that interpersonal relations bear a negative correlation with emotional intelligence.

The researcher consulted some pieces of Legislation that organises intergovernmental relations like the Intergovernmental Fiscal Relations Act (1997). This Act sets out the process for the division of nationally raised revenues between the three spheres of government. It establishes the Budget Forum, in which local government issues are discussed as part of the national budget process. It also requires that a Division of Revenue Bill is tabled annually, setting out (among other things) the amounts to be transferred to each municipality. The Municipal Structures Act (1998) also provides for the establishment of different types of municipalities and the division of powers and functions between local and district municipalities. It also regulates the internal systems, structures and roles of office bearers of municipalities.

The Municipal Systems Act (2000) sets out detailed requirements in relation to community participation, integrated development planning, performance management, administration, service provision and debt collection. It also regulates the publication of by-laws and determines the role of national and provincial government in setting standards and monitoring local government. The Act also governs the assignment of functions to a municipality from another sphere of government. The Intergovernmental Relations Framework Act (2005) provides a framework for the establishment of intergovernmental forums and mechanisms to facilitate the settlement of intergovernmental disputes (Intergovernmental relations and the local government fiscal framework, 2016).

However, 90% of community respondents in Matlosana indicated that these imperative acts were not carried to the letter. They cited the incorporation of Klerksdorp, Orkney, Stilfontein and Hartebeesfontein into a single municipal body known as the City of Matlosana without their majority consent. They further indicated that though the slogan for the current city of Matlosana was “City of People on the Move”, they saw no positive outcomes to encourage the city to “move”; literally and economically as thawed relations perpetuated between the municipality and local residents.

The community respondents further highlighted that they were experiencing considerable economic decline as mining ventures were faced with massive onslaughts of job-seekers from other localities hence impacting negatively on locals’ capacity to get employed due to stiff competition. One community participant indicated that *“The attitude of municipal staff is not accommodative to our proposals. We need to engage inclusively in order to improve on the negative relations between us….we are so polarized.”*

Compliance and interpersonal relations

Kaplan (2012:24) renders his weight to compliance when he reiterated that “effective compliance is critical if organizations are to avoid devastating economic consequences that are increasingly triggered by unlawful and unethical behaviour." The ethical aspect becomes essential 'for ensuring that employees will remember to do the right thing in those key moments of pressure or temptation that can make or break an organization" Talbot, 2013:19). Banipal (2006:14) in the aftermath of hurricane Katrina proposed that efficient and effective rescue efforts took longer than expected because the search team did not have enough knowledge about the geography of the Gulf Coast city. Lack of such critical information negatively impacted on the effectiveness and efficiency of rescue efforts and local residents lost faith in the capability of the disaster management team.

The Pearson correlation analysis established that compliance and interpersonal relations had no direct relationship in municipal operations. Compliance focused on the capacity of municipal staff to make client centred decisions, establish clients' needs and drive municipal results. Interpersonal relations were confined to the capacity of staff to support municipalities meet constitutional mandates, ensuring that municipal standards were met, and that municipal standards were adhered to.

Local councils operate under the guise of political direction. The majority of local municipalities in the NWP are run by the A.N.C. In one section of its manifesto, the A.N.C. reiterates promises of self-empowerment and self-reliance, and the right to quality service delivery to all. The A.G. (2015)'s report indicated that in Naledi Local Municipality, the majority of portfolio committees in the municipality were led by representatives from the ruling party. The A.N.C. has 12 elected representatives and the remaining 7 formed part of the opposition. It further indicated that partisan decisions negated the council's impartial delivery of quality service. Compliance was reported as no longer critical as decisions made favoured the majority party. The report further revealed that mistrust had its toll amongst staff and also local residents.

In Naledi, 92% of community participants in the municipality felt that certain decisions made by municipal staff safeguarded the interests of those politically connected at the detriment of the marginalized majority residents. They also indicated that a number of audit expectations relating to finance in the A.G (2015)'s report were not attended to due to political arrogance among municipal staff. The participants further alluded that Municipal Integrated Development Planning and Performance Management in the municipality needed to be informed by community issues and interests, since council was accountable to the community, governance structures and systems.

In Ventersdorp Local Municipality, it was established that ward based public forums took place between in April 2015 and that the public was consulted on the IDP (MPAC, 2015). However, 93% of local residents in the municipality indicated that issues they had raised were not incorporated at the Municipal Budget Steering Committee meeting held on 8 May 2015. They felt that the municipality should have complied with their proposals. As a result, they indicated that in future non-attendance would overshadow such public consultations. One participant advised *"They should not use us to rubber stamp what they would have concocted."*

Compliance and emotional intelligence

Goleman (2005:12) views emotional intelligence "as the ability of an individual to know one's self, emotions, manage them, motivate oneself, recognize emotions in others and manage with others." He further highlights that the fundamental variables of emotional intelligence at the workplace inter alia entail; self-management, self-awareness, relationship management and social awareness. The correlation between compliance and emotional intelligence was determined to be positive.

Under compliance, the study focused on client centred decisions, clients' needs and driving of municipal results. These variables were determined as bearing a direct correlation with the interface between municipal processes and systems, and recruitment of staff with innovative skills.

The researcher analysed CoGTA (2015) overview reports for the sampled municipalities. It was established that in terms of sustainability profile, Mafikeng Local Municipality was strong in terms of economic growth, service delivery backlogs were being eradicated and was active in business sector engagement. The overview report indicated that Naledi was outstanding in rates collection and public engagement. Ventersdorp Local Municipality was considered to be weak in development facilitation. The report shows that if governance imperatives are complied with, they expand the levels of growth in municipalities hence qualifying that compliance and emotional intelligence directly relate with each other.

Organisational performance and strategic impact

Stoker (2008:17-18) propounds that governance is not about managerial techniques, but achieving efficiency in service delivery as reflected in the conceptual framework. But for efficiency to be achieved, Peters and Pierre (2008:232) highlights the need to create conditions for ordered rule and collective action. Georgopoulos and Tannenbaum (2007:45) indicate that organizational performance looks at the degree of achievement of objectives and results, and that it is dynamic, requires judgement and interpretation. The Pearson correlation between the two variables was considered to be positive.

According to the Naledi's IDP and Spatial Development Framework (2014/15) the study established that the municipality had performed significantly towards meeting its targets and that the majority of the municipality's stakeholders was satisfied. The report identified positive strides in the ensuing areas; water services, governance and administration, waste management, traffic and policing, municipal health and street lighting. However, 87% of the community respondents indicated that housing was way behind as a large number of local residents had no proper houses. One participant had to say *"I have lived in a shack for the entire part of my life, and it's all promises, promises."*

The Matlosana Housing Sector Review Plan (2014/15) highlighted that the municipality had achieved a housing target of 82, 9% against a provincial target of 76, 2%. The review further reported that an illegal settlement on the intersection of R502 (Orkney-Potchefstroom road) and Old Buffelsfontein-Stilfontein road with 425 residential units would be legalized. The report further reflect that 97, 1% of households have piped water, 96, 4% had access to flush or chemical sanitation and 90, 3% had access to electricity. The foregoing scenarios showcase the status of municipal performance in municipal organizations in the NWP and is reflective of impact such organizational achievements impart on local residents.

Organisational performance and emotional intelligence

Goodwin (2006:39-43) in the systems conceptual framework suggests that organizations as complex open systems should engage in revizability and variability. These are challenges calling for emotional introspection. Peters and Pierre (2006:232) advocate for tools that should be used to enhance emotional growth among staff. This calls for openness to novel ideas. Hence improving on innovative skills. Goleman (2015:12) popularized the concept of emotional intelligence when he defined it as the "ability to perceive accurately, appraise and express emotion: and being able to understand one's own or others' emotions and having knowledge to regulate such emotions". It therefore goes without saying that for organizations to perform effectively, people should devolve behaviour that contributes in instructing and helping decision makers maximize the pertinent of emotional intelligence skills to improve decision making.

In Matlosana, the study established that the city was cementing organized open relationships with local stakeholders to promote effective performance. In these associations, efforts were being spearheaded to desist from sending adverse municipal challenges to the press. All stakeholders are perceived as "advisors, business experts and champions of the community," (Interview with the Director Corporate Services, 2015). Mining giants like Anglo Gold Ashanti has also been brought to the fore where it leverages partnerships with the municipality in stimulating and supporting local development in areas where they operate (Moloko, 2015:42).

Lack of proper document maintenance, poor project planning, poor ICT systems, and lack of staff training were identified in Ventersdorp municipality. The billing system was reported to be poor hence affecting debt collection and total vacancies stood at 28% (Interview with the Executive Mayor, 2015). Huge backlogs on water, sanitation, roads, refuse removal and electricity were also reported.

3.11 Discussion on Literature Review, Objectives of the Study, Theoretical Framework and Findings

This section of the study is envisaged to provide an in-depth comparative analysis between literature review, objectives, theoretical framework and findings in the quest to integrate similarities and differences that will reveal gaps in order to develop a framework for sustainable service delivery in the North West province. Literature review focused on numerous definitions about governance and governance experiences from other institutions. Theoretical framework was anchored on the Systems Theory of Governance, and as grounded theory unpacked principles applicable in public institutions. The researcher's voice will also be accommodated through his contribution based on analytical assessment of literature review, objectives of the study, grounded theory and research findings.

Secondary sources of literature consulted show that governance is a term commonly used in both private and public entities. The term predisposes a change in government with more focus on self-organizing and inter-organisational net-works which are characterized by inter-dependence, structures, resource exchanges, rules of the game and conspicuous autonomy from the state (Rhodes, 1997:13). However, the Systems Theory of Governance (STG) perceives governance as functionally uniform, hierarchical and put into action by visionary leaders who seek to deliver services to their local citizenry (Ostrom, 2003:14). Hjern and Porter (2001:212-213) further elaborate that associations are prevalent and key in programme implementation. The STG also identifies power dependence as critical in building mutual relationships.

Common in the foregoing viewpoints is that governance has connections and synergies which the proponents perceive as networks or associations. The other similarity relates to hierarchies which through literature review are referred to as structures and the STG considers them as hierarchical. Both literature review and grounded theory also focus on inter-dependence and power dependence as significant in governance related matters.

However, for the structures to inter-act, there is need for a co-ordinating impetus which was one of the research's study objectives. Objective one of the study seeks to "co-ordinate the development of municipalities' service delivery." The implication here is about harmonising different municipal activities so that they effectively operate as a whole. The findings reflected that though legal frameworks exist in municipalities, evidence on the ground barely testified the co-ordination efficacy of these frameworks as they are hardly complied with. The STG also warns of co-ordination impediments in complex organisations. The researcher will propose that mechanisms regardless of co-ordination barriers, which could either be socio-political or cognitive, should be instituted as a strategic management measure to assist municipal staff to align their roles and responsibilities with municipal strategies.

The researcher perceives that though literature review and the STG focus on hierarchies and networks, there is need to consider human capital factors in terms of capacity. The human capital element is critical for skills, which would ensure effective outcomes. This assertion aligns itself with community members' findings that lack of skills among municipal staff compromised quality of service delivery in the North West province. The researcher further concurs with findings from research participants that local municipalities need to consistently engage with them in every sphere of local government in order to create ownership of outcomes. Both literature review and the STG also emphasize the relevance of inter-dependence and power dependence in public entities.

Under literature review, it was reflected how the philosophy of power devolution is exercised in Germany and the United Kingdom (Banner, 2009:9-26). The practice shows that communities end up commanding wide autonomy in shaping their local lives and enjoy more bargaining power against the state. Peter and Piern (2008:232) are quoted in the STG propounding that new management tools should seek to decentralise management environments closer to the point of service delivery. Research findings established that local communities are hardly involved in public activities like municipal budgets, rendering them powerless and voiceless in matters that should be concerning them. Oversight becomes weak and accountability by municipal staff vanishes.

The researcher agrees that involvement of the local community at an early stage is likely to improve design by ensuring that full advantage is taken of local technology and knowledge. The researcher further believes that community engagement can ensure a project's social acceptability and can increase the likelihood of beneficiaries participating in the project. He also believes that where projects in politically volatile areas are planned for without the systematic efforts to involve major community groups through consultation and planning meetings from the very beginning of the project, social acceptance of the project might be difficult and the services may not be used.

Uphoff (2007:45) hinted that community participation may help ensure the more equitable distribution of benefits. He further points out that resources mobilisation are much easier when beneficiaries are committed to a project and actively involved in its design and implementation. Furthermore, he highlights that cost recovery rates are often much higher when the local community is actively involved.

The STG advocates for autonomous self-governing actors. The researcher will propose that where such a tenet prevails, actors are capable of making decisions. If such decisions are made, ownership of outcomes is collective and when weaknesses arise, "... *the language taken should seek to re-invent themes through collectivism."* However, the findings established that this scenario is barely there in the North West province as the spirit of collectivism is absent.

Literature review also highlighted that incidents of fruitless expenditure, qualified and disclaimer audits were rife in the NW province (AG, 2015). The research findings corroborated this by establishing that audit outcomes for 2013-14 reflected that 74% of local municipalities in the North West province received qualified/ disclaimer opinions. The theoretical framework used alluded that leadership can have governance failures, but the theory does not specify them. Though the theory advocates for new tools and techniques to steer and guide operations, it further proposes that *"challenges should be addressed in part by revizability.......sensitivity to motivational capacity, public dependability and variability...."* The researcher will accede that the implication is that public entities experience governance challenges, and that modifying or refining current institutional patterns can militate against the challenges. Even though a legislative framework exists for municipal governance through a plethora of municipal legislation, the status quo is barely resounding as certain gaps require re-configuration.

The second objective of the study sought to determine how local municipalities can play a supportive role in financial management in order to enhance service delivery. The study established that tenders were being awarded to friends and family members with no regard to supply chain management dictates, transgressors left with impunity, and gross manipulation of financial reports. The study also established that there was high non-compliance with regard to the Municipal Finance Management Act 56 of 2003. It was further established that Accounting Officers were not taking reasonable steps to prevent unauthorised, irregular and/or fruitless and wasteful expenditure.

Literature review shows that municipal managers are the custodians of supply chain management and section 166 of the MFMA states that each municipality should have an audit committee. The literature further highlights that in terms of good governance, each audit committee should satisfy itself with the expertise, resources and experience of the municipality's finance function. The King 111 Report also recommends that an audit committee should comprise of independent and non-executive members in order to promote transparency, honesty and integrity.

The researcher will advocate that evidence on the ground hardly shows this. In some instances, there are people in the audit committees with no relevant financial know-how. Hence, this confirms one community member's assertion in the study who reiterated that municipal staff members were "...*stooges who hardly have any impact."*

Though the STG informs of the need for policy making accountability to performance outcomes, it is silent on how public institutions should play an active role in financial management. It merely highlights that its implementation literature is replete with studies of both coordination and supportive barriers and impacts (Jennings and Ewalt, 2009:23). Thus, borrowing this new development, the researcher subsumes that an effective framework should consider such a missing dimension imperative in propounding a sustainable model for service delivery.

The third objective of the study focused on improving internal controls and accountability of local government. The researcher believes that internal controls are about methods that are put in place by an organisation to ensure the integrity of financial and accounting information, meeting operations and profitability targets, and transmitting management policies in an organisational entity. The researcher further agrees with Sawyer (2012:36) who reiterates that *"...internal control is about assuming the achievement of an organisation's objectives in operational effectiveness and efficiency, reliable financial reporting and compliance with laws, regulations and policies."* The researcher will further propound that internal control is a means by which an organisation's resources are directed, monitored and measured.

Literature review shows that the CEO of an organisation has overall responsibility to design and implement effective control. It further shows that the influence of a CEO should be cascaded through responsibilities to senior managers and other line staff. The STG also propounds that organisational functions should be dependent on each other for the achievement of collective action, exchange resources and negotiate shared understanding of ultimate programme goals. The STG also advocates that good governance involves a political agenda. A political agenda denotes a set of policies and political issues presented as a rather straight-forward list so as to communicate a clear hierarchy of priorities and interventions. The archetypical of such agendas are initiatives and election campaigns. Such party programmes and campaigns certainly express ideas related to governance hence, fitting issues into a specific ideological attachment.

However, findings established that politics plays a critical role in skills deployment and service delivery. The influence of a political party in a particular municipality determines the modus operandi in that local authority. The researcher believes that good governance should conform neither to the ideology of wider “rationality” of liberalism in terms of its agenda. Policy issues that relate to good governance should be promulgated in objectivity.

The researcher further proposes that no political system has ever come into existence without constitutional dimensions; the purpose of good governance should rethink on policy principles. Such policy principles should support a framework that works at the level of novel budgeting techniques, management philosophy, skills deployment, transparency and citizen engagement. The researcher will further propose that a new framework that includes all the domains of effective, efficient and sustainable service delivery should be created, and should seek to coalesce into a common policy framework concerned with the mutual interdependence of a common strategy for the development of the public sector. Exclusive dependence on both exogenous and endogenous circumstances should be regarded as critical.

3.12 Conclusion

Governance refers to the formation and stewardship of the formal and informal rules that regulate the public realm, the arena in which state as well as economic and societal actors interact to make decisions. Based on the discussion above and definitions given, governance is evidently a process in which state institutions and departmental structures co-ordinate government processes and implement public policies by complying with norms and standards set up by the government.

Such a process of governance should promote and aim at instilling a culture of providing maximum and optimal service delivery to the public and support good governance in the public service. To support governance, both political and managerial leadership, should display a sense of stewardship at all times to the population and support the ethos of democracy crafted in the Constitution and PFMA, such as accountability, transparency, responsibility, to mention but a few.

It is evident that governance is a system and a process that seeks to provide organisational direction through structures and processes, and maintain a controlled environment with the assistance of members within an organisation in order to attain municipal objectives. This is of essence to the governance challenges in service delivery in the case of local municipalities in North West province`s ability to achieve their set objectives. As much as other governance principles are important, in most instances, accountability becomes very crucial. There is need by powers that be, that institutional capacity be reinvigorated and regularly appraised in tandem with changing times. Resources should be availed and monitored closely. Interventions such as the Turn-Around–Strategy and Rebranding, Repositioning and Renewal should also be given the better light of the day.

CHAPTER FOUR: Enhancement of sustainable municipal service delivery through skills acquisition, North West Province.

4:0 Introduction

Skills and capacity hiccups are symptomatic of underlining human capacity management deficiencies in municipal authorities. These compromise quality human capacity value chain and worker value proposition. Without a strong talent management base, profound service delivery hiccups would persist to affect the planning trajectory of municipal authorities.

Numerous factors can be attributed to the shortage of skills and capacity in municipalities. These could inter alia be; lack of career growth opportunities, a non-conducive work environment and a lack of collaborative mechanisms between municipalities and private entities (Deloitte and Touché, 2013:43). Such strategic challenges are a panacea for human capital inefficiencies in municipal institutions; hence this stifles sustainable service delivery.

A working environment that is not conducive will affect and hardly retain scarce skills. In most cases, such an environment experiences high labour turnover, hence, reflective of a profound talent management strategy which negatively impacts on sustainable service delivery. Intolerance and social instability have been resultant. This has been so because communities find themselves pushed to “a hard brick wall” as they perceive municipal authorities of being insensitive to their basic needs (SALGA, 2015).

The Consolidated General Report on the Audit Outcomes of Local Government (2013-2014) concurs that reliance by municipalities on consultants has been destructive. The exorbitant calls of compliance could have been reduced if municipalities had in their employ scarce-skilled staff. This strategy has proved that it is not cost –effective or sustainable. In addition the performance contracts of consultants are barely aligned to the annual service delivery and budget implementation plans. Thus it becomes paramount to render precedence to the acquisition and retention of scarce skills in municipalities.

The North West Provincial Legislature (2014) does concur that quality of municipal service can hardly be improved without addressing socio-economic hiccups like lack of a skilled staff base. This absence of a skilled human capital support has led to those who have been hired reflecting poor municipal planning and lack of regular consultation with ordinary members of the community (Khale and Worku, 2013:223).

The research study was confined to local municipalities in Dr Kenneth Kaunda, Ngaka Modiri Molema and Dr Ruth Mompati district municipalities. These municipalities failed to conduct Monitoring and Evaluation exercises to ensure value for money and accounting for resources that are to be utilized for service delivery (Municipal IQ Hot Spot Monitor, 2013). Available empirical evidence reflects a critical shortage of human capital skills in the conduct of audit exercises, communication with the general public, accounting, proposal writing and so forth (NWPG, 2015). Such limitations have culminated in poor services being rendered to residents of these municipalities.

Thus the study aimed to determine how skills acquisition could enhance service provision in local municipalities in the North West province. The study used a combination of both qualitative and quantitative research methods to gather data. This was so because one research approach could not exhaustively answer the research questions. The established results were envisaged to be critical in addressing poor service delivery in the Province.

Edwards, Batcher and Shorthand (2007: 275-294) do concur that accountability and transparency are tenets of skilled staff. A lack of these in local municipalities is indicative of the level of unskilled staff in local municipalities. Based on constitutional ideals and mandate (Section 152), municipalities are entrusted to be transparent, democratic and accountable to local communities in matters of local governance. A legal framework has also been inaugurated to give precedence to this (South African Government Information Bureau, 2004). A profound appreciation of this dimension beckons upon a human capital that is capacitated (Hurlbut and Robert, 2012:84).

Findings also reflected that services by the sampled municipalities were poor. 90% of the community respondents highlighted that lack of good governance, transparency and accountability were topical. Jaaskelainen, Laihonen, Lönnqvist, Palvalin, Pekkola and Ukko (2012: 43-52) further qualify that service provision that is not accountable to the proletariat is hardly sustainable. Amir, Angelo, Finn and Michael (2010: 734-756) accede that service provision that does not ensure value for money is lip service. They recommend that a recapitulation on human capital skills promotes municipalities to deliver on their constitutional mandate.

4:1 Background to the study

The core elements of service delivery inter alia are; accountability, participation, rule of law and transparency. In accountability, decision makers in the echelons of governance should be answerable to the common people. This enhances teamwork and oneness. Participation should not be gender-based. Everybody should have a voice in problem solving and decision making. Such a process of understanding the much needed involvement requires freedom of association and speech, and the capacity to participate constructively. Resultantly, ownership is enhanced. Rule of law needs to be fair and impartially enforced with respect to human rights regardless of creed, colour, race or religion. In transparency, there is need to partake a free flow of information. Every stakeholder should access requisite information, understand it, monitor it and choose what to do with it.

The foregoing interpretations were envisaged to provide a broad-based-consensus building process of understanding the aim of the study. The challenge of governance should aspire to promote, support and sustain human development thus eliminating forms of exclusion (UNDP Human Development Report, 1996).

Proponents of human capital management accede that the synergy between employee capacitation and organisational success cannot be under-estimated (Meyer, 2007:54). Knowledge of what one is mandated to do is considered as a currency for success (Wessels, 2014:32). It is further surmised that the quality performance of staff is determinant of the success, progression and sustainability of any organisation. Qwabe and Pillay (2009:67) further amplify that a culture of skills acquisition in any organisation edifies the level of service delivery.

However, the extent of service delivery protests in the years ranging from 2008-2015 has been cause for concern (Municipal IQ Hotspot Monitor, 2015). Absence of anecdotal research work on service delivery in the North West Province had to instigate the promulgation of a research study of this calibre being conducted in its local municipalities. Local residents in these municipalities alleged that lack of human capital skills was the major cause.

To recapitulate on the essence of a skills imperative, Coetzee (2007:135) acknowledges that organisations fail to deliver due to inter alia; deficiency of skills, staff obsolescence, failure to promote employment equity, among other causes. Erasmus, Browert and Van Beek (2009:174) further assert that with a quality skills dimension; services are improved, corporate image is enhanced, costs are reduced, and a conducive climate for growth, trust and peace is inculcated. Thus informed by the foregoing, this study in the North West Province (NWP) sought to determine how skills acquisition would enhance municipal service delivery.

4.2 Statement of the problem

In a democratic dispensation, public institutions operate in an open system model. Multi-stakeholder engagement is paramount, transparency, over-sight, effectiveness and efficiency are common phenomena. Strategic leadership is there to steer and guide operations in any organisation. Its mandate will cascade both tactical and operational duties to lower levels in the institutional hierarchies. Empirical evidence highlights that 74% of management positions in local municipalities in the North West Province's local municipalities are vacant (NWPG, 2015).This has culminated in municipal staff occupying more than one position, deployment of people with no skills or engaging external consultants thereby compromising service delivery.

4.3 Research aim

To determine how skills acquisition enhances municipal service delivery in local municipalities in the N.W. province.

4.3.1 Research questions

- How is municipal staff members recruited in the N.W.P?
- What are the challenges in recruiting and deploying staff in local municipalities in the N.W.P?
- What is the impact of current skills acquisition procedures to service delivery in local municipalities in the N.W.P?

4.3.2 Research objectives

- Assess the procedures for staff recruitment in the local municipalities in the N.W.P.

- Identify challenges in recruiting and deploying staff in local municipalities in the N.W.P.
- Determine the impact of current skills acquisition procedures to service delivery in local municipalities in the N.W.P.

4.3.3 Literature Review

A novel paradigm is requisite for municipalities to render effectively on their mandate. Departure from political affiliation speaks volumes in skills acquisition (Reilly, 2012:172). Human resource management's strategic and operational thrust is fundamental in addressing service delivery challenges (White Paper on Human Resource Management, 1997:52). Thus any compromise on skills development is self-defeating. It is critical to emphasize the urgent inauguration of the draft Human Resource Planning Strategic Framework whose objectives entail;

- development of policies and guide-lines that will entice skilled human capital.
- addressing human capital skills which hinder sustainable service delivery in local municipalities.

Indeed, municipal authorities can be sustainable if continual municipal transformation and amalgamation of new trends are incorporated. However, these should be within the domains of a constitutional framework. Thus, a symbolic representation of phenomena becomes imperative (Hoos, 2012:125). It enhances reality or a replica of reality (Quade, 2015:143).

DPSA (2008) rationalizes that policies that focus on human capital development enhance service delivery. Thus this therefore serves as a point of departure to improve staff capacity in the South African public service. Consequently, a framework is designed for purposes of this study (Figure 4:1).

Figure 4.1: Human Capital Planning Process

Source: DPSA 2008:36

1. Goal Determination

Goal determination is critical. It should be a collective transaction by all concerned stakeholders (Dodaro, 2012:241). The goal should be a guiding factor in identifying the skills requisite in accomplishing organisational mandates, especially community needs.

2. Environmental Analysis

This stage analyses the customer base and the capacity thereof (DPSA, 2008). Aspects to consider revolve around skills required for strategic service delivery. It suffices to mention that most South African Municipalities like any other organisations operate on limited budgets and resultantly scarce skills (Dodaro, 2012:248). At this stage, there is need to identify current and future human resource needs and pertinent challenges that may impact on service delivery.

3. Assess Gaps in the workforce

Dodaro (2012:256) concurs that scarce skills impact negatively on any organisation's quest for service delivery. Hence corporate strategies should be pursued rigorously to address skills gaps and also to retain well-deserving staff members.

4. Set Priorities and take action

Accountable staff members should be the pursuit of every organisation if corporate goals are to be accomplished (Odden, 2011:153). Internal human capital development would enhance sustainable service delivery. Thus strategies should be put in place to improve on scarce skills either through in-sourcing, outsourcing or both.

5. Review, Monitor and Measure

These focus on on-going corporate processes. Harmonious integration of the five variables proposed in the framework is critical for good governance, robust decisions and requisite service delivery. If some deficiencies continue to prevail, these will be established at this phase.

4.3.4 Conceptual Development: The Human Capital Theory

Simkovic (2003:10) defines human capital as “the stock of knowledge, habits, social and personality attributes, including creativity, embodied in the ability to perform labour so as to produce economic value.” Other proponents like Spencer (2002:12) view it as “a collection of resources; all the knowledge, talents, skills, abilities, experience, intelligence, training, judgment, and wisdom possessed individually and collectively by individuals in a population or organisation.” Such attributes are a reflection of the sum total of the workforce who are an investment in the organization as they enable the organization to accomplish its goals.

The theory further alludes that when organizations grow, they invest in human capital. The explicit target on developing human capital is the cognitive domain. It is a social variable which consequently impacts on the economic nature of an organization (Jaison, 2012:11). Spencer (2002:34) associates investment with human capital development which in turn supports economic development, corporate growth and innovation. Spencer continues to elaborate that a developed human capital contingent lends itself to improved behaviour. This philosophy borrows insight from Signalling Theory which underscores the essence of intimate information sharing among the workforce (Bourdieu (2014:43). Bourdieu (2014:43) goes further to elaborate on the importance of human capital in organizations when he highlights that human capital efficacy in order to be effective requires “cultural capital, social capital, economic capital, and symbolic capital”.

Sheffrin (2013:10) proposes that in the production spheres, land, capital, labour and entrepreneurship were considered critical baselines for economic production. With time, “just as land became recognized as natural capital and an asset in itself, human factors of production were raised from this simple mechanistic analysis to human capital. In modern technical financial analysis, the term "balanced growth" refers to the goal of equal growth of both aggregate human capabilities and physical assets that produce goods and services.” With upheavals in the 1950s, “the assumption that labour or workforces could be easily modelled in aggregate began to be challenged when the tertiary sector, which demanded creativity, began to produce more than the secondary sector which was producing at the time in the most developed countries in the world” (Sheffrin, 2013:10). Resultantly, a paradigm shift developed where more attention was now given to factors that accomplished intended goals and human management got more focus. Talent and visionary leadership was thus explored.

Human capital is assumed to grow through education, experience and impact of human capital on the organization thus offering success to the organization (Magrassi, 2002:34). Some studies have concluded that human capital investments are essential for economic growth sustenance. The law of diminishing returns “suggests that investments in physical capital and land eventually fail to result in economic growth” (Gratton, 2011:65: David, 2012:34). High strides taken by organizations in human capital training has been given credit in per capita incomes and economic productivity. David (2012:57) also noted that skilled people are more likely to have ability, self-discipline and ambition that culminates in higher earnings for an organization.

4:4 Research Methods and Procedures

The study used both quantitative and qualitative methodologies. 320 local residents and 20 municipal workers were selected for study from the four municipalities namely Matlosana, Ventersdorp, Mafikeng and Naledi local municipalities (Osborn et al, 2002:45). Quota sampling was used to select the subjects for the study. This technique is non-probability. Under quota sampling, the population was divided into mutually exclusive subcategories and data collectors solicited participation in the study from members of the subcategories until a target number of elements to be sampled from the subcategories were met. The major advantage is that equal or proportionate representation of respondents is spearheaded (Castillo, 2009:89). Furthermore, quota sampling guarantees the inclusion of members of different sub-populations, introduces a degree of stratification of the sample into the process, and enhances less data collection error.

During the collection of data, semi-structured questionnaires were used for 320 community respondents and in-depth interviews for 20 municipal members. These captured variables like; biographical profile, strategic management staff professionalism, governance risk and compliance, service delivery, leadership and personal credibility, and organisational capacity.

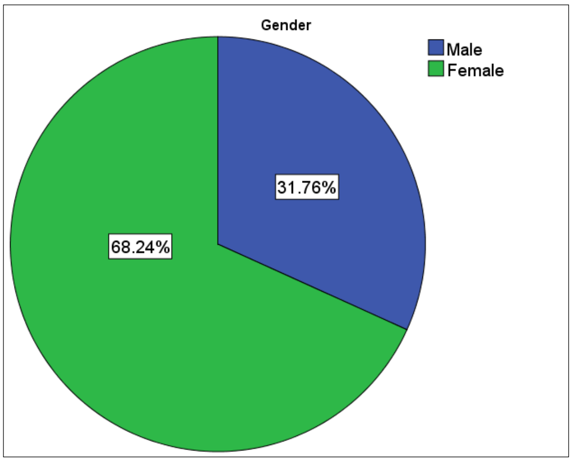
4:5 Ethical Considerations

Ethics is concerned with norms and values. Through ethical issues, errors are reduced. This dimension was sought from North West University, Mafikeng's Faculty of Higher Degrees Research Committee. Issues confined to were; the right to withdraw, avoidance of harm/ injury, informed consent, anonymity and confidentiality.

4:6 Analysis of results

Skilled staff aspire to attain quality service delivery through policies, roles and procedures. It seeks to offer guidance (Sergiovanni, 1994:86). But in the background of deficiencies in personnel skills, high population density and low disposal incomes, this becomes a nightmare. Results which the study established were based on responses from 340 participants. This aspect of the study focused on the impact of skills in municipalities, their importance and extent of municipal staff in service delivery. The study established that skills acquisition and retention in municipalities in the NWP were a pipe-line dream due to unfavourable conditions.

4.6.1 Demographic Information



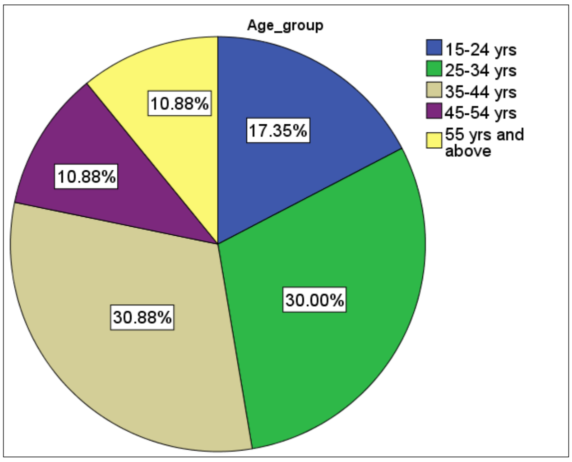
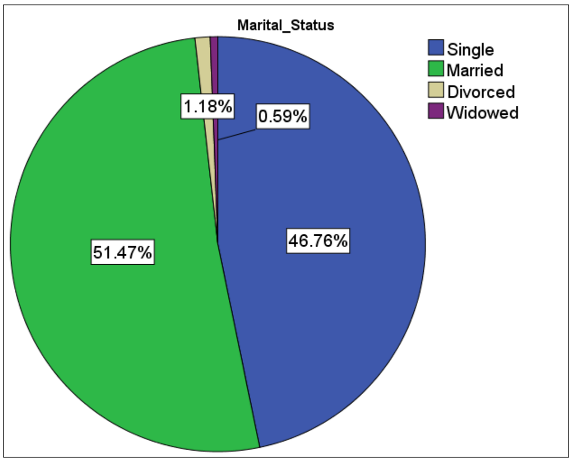


Figure 4.6.1. Gender **Figure 4.6.2. Age Group**

Figure 4.6.1 shows that the majority of respondents are females (68.24%) and only about a third of the respondents are males (31.76%). The reflection can be an indication of more female configurations in society and the traditional adage that women as good care givers by nature are more involved in societal issues than their male counterparts. This assertion can also be borrowed from (Wade and Demb 2009: 11) who established that "Women do most of the work that helps communities deal with their problems, but have little political power in leadership structures." It could also be due to the fact that men as bread winners are never at social gatherings mostly due to job commitments (Wade and Demb 2009: 13).

Figure 4.6.2 shows that the majority of respondents are in the age groups of 25-34 years and 35-44 years each forming about a third of the respondents. An equal percentage of respondents is observed for age groups 45-54 years and 55 years and above each making up 10.88% of the respondents. Respondents in the age group of 15-24 years comprise 17.35% of all respondents. This reflection of the majority of participants could be a clear reflection of the influence emanating from the socially active groups. This assertion also is supported by (StatsSA, 2011) which propounds that "*The unemployed are those people within the economically active population who do not work during the seven days and are ready to participate in any community initiative.*" The researcher also concurs that the 25-34 years age group has energy and in terms of educational attainment are also versatile since its now 22 years after the new democratic dispensation and have made inroads on how the democratic climate revolves.



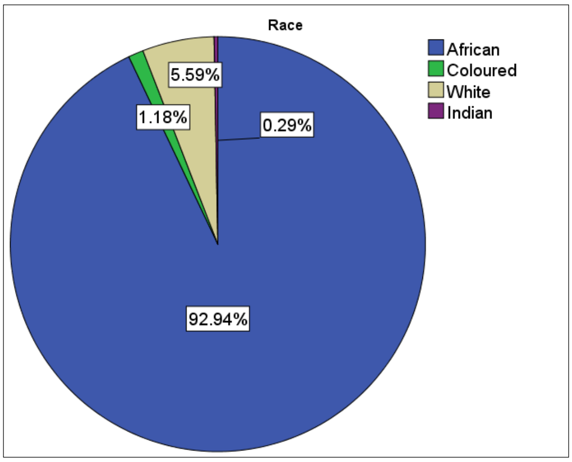


Figure 4.6.3. Marital Status **Figure 4.6.4 Race**

Figure 4.6.3 shows that more than half of the respondents (51.47%) are married, 45.76% are single and respondents who are either divorced or widowed each make up less than 2%. The marital status of the research participants could be an indication of the profound level of concern in the mind-sets of people who have established in African traditional life settings who want to leave a legacy for their posterity. The level highlighted by those single could be a reflection of those who are not economically empowered. Through economic empowerment devolves autonomy which also ushers in opulent decision making and directedness. When one is not empowered holistically, it also weakens their capacity and social efficacy. This reflection is also shared by (Denise and Harris, 2009:28) who allude that a disempowered person suffers a “fear of the unknown” and consider community participation as a “fenced field.”

Figure 4.6.4 shows slightly more than three thirds of the respondents (92.94%) are African, 5.56% are White whereas less than 2% are either Indian or Coloured. This could have been so based on the population distribution in South Africa hence the N.W. province. But also could have been instigated by the fact that Black South Africans have seen how marginalised they have been pre-democracy in South Africa therefore rendering more participative approaches in bread and butter issues.

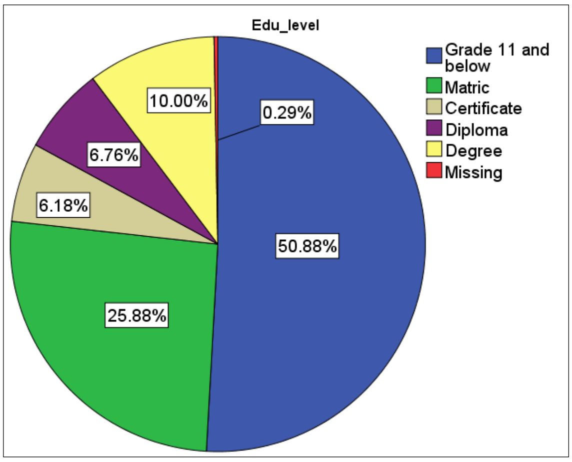


Figure 4.6.5. Education Level

Figure 4.6.5 shows that slightly more than half of the respondents (50.88%) have only grade 11 and below, slightly more than a quarter (25.88%) have matric only and only 10% have a degree. In addition, an almost equal percentage of the respondents (about 6%) have either a certificate or diploma. The impact of the educational discrepancies may have a negative impact on how local residents perceive service delivery and their appreciation of it thereof. In situations where information is provided, the literate and illiterate may have variances in levels of inquiry and apprehension. Chambers (2008:31) perceives that level of education moves in tandem with appreciation of current affairs in community development. He also reiterates that such a bias puts the marginalised at the mercy of the better informed elites.

4.6.2 Importance of municipal staff in municipal service delivery

4.6.2.1 Reliability Test Results

Table 4.6.2.1 Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.978	76

The Cronbach's Alpha indicates that the variables are 97.8% reliable hence they are appropriate for factor analysis. This part therefore confirms that the measures used in the study were consistent (Bless, 2013:222). It amplifies that equivalent results would always be produced for repeated trials. Hence according to the study's findings, perceptions in terms of skills acquisition and retention raised will often be raised in the study areas.

4.6.2.2 Determination of sampling adequacy and factorability of the correlation matrix

Table 4.6.2.2 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.928
Bartlett's Test of Sphericity	Approx. Chi-Square	10638.879
	Df	2850
	Sig.	0.000

The KMO of 0.928 is greater 0.7 implying that the sample is adequate enough for factor analysis to be conducted. A significant Bartlett's test implies that the correlation matrix is factorable. KMO and Bartlett's Test of Sphericity was critical for this study as it provided a measure of sampling adequacy that is recommended to check the case to variable ratio for the analysis being conducted. This determination underscores the reason behind the researcher putting the sample size at 340 against a population size of 689 153 (StatsSA, 2011). It will further show that the findings emanating from the research findings were adequately generalizable in all municipalities in the N.W. province.

4.6.2.3 Determination of the number of extractable factors

Table 4.6.2.3 Eigenvalues and total variance explained

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
Staff professionalism	30.116	39.627	39.627
Attitude to work	2.438	3.208	42.835
Talent management	1.98	2.605	45.441
Communication skills	1.787	2.351	47.791
Tolerance	1.699	2.235	50.026
Self-management skills	1.6	2.106	52.132
Self-development capacity	1.444	1.9	58.021
Assessment skills	1.386	1.824	59.845
Diversity management	1.32	1.737	61.581
Evaluation skills	1.228	1.615	64.86

Using the Kaiser's rule of eigenvalues greater one, ten factors should be extracted which will account for about 69.351% of the total variation. These results are true for both Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA). While the uses of Factor Analysis including a) interdependency and pattern delineation; b) data reduction; c) structure; d) classification; e) scaling; and f) hypothesis testing are highly critical, EFA was used in the study because there were no pre-conceived theories or expectations while CFA was also used to test the proposed framework.

The study focused on ten thematic areas as reflected in Table 4.6.2.3 and summarized in Table 4.6.6. These thematic areas were reckoned as requisite under the aim of this study which sought to determine how skills acquisition enhances municipal service delivery. The study used the Human Capital Theory as a benchmark to compare findings with but no preconceived theories or propositions were raised prior to the development of an effective service delivery framework for local municipalities in the N.W. province. The conceptual model was used in order to gain more profound insights into the research problem.

4.6.2.4 Factor analysis results

Figure 4.6.6 Initial Factor Solution (1)

Figure 4.6.6 is shown as an appendix shows that most significant loadings (|loadings|>0.3) are allocated to factor 1, some factors violates the rule of thumb of at least three items per factor. As such, rotation of the initial factor matrix is necessary in order to improve interpretability of the factor matrix. The primary purpose of factor analysis is data reduction and summarization and as can be seen from Figure 4.6.7, numerous sub-themes which are highlighted in Table 4.6.6 have resultantly been accommodated under 10 themes in order to enhance interpretability of themes. This is further highlighted in Table 4.6.2.3. A sample of 340 elements was drawn from the population and measured on the battery of 10 subtests. The 340 by 10 data matrix was submitted to a factor analysis procedure. The number of factors extracted and the pattern of relationships among the observed variables and the factors provided the researcher with information on the construct validity of the test battery. The 10 factors were thus matched against each other as reflected in Figure 4.6.7 and different correlations were established statistically and will be used as a basis of results interpretation in the ensuing sections of the study. Ease of interpretability of the 10 factors sought to achieve this study's objectives which were confined on determining municipal procedures in staff recruitment, challenges encountered in the procedures and the impact of current skills deployment in local municipalities in the NWP.

Figure 4.6.7 Equamax Rotated Solution (1)

Figure 4.6.7 is an appendix which shows that the Equamax[3] rotated factor solution is relatively easy to interpret compared to the initial factor matrix. The items are fairly distributed across factors and each factor has at least three significant loadings. The rotated factor matrix is interpretable as opposed to the initial one. The factors are summarised in Table 4.6.6 and these factors were reckoned as fundamental to skills acquisition in public sector entities. As alluded to in Figure 4.6.6, Figure 4.6.7 shows the compared correlations of each factor against other factors and the correlations were less than 1 indicating that each factor bore some correlation with other factors. The 10 factors or themes with their sub-themes are summarised in Table 4.6.6 which if inference is made to Figure 4.6.6 and Figure 4.6.7 which are summations, the sub-themes should not be reflected in order to improve factor interpretability on the importance of staff competencies in service delivery.

Table 4.6.6 Summary of factors for the importance of staff competencies

Table 4.6.6 is shown as an appendix. Factors for the importance of staff competencies were streamlined into 10 themes encompassing: Staff professionalism, Attitude to work, Talent management, Communication skills, Tolerance, Self-management skills, Self-development capacity, Assessment skills, Diversity management, and Evaluation skills. These factors helped to set parameters for skills acquisition in local municipalities in the NWP. Each of the themes has sub-themes which were used to determine the importance of municipal staff in service delivery. The gestalt theory alludes that "the whole is greater than the sum of its parts" (Woldt and Toman, 2015:10). Therefore, skills deployment would not have been understood well in this study if these constituent parts were not focused on.

4.7 Extent of demonstration by municipal staff in skills acquisition

4.7.1 Reliability Test Results

Table 4.7.1 Reliability Statistics

Cronbach's Alpha	N of Items
0.984	76

The Cronbach's Alpha indicates that the variables are 98.4% reliable hence they are appropriate for EFA. This conclusive declaration shows that the sub-themes used for the study were appropriate for the conduct of this research study on skills challenges faced in municipal service delivery in the N.W. province which was the thrust of the study.

4.7.2 Determination of sampling adequacy and factorability of the correlation matrix

Table 4.7.2 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.938
Bartlett's Test of Sphericity	Approx. Chi-Square	10616.709
	Df	2850
	Sig.	0.000

The KMO of 0.938 is greater 0.7 implying that the sample is adequate enough for factor analysis to be conducted. A significant Bartlett's test implies that the correlation matrix is factorable. Sampling denotes abandonment of certainty in favour of probability (Bless, 2013:160). Statistical inference is always an outcome of generalizations driven from findings. Therefore, it was imperative for the researcher to determine the adequacy of the sample size which was put at 340 participants against a population of 689 153 (StatsSA, 2011).

4.7.3 Determination of the number of extractable factors

Table 4.7.3 Eigenvalues and variance explained

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
Staff professionalism	34.306	45.14	45.14
Attitude to work	2.491	3.277	48.418
Communication skills	1.903	2.504	50.922
Talent management	1.671	2.199	53.121
Tolerance	1.654	2.177	55.298
Self-management skills	1.588	2.09	57.388
Self-development capacity	1.254	1.65	62.731
Assessment skills	1.181	1.554	64.285
Diversity management	1.14	1.5	65.785
Evaluation skills	1.02	1.342	68.487

Using the Kaiser's rule of eigenvalues greater one, thirteen factors should be extracted which will account for about 64.487% of the total variation. These results are true for both EFA and CFA. The role eigenvalues play in a factor analysis is similar to the role they play in principal components analysis; they allow one to know how much variation each factor or component can explain. The goal in selecting eigenvalues is to include enough variation in one's model that the end solution is valid, while not overcomplicating the model with too many factors. Kaiser's Rule is an objective decision-making rule for the selection of eigenvalues. It states that all eigenvalues exceeding unity should be used. This rule is intuitively satisfying in that any factors associated with eigenvalues under unity contain less information than the original variables that were used in the factor analysis. This rule is both objective and easy to use. The ten factors which were used to analyse the study's findings are captured as components in Table 4.7.3 above and these were a precursor in accomplishing the study's research aim which sought to determine the impact of skills acquisition in enhancing service delivery in local municipalities in the NWP.

4.7.4 Factor analysis results

Figure 4.7.1 Initial Factor Solution (2)

Figure 4.7.1 is highlighted as an appendix and shows that most significant loadings (|loadings|>0.3) are allocated to factor 1, some factors violates the rule of thumb of at least three items per factor. As such, rotation of the initial factor matrix is necessary in order to improve interpretability of the factor matrix. Interpretability is a highly important criterion in determining the number of factors. Factor solutions should be evaluated not only according to empirical criteria but also according to the criterion of "theoretical meaningfulness." Extracting more factors will guarantee that the residual correlations get smaller and thus that the chi-square values get smaller relative to the number of degrees of freedom. However, non-interpretable factors may have little utility. Factor analysis is thus a generic term for a family of statistical techniques concerned with the reduction of a set of observable variables in terms of a small number of latent factors. It has been developed primarily for analyzing relationships among a number of measurable entities (such as survey items or test scores). The underlying assumption of factor analysis is that there exists a number of unobserved latent variables (or "factors") that account for the correlations among observed variables, such that if the latent variables are partialled out or held constant, the partial correlations among observed variables all become zero. In other words, the latent factors determine the values of the observed variables. Hence it was critical to develop a summation of the variables which guided this study which were configured as constructs of skills acquisition.

Figure 4.7.2 Equamax Rotated Solution (2)

Specifically, the quartimax rotation (gamma = 0) maximizes the variance of the squared factor loadings in each variable, that is, simplifies the rows of the factor loading matrix. In each variable the large loadings are increased and the small ones are decreased so that each variable will only load on a few factors. In contrast, the varimax rotation (gamma = 1) maximises the squared factor loadings in each factor, that is, simplifies the columns of the factor loading matrix. In each factor the large loadings are increased and the small ones are decreased so that each factor only has a few variables with large loadings.

Equamax specifies the orthogonal equamax rotation. Equamax maximizes a weighted sum of the varimax and quartimax criteria, reflecting a concern for simple structure within variables (rows of A) as well as within factors (columns of A). Equamax is equivalent to oblimin (p/2) and cf (f/ (2p)).

Figure 4.7.2 which is an appendix shows that the Equamax[4] rotated factor solution is relatively easy to interpret compared to the initial factor matrix. The items are fairly distributed across factors and each factor has at least three significant loadings. It can be noted that, item SPF4_1 loads equally on Factor 1 and Factor 4 hence it is not allocated to any factor. The rotated factor matrix can be interpreted with ease. The factors are summarised in Table 4.7.4. Contextually, these variables reflect a negative or positive correlation as the study shows. The correlation establishment aspired to establish the level at which these factors influenced service delivery through skills deployment in local municipalities in the NWP.

Table 4.7.4 Summary of factors for the extent of staff competencies

This table is shown on the appendices list. A constituent group is a sum of its parts (Houston, 2013:14). In order to understand the status of the whole, it is important to analyse the variables that constitute the whole. Therefore, the study had to focus on the elements of the thematic areas developed focusing at how they impact on municipal skills acquisition as they are reflected in Table 4.7.4. These variables were considered as critical in determining how skills acquisition enhance municipal service delivery in the NWP.

4.7.5 Determining the relationship between the importance of and the extent to which the competencies are demonstrated by municipal staff through skills deployment

H_0: There is no correlation between the importance of and the extent to which the competencies are demonstrated by municipal staff.

Table 4.7.5. Pearson's correlation coefficients between the importance of and the extent to which the competencies are demonstrated by municipal staff.

		Pearson's Correlation	Direction and Strength
Staff professionalism	**Attitude to work**	-0.217**	Negative and weak
Staff professionalism	**Communication skills**	-0.225**	Negative and weak
Staff professionalism	**Talent management**	0.345**	**positive and moderate**
Attitude to work	**Talent management**	-0.301**	**negative and moderate**
Attitude to work	**Tolerance**	-0.311**	**negative and moderate**
Attitude to work	**Self-management skills**	0.226**	positive and weak
Attitude to work	**Evaluation skills**	0.166*	positive and weak
Communication skills	**Diversity management**	0.203**	positive and weak
Talent management	**Self-development capacity**	0.185*	positive and weak
Talent management	**Assessment skills**	0.173*	positive and weak
Talent management	**Diversity management**	0.311**	**positive and moderate**
Tolerance	**Communication skills**	0.218**	positive and weak
Self-management skills	**Talent management**	-0.177*	negative and weak
Self-management skills	**Tolerance**	-0.164*	negative and weak

Table 4.7.5 summarises the pairwise correlations between the factors of the importance of and the extent to which the competencies are demonstrated by municipal staff which are significant at 5% level of significance. It can be noticed that most correlations are weak (0< r <0.3) whereas some are moderate (0.3≤ r < 0.5) but none are strong (r ≥ 0.5) (Randolph and Myers, 2013). Correlations are associations between variables. The associations between the identified factors were deemed to be appropriate in determining how skills acquisition enhance municipal service delivery in the NWP. When an association exists between two variables, it means that the average value of one variable changes as we change the value of the other variable. When a correlation is weak, it means that the average value of one variable changes only slightly (only occasionally) in response to changes in the other variable. A positive correlation implies high values of an X variable associated with high values of a Y variable whereas a negative correlation expresses high values of an X variable

associated with low values of a Y variable (Tukey, 2007:25). A discussion of these pairwise correlations follows below.

Staff Professionalism and attitude to work

Certain standards are expected from staff that mold expected professional behaviour (Bianca, 2007:23). Such standards help the organization to develop a workplace environment that will change the working environment respectful to employees and clients (Lewis, 2009:34). For the employees, they should devolve behaviour that will be acceptable to the organization. There are certain forms of behaviour that can impact on an organization. Employees should not show preference of other clients when rendering service (Nelson and Quick, 2012:45). Indeed organizational policies are found at the workplace environment and it is incumbent on staff to be custodians of such a regulatory framework (Hackett, 2010:32).

Jaison (2012:11) inferred from the Human Capital Theory indicates that organizations expect staff to behave in some way which support the organization's culture. Hiring people who can fit well into the culture of the organization should view qualifications, skills and experience as critical. Spencer (2002:34) where staff lack requisite knowledge and skills, management should make efforts to self-develop such workforce. The two variables were determined to have a negative and weak correlation.

The Naledi Co-operative Governance and Traditional Affairs report (2015) revealed the extent of unprofessional culture in the local municipality. The report highlighted the attempted murder of the Municipal Manager on 4 May 2015, division amongst municipal councillors, failure of the municipality to effectively consult on the draft IDP, Budget and Turn-around Strategy, and a recurrence in disclaimers for three consecutive years as matters that required urgent attention.

The North West Department of Local Government and Traditional Affairs (2015) reported that governance related problems in municipalities (political instability) affected the impact of provincial support programmes in Mafikeng Local Municipality. There was general non-compliance with legislation and regulations. There were escalating levels of uncollected debt from consumers (estimated at R4.5 million).

There was a high vacancy rate in key positions and a high turnover rate affected the impact of municipal support programmes. A lack of skills and expertise in the local municipality impacted negatively on the sustainability of municipal support programmes.

In Mafikeng, 92% of the community respondents indicated that the municipality was grossly skilled. They alluded that those at the helm of ensuring this dimension, had no suitable skills and competence to spear-heard this. They further highlighted that in spite of the positive attitude towards their work emanating from appeasement of political allegiance, staff professionalism was poor. Thus staff acquisition should be based on merit rather than patronage (Mufamadi 2005: 1-13). They further indicated that the Municipal Systems Act (2000) guided them in recruitment and placement of staff but in many instances it was hardly followed. One participant indicated that the Act enabled them *"...to provide a framework for local public administration and human resource development..."* Despite the existence of such a framework, the researcher believes recruitment procedures were violated, which in essence confirms the first objective of the study. Literature review also reflected that any compromise on skills development is self-defeating. It further asserts that it is critical to emphasize the urgent inauguration of the draft Human Resource Planning Strategic Framework whose objectives entail;

- Development of policies and guide-lines that will entice skilled human capital.
- Addressing human capital skills shortages which hinder sustainable service delivery in local municipalities.

The human capital theory also concurs that an investment in human capital means investing in organisational growth and improving on workforce quality. It further indicates that such investments provide returns to the individual as well as to the economy as a whole (David, 2012:34).It therefore beckons upon public entities like local municipalities to assess their recruitment procedures if they are to enhance economic value through skilled staff, one of the objectives the study sought to achieve (Delong and Trautman, 2011: 18-25).

Staff professionalism and communication skills

Communication skills can help improve on overall workplace culture. These skills can eliminate barriers and resolve problems (Lussier, 2009:64). In some instances, effective communication can enhance the promotion of stronger workplace relationships and impact positively on productivity (Lane and DiStefano, 2012:32). In organizations where effective communication is upheld, challenges to do with poor customer service, employee turnover, lack of focus and diminished productivity are curtailed (Reich, 2010:18). David (2012:10) in the conceptual framework highlighted that a skilled workforce is an investment to any organization as they can relate well with peers and clients, and are a motivation for organizational growth. However, the ability to communicate with stakeholders is a skill that can be learnt or influenced. The analysis of the two variables reflected that no correlation existed between them in local municipalities in the N.W.P.

Based on literature accessed during the conduct of the study, it was established that staff recruitment and deployment in local municipalities operated on political influences (SALGA, 2015:17). In Naledi Local municipality, it was established that the ruling A.N.C party had the majority representation in all portfolio committees and thereby influenced most of the municipal decisions under quorate with no recourse to the MSA (2011) as constitutionally required (NLMAR, 214/15). Political allegiance being the criterion for staff recruitment, the AG (2015) has also confirmed the common practice that municipal operations were commandeered under political ideologies. Furthermore, the AG (2015) revealed that in Ventersdorp, senior management positions were occupied by political deployees who hardly had no professional requirements thereby sacrificing the ability of staff to communicate service delivery imperatives to the local communities. The report went further to highlight that professionalism becomes subjective if influenced by extra meta- forces and the culture prevailing tends to borrow on the political adage in control.

Staff professionalism and talent management

Spencer (2002: 12) in the Human Capital Theory views human capital theory as the sum total of knowledge, talent, skills, experience, and intelligence that should be promoted. This assertion concurs with Nel, Werner and Schultz (2011; 29) when they suggest that right skills and knowledge should determine where to place an employee. Also, Jaison (2012:11) as depicted in the conceptual framework considers the foregoing as a wealth that should be incorporated in organizational activities in the quest to accomplish institutional imperatives. The relationship between staff professionalism and talent management was determined as positive in local municipalities sampled in the N.W.P.

In Matlosana, consultations with both community and municipal participants on LED, DED and KKEDA indicated that economic growth and job creation had grown by 37% between 2009 -2014 due to platinum in the locality (SA Cities Network, 2016). The report further reflected that the service economy subsectors had pitched up as follows; (Public administration 27, 67%, Education 31, 8%, Health 19, 8% and other services 20, 8%. These positive developments were attributed to the level of influx of experts in the city of Matlosana influenced by mining operations in the municipality (Marais, 2016).Though these developments could not be proved in other sampled municipalities, the researcher perceives it as critical for those failing to learn from such positive initiatives in the city of Matlosana.

Community participants (93%) in Mafikeng considered that lack of talent and skills impact negatively on services rendered. They propounded that through talent devolves skills and experience and resultantly effective services. They also indicated that public organizations should be accommodative to innovation and creativity which can accrue if talent management is the basic sphere in service delivery. One community respondent indicated the following *“Talent management should be about skills, ethical conduct and positive outputs. But eeish nothing comes out of these political deployees in our municipality.”*

92% of municipal staff in Mafikeng concurred that local communities were not satisfied with the level of services rendered. They blamed the length of their 5-year contracts as too short to render plausible performance. 90% of community respondents in Mafikeng alleged that non-performance emanate from lack of skills by municipal staff and absence of Performance Management Systems leading municipal staff to work as they please. They further alluded that the culture of jobs for pals leads to municipal staff working freelance due to an absence of weak supervisory mechanisms.

In Ventersdorp, 94% of municipal participants saw nothing untoward in their professional mandate as they were guided by legislation which they inter alia elicited as; the Constitution of the Republic of South Africa (1996), Municipal Systems Act 32 of 2000, Executive Members" Ethics Act 82 of 1998, Public Finance Management Act 1 of 1999, Powers of Provincial Governments Act 48 of 1996 and the Auditor General's Act 12 of 1995.

The researcher believes that talent management should aspire to optimize the workforce within an organization, identify people with talent, and establish their needs so that they don't leave for greener pastures. The researcher accedes that municipal personnel as established through the findings is determined through political allegiance hence impacting negatively on mandated service delivery. The researcher agrees with Spencer (2002: 12) as the municipal environment shows that skills are lacking in most municipalities especially in key positions. The researcher will further advise that legal frameworks be followed when hiring personnel and transgressors punished. This was inferred from an incident where a CFO was recruited without an advertisement being done in one of the local municipalities studied.

Attitude to work and talent management

It is reflected in literature that human capital management is a challenging endeavour that impacts on service delivery. The challenge in most cases the study continues, emanates from the changing nature of "... a business landscape which demands that human capital professionals align institutional processes, practices and strategies with corporate objectives." Such demands can truly be realized by integrated decisions and through human capital management. Therefore, the concept of human capital management is notable in any organisation especially for upholding the mandate of a developmental entity. Any public entity strives to "...improve organisational performance and grow competitive advantage" (Ingham 2007:112).Upholding such organisational mandate and performance is realized by ensuring that the right people are hired to render services to the public in the quest to accomplish organizational imperatives. The Pearson correlation analysis indicated that a negative relationship existed between attitude to work and talent management.

The report on municipal public accounts (2015) in Ventersdorp municipality reflected that the principles of reporting (transparency, accountability and stewardship) which should underlie the preparation and presentation of financial statements that are required to give a true and fair view of the financial position and performance of a municipality were hardly followed. The report further indicated that the Municipal Finance Management Act (MFMA) and reporting guidelines which add to the onus of quality and relevance of financial reporting were also not complied with. The report emphasized the importance of preparing regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information. The level of attention given reflected the negative attitude to work municipal staff in Ventersdorp have towards their skills mandate.

In Matlosana local municipality, the following audit opinions were established. The oversight report gave a reflection of a negligent climate prevailing among municipal staff thereby compromising talent management capacity in the municipality (Municipal Annual Report for Matlosana. 2014/15: Annual Report 2013/14: Annual Report 2012/13) resulting in the municipality receiving adverse opinions as reflected in Figure 4.7.3.

2014/15	2013/14	2012/13
Qualified audit opinion	Qualified audit opinion	Disclaimer of audit opinion

Figure 4.7.3. Adverse Audits for Matlosana.

Source: Matlosana Local Municipality Annual Report, 2014/15

In Matlosana, 87% of local residents indicated that though municipal staff had requisite qualifications for positions they occupied, their attitude to work was hardly supportive. One local resident in Matlosana said *"I applied for an RDP house in 2010, but my constant check on the development always meets a brick wall as nothing clear is given to me."*

Attitude to work and tolerance

There are clear differences between employee's attitudes and his behavioral tolerance. Attitude describes the way your employee feels inside (Grobler, Warnick and Carrel, 2011:42). Tolerance reflects when people accommodate other people's feelings, beliefs and values (Hughes and Rog, 2010:38). These are one's feelings toward coworkers and his/her position within the organization. Every employee has an attitude towards the environment; either good or bad. This attitude can also influence how he/she performs. Attitude is an inward feeling, an employee's bad attitude might remain hidden. But if he's not careful, his/her bad attitude might show in his/her actions (Rao, 2015:21). The analysis conducted reflected a negative and moderate correlation between attitude to work and tolerance in municipal organizations in the N.W. province.

Service delivery profile in Mafikeng Local Municipality reflected the ensuing dynamics. The dependency ratio of 40.70% indicated that local residents lacked basic requirements for quality livelihood as depicted in Figure 4.7.4. An unemployment rate of 32.70% further revealed that the local municipality should engage more with its local residents during IDP consultations so that matters that impinge on local people’s lives were accommodated. One of the local participants in the study had this to say *“Municipal staff should understand and tolerate our concerns. Refuse takes weeks to collect, and as I speak now, there has been no water for domestic use for a week. Council hardly tolerates our views.”*

Dependency Ratio	
Per 100 (15-64)	40.70
Sex Ratio	
Males per 100 females	100.00
Population Growth	
Per annum	1.04%
Labour Market	
Unemployment rate (official)	32.70%
Youth unemployment rate (official) 15-34	43.10%

Figure 4.7.4. Development dynamics in Mafikeng Municipality

Source: Mafikeng Local Municipality Annual Report, 2014/15

In Naledi Local Municipality, it was established that; Poor water management had led to the Municipality being indebted to the Water Board and that the Municipality had received disclaimers for the past three years from the Auditor-General (AG, 2015). The report further indicated that division amongst Municipal Councilors and their inability to convene Council meetings, most reports generated by the administration could not be assessed and finalized by Council or signed off by the Mayor, to enable the administration to function effectively and that the draft IDP, Budget and Turn-Around Strategy was not effectively consulted on with the community, owing to the Council’s poor public consultation processes. A local participant in the study in Naledi municipality indicated that *"Staff in our council have a bad attitude to work that does not promote tolerance with other social players. Their culture demands a total overhaul."*

Attitude to work and self- management skills

Attitudes and behaviors displayed in the workplace can directly affect the atmosphere and productivity within an organization (Santiso, 2011:22). As an employer, one would like to create an environment that is professional and safe. This keeps employees motivated, wherein they are likely to work hard and successfully complete each assignment given. But if employees begin to develop a negative or bad attitude, this might translate into poor behavior (Osborne and Gaebler, 2013:45). There are clear differences between employee's attitudes and his behavior. Attitude describes the way an employee feels inside. These are his feelings toward others, his coworkers and his/her position within the organization. Every employee has an attitude towards the environment, either good or bad. This attitude can also influence how he/she performs. Behavior is the way an employee responds to his/her attitude. This response is either positive or negative, depending on how the employee views his/her position and the organization. For example, an employee who disagrees with others might overstep boundaries or ignore office protocol. In addition, an employee who dislikes another coworker or has little respect for a coworker might display this attitude by speaking harshly to this individual, being biased or engaging in other inappropriate acts, such as sexual harassment and it reflects the manner under which one possesses self-management skills (Plumptree and Graham, 2009:53).

The analysis conducted for the study indicated a positive relationship between attitude to work and self-management skills. Attitude to work was confined to; self-efficacy in job performance, production of high quality work and development of talent focused on competencies to municipal outcomes. Self-management assessed respect to authority and recognition of own strengths and limitations. The reports that follow substantiate the correlations between these two variables (Figure 4.7.5).

	2014/15	2013/14	2012/13	2011/12
Employment				
Employment Costs (R'000)	140 489	118 342	89 169	73 764
Remuneration of councillors (R'000)	6 288	5 856	4 603	4 328
Total Employee Positions	551	590	969	980
Total Vacant Employee Positions	62	27	22	66
Total Vacancy Percentage	11.25%	4.58%	2.27%	1.75%

Figure 4.7.5. Naledi Local Municipality (NW392)

Source: Naledi Annual Report, 2014/15

The above report which the researcher consulted indicated that the vacancy rate for Naledi was continuously increasing and the total employment positions were declining due to a number of numerous factors. 95% of municipal respondents highlighted that the contributory factors were short contract appointments, under-market salary scales and rampant political interference. 91% of local participants indicated that the local municipal environment was not conducive for skilled staff, who thus leave after garnering experience. They further indicated that staff join the municipality with the right mind-set, get the experiential skills requisite to their positions, but later leave due to the "political battles" in the local municipality.

In Matlosana municipality, the study established an increasing total vacancy rate from 8, 18% in 2011/12 to 18, 50% in 2014/15 as shown in the figure 4.7.6 below. The contributory factors raised by both 96% of municipal staff and 91% of local residents were similar to developments in Naledi Local municipality. They further indicated that municipal staff end up joining the local mining giants like Ashanti Gold Mine which offered better remunerations. One municipal staff member indicated that "*You cannot remain out when others go for gravy after having obtained skills that market oneself.*"

	2014/15	2013/14	2012/13	2011/12
Employment				
Employment Costs (R’000)	478 441	456 008	421 213	410 804
Remuneration of councillors (R’000)	20 458	20 850	22 232	-
Total Employee Positions	2 465	2 443	2 401	2 137
Total Vacant Employee Positions	456	303	195	184
Total Vacancy Percentage	18.50%	12.40%	8.12%	8.18%

Figure 4.7.6 Matlosana Local Municipality (NW392)

Source: Matlosana Annual Report, 2014/15

Attitude to work and evaluation skills

When an employee reports to work, his attitude affects his work performance and can have an impact on the employee morale around him. Generally, workers with good attitudes have stronger performance, and workers with poor attitudes exhibit less-than-superior performance. It is up to managers to monitor employee attitudes and address attitude problems such as negativity and laziness (Meyer, Doke and Boxall, 2007:51). An attitude is based on many factors that an employee brings to the workplace. The deep roots of an employee's attitude make it hard to change. Her attitude is the product of her upbringing, including patterns of thought and ways of looking at the world that she has learned over many years from peers, parents, teachers, coaches and other adults (Cloete and De Coning, 2012:17).

Managers can assess whether an employee's poor performance reflects an attitude problem or factors such as job satisfaction, an inability to handle work tasks, training needs, problems with the work environment or personal problems. Upon closer examination, managers may find that an employee struggles at performance because of a combination of these or other factors. Therefore, it's important to approach an employee's performance problems with care, because they may or may not be related to his attitude (Dodaro, 2012:35). This conversation may reveal an employee's insights into why he or she struggles. Managers should encourage and recognize employees with positive attitudes and satisfactory or above-average performance. These employees contribute to a positive workplace and positively impact workplace morale.

They are often unnoticed because people with negative attitudes or weak performance demand more of a manager's time. Recognition reinforces their positive attributes and promotes continued achievement (Ludike, 2007:54). The Pearson factor analysis showcased that a positive relationship existed between attitude to work and evaluation skills in local municipalities in the N.W.P.

In the Mafikeng Local Municipality, the municipality performed unsatisfactorily during the Blue Drop assessments (PFMA, 2015). The report further indicated that the Municipality did not take cognizance of the need to provide the local community with good water quality as the quality of water being served to the public was not up to standard. The overall municipal score of 31.40% (2010 BD assessment) to 0.66% (2011 BD assessment) clearly indicated that the water services were not being managed properly according to the expectations of the Drinking Water Quality (DWQ) regulation programme. What made this challenge worse was the poor submission of the water quality compliance to the Department (MPAC, 2015). The Municipality was instructed to inform the communities regarding the water quality they were serving them and provide alternative good drinking water quality to the public. 97% of local participants in Mafikeng indicated that in terms of water supply amongst a litany of other municipal challenges, a collective assessment with regards to service delivery imperatives would assist municipal staff develop key attributes of attitude to work.

In Ventersdorp municipality, the Auditor General (2015) had released the 2014/15 audit report for the Ventersdorp Local Municipality. The issuance of the report resulted in a special council meeting where the Municipal Manager had been put on “special leave” pending the outcome of a formal external inquiry by a panel of appropriately skilled people who had recommended appropriate action to be taken against him and senior managers on the latest and previous audit report.

Council, and Councillors, according to 98% of local residents in the study commended them for the decision to at least instil the principle of accountability and do what MunWarch (2015) had been asking for two years, that is meeting their constitutional responsibility and exercise the oversight role residents of Ventersdorp were expecting from them. The AG (2015)’s report further highlighted that there was only one substantial improvement in the audit report when measured against the 2013/14 audit report; the qualification on assets had been resolved, albeit at a cost of nearly R17, 5 million.

One local participant indicated that attitude to work and evaluation skills were compactable variables that enhanced performance in public domains. The local participant indicated that, *"It is our view that this audit report affirms what MunWatch (and MunSolve) have been disclosing for 26 months, a committee of Council, is in my mind enough justification to request the Member of the Executive Committee (MEC) for Local Government in North West to intervene in terms of section 139".*

90% of local participants in Ventersdorp felt that a team that had been dispatched by the Provincial Government led by a Mr. Boshoff in their evaluation was competent. They underscored the need for political backing that the intervention team needed to do what the Municipal Finance Management Act (MFMA) and Systems Act require of an Accounting Officer. One local participant reiterated the following, *"To only retain his services for a limited time to deal with the inquiry, would not amount to meaningful intervention. We suggest that his services be retained to at least after the municipal elections. He must be able to implement corrective actions and see it through; otherwise, his involvement would be in vain and just constitute another cost that ratepayers have to carry. The audit report discloses in our mind the result of the policy of deployment of politically connected cadres; to the detriment of paying consumers."*

Communication skills and diversity management

Communication for a diverse workforce requires understanding how diverse employee populations perceive business communication. Some employees believe constant memoranda and employee meetings are time wasters and, as such, might simply tune out both the message and the messenger. Other employees want to be informed of every company move, and if they believe transparency is missing from communication with employees, they begin to feel undervalued and unappreciated. Employee communication is critical to maintaining the employer-employee relationship (Manyaka and Sebola, 2012:43). It's difficult to modify the communication method in a workplace of several different communication preferences. Nevertheless, employers should consider preparing their business communication in a variety of formats to suit employee preferences. For example, give employees the option of attending a face-to-face meeting on the state of the company or signing up for a webinar broadcast of the company president's message. Factor analysis indicated a positive correlation between communication skills and diversity management.

Naledi local municipality official newsletter (2015) quoted the mayor of the municipality as of the view that development communication as critical in resolving diversity management challenges. The mayor indicated how Naledi Municipality had dealt with the Eskom account, repairs to 12 local roads in Huhudi and Colridge and development of social amenities through interactive platforms. Local participants (92%) highlighted that it was imperative for them to take part in the business of their local government in Naledi. They further indicated that there was need for a paradigm shift from hearsay and that they should part of their local development agenda. One local resident had this to say *"I am challenging all Naledi communities as we start our Fourth Generation I.D.P. to take charge. In this way, we will realize the goals of development communication. It will work for us."*

In Matlosana, through a forensic investigation, financial and administrative woes, and political infighting were cited as some of the reasons for its non-performance. The municipality had been drowning in debt and unable to meet its legislative objectives. It currently owed Eskom over R200 million and Midvaal Water over R50 million (Maine, 2015).
"If there are financial problems obviously service delivery will be affected and if there are divisions and tensions in the council service delivery will be affected, so there is a serious problem of service delivery as well in the municipality hence we then arrived at this determination to intervene, and engage our communities,"(Maine, 2015). Therefore, the two scenarios put to test that communication and self- management were correlated variables in municipal operations in the N.W.P.

Talent management and self-development capacity

The importance of talent management as a source of capability development is seen to be even more important in the current context because of the global skills shortage which is a widely accepted phenomenon (Thomson, 2007:76), and which makes the attraction and retention of employees increasingly challenging. Several reasons are given for the increasing problem in retaining employees. First, the demographic makeup of most developing countries is leading to an aging work population (Strack, Greenberg and Baron, 2008:29), and in some industries, the numbers due to retire over the next ten years are very high (Patrickson and Hartmann, 2015:98). Secondly, there are always trends in the interests of those being educated and, at present, this is leaving major skills gaps in some areas where not enough people are being trained and entering employment (Baker, 2008:41). This is all set against a context where there is a much higher rate of progression by school leaver to university (Strack et al, 2008:36). The correlation between talent management and self-development capacity was highlighted to be of a positive nature.

Retaining capable and skilled in local municipalities was established to be mired by numerous challenges. In Naledi local municipality, a soaring crisis in vacant positions for management was established (Figure 4.7.7.). In 2013/14 the vacancy rate was 12, 5% and by 2014/15 it had risen to 37, 5%. This is a reflection that different strategies for talent management be pursued in order to overcome challenges impacting on talent management and self-development capacity.

	2014/15	2013/14	2012/13	2011/12
Managerial Positions - S57	5	5	5	3
Vacant Managerial Positions - S57	0	0	2	0
Managerial Positions - by organogram	40	36	36	4
Vacant Managerial Positions - by organogram	13	5	3	0
Other Positions	76	6	13	0

Figure 4.7.7. Naledi Local Municipality Vacancies

Source: Naledi Annual Report, 2014/15

In Naledi, 89% of community participants indicated that talent management and self-management were the heart beat in municipal operations. They underscored the need for council to reconsider priorities that would enhance staff retention in order to avert massive staff attrition.

In Matlosana local municipality, the study established that a managerial staff component of 44 positions existed as depicted in Figure 4.7.8. However, the managerial vacancy rate has increased from 6,20% in 2011/12 to 41% in 2014/15. The municipal speaker indicated that this high rate of skills flight had impacted negatively in the municipality's financial management, community satisfaction and institutional operations.

	2014/15	2013/14	2012/13	2011/12
Managerial Positions - S57	8	5	8	8
Vacant Managerial Positions - S57	5	0	1	2
Managerial Positions - by organogram	44	44	43	48
Vacant Managerial Positions - by organogram	18	14	5	3
Vacant Other Positions	45	14	9	7

Figure 4.7.8 Matlosana Local Municipality Vacancies

Source: Matlosana Annual Report, 2014/15

In Matlosana, 82% of the local participants felt that municipal leadership should compensate staff according to market driven conditions in order to curtail skills flight. They further indicated that the municipality was being used as a skills development spring-board which resultantly hardly benefitted from its human capital approach endeavours.

Talent management and assessment skills

Organizational leadership should strive to realize the four key elements of successful talent management inter alia; recruitment, performance, development and retention (Halim and Leisy, 2011:43). Talent management helps the organization optimize the performance of corporate teams, both in recruitment as well as in retaining and developing talented employees (Glen, 2016:9). It becomes imperative for organizations to assess individual skills, competencies and behaviors in the quest to enhance performance (Birt, Korte and Kwado, 2014:63).The objective will be to identify employees' strengths and potential, as well as key areas that need developing (Ashton and Morton, 2015:65). The Pearson factor analysis for the study indicated that a positive correlation existed between talent management and assessment skills in municipalities in the N.W.P.

The state of municipal finances in the N.W.P. was perceived as poor by the Auditor-General (2015). The report indicated that political will from a leadership core that can be held accountable, but also a sense of ownership by all departmental staff, especially senior staff and managers was critical for talent management and assessment tenets. The report also highlighted that the most important ingredient was sound financial management and it required the deployment of suitably skilled people at the right places, and a continuous building of internal capacity rather than a reliance on external parties such as consultants. *"A lack of proper financial management leads to most of the problems identified by the AGSA as the nature and causes of qualified audits. Chief among these is the need to make adjustments to annual financial statements during the audit process. This means municipalities rely on auditing firms to identify errors and omissions,"* the report pronounced.

Other problems identified included a failure to comply to acceptable accounting standards, an incomplete fixed asset register and a failure to reconcile the ledger with underlying supporting schedules. But the biggest direct threat to the viability of the municipalities was a failure to collect and adequately measure revenue. Another was having Accounting Officers failing to take reasonable steps to prevent irregular, wasteful or fruitless expenditure (AG, 2015). One other case in point was in Matlosana where in 2013/14 and 2014/15, the municipality received qualified audit opinions (AG, 2015). A Municipal staff member in Matlosana indicated that, *"The principles of reporting (transparency, accountability and stewardship) should underlie the preparation and presentation of financial statements that are required to give a true and fair view of the financial position and performance of a municipality."*

Talent management and diversity management

Talent Management is about behaviour; the thoughts and actions that, consistently, over time, become organizational culture. Talent Management is more than something "to do," it is something "to be," a way of working and achieving both near and long-term success (Butler, 2011:43). According to Integrated and Integrative Talent Management: A Strategic HR Framework (The Conference Board, 2014), talent management is an evolving and complex field. It is a holistic approach, comprised of the inter-relationships or, the integrated framework, created from eight categories of initiatives. These are:

- Recruitment
- Retention
- Professional Development
- Leadership/High Potential Development
- Performance Management
- Feedback/Measurement/assessment
- Workforce Planning
- Culture

It is in the last area, Culture where initiatives relative to diversity lie, along with corporate values, flexible workplace and internal communications. However, it's not the particular initiatives that are of importance; it is how they fit together to create a whole that is greater than the sum of its parts (McDonnell and Gunnigle, 2009:17). The correlation analysis established that talent management and diversity management were directly related to each other.

Manifestations of diversity at the work place entail; race and ethnicity, gender, religion, sexual orientation, age and disability (McDougall, 2014:65).Effective management of diversity at the workplace promotes flexibility and collegiality in the organization, better customer service, minimum turnover and costs, and improved human capital acquisition and retention (Maxwell and Aspina, 2015:29).

In Naledi municipality the study established that municipal leadership believed that the success of the Naledi Local Municipality depended on the performance and ability of its employees, and that it crucial to have a sound policy with regard to the recruitment, selection and induction of personnel. All aspects of the staffing, structuring, recruitment, selection, interviewing and appointment of employees were reported to be non-discriminatory and afforded applicants equal opportunity to compete for vacant positions (NLMAR, 2015). The policy framework for the municipality was envisaged to be in accordance with applicable legislation and any relevant policies and guidelines of Naledi Local Municipality. A relatively broad legislative overview was given to provide a holistic and responsible departure point for the implementation of this policy namely;

- Employment Equity Act, Act 55 of 1998 (“EEA”) as amended from time to time.
- The Labour Relations Act, 66 of 1995, (“the LRA”) as amended from time to time.
- Basic Conditions of Employment Act, 75 of 1997 ("BCEA”) as amended from time to time.
- Local Government: Municipal Systems Act, 32 of 2000 (“MSA”) as amended from time to time.
- Local Government: Municipal Structures Act, 117 of 1998 as amended from time to time.
- Skills development Act, 97 of 1998 (“SDA”) as amended from time to time.
- Municipal Finance Management Act (“MFMA”), Act 56 of 2003.
- Local Government Municipal Finance Management Act, 2003: Municipal Regulations on Minimum Competency Levels (GNR 493) and
- All collective agreements, as amended from time to time, concluded in the South African Local Government Bargaining Council (“SALGBC”).

However, 90% of local participants in Naledi decried political lobbying in the appointment of municipal staff in the municipality despite a legal framework in place. *“There is state capture in our municipality,”* one local participant insinuated.

In Ventersdorp, the Mayor and the acting Municipal Manager had been in office for three weeks but certain key positions were being finalized though some critical positions could not be filled because of budget constraints. The acting municipal manager indicated that the municipality was head-hunting critical staff in some departments. He indicated that poor talent management and diversity management exposition had negatively impacted on the municipality’s water, sanitation and electricity delivery. No households were receiving free basic electricity. The municipality was without doubt not financially stable. Operating income could potentially increase if there was proper billing and limited bridging of electricity and water. Credit control measures for non-payment of services were poor. Other key concerns he raised were the debt collection action plan that could solve the municipality's financial problems, unauthorized expenditure of R10.4 million and irregular expenditure of R28.2 million and why the last annual report had not been tabled in council.

Tolerance and communication skills

There are clear links made in the literature between Strategic Human Resources Management (SHRM) and capability development (Ghanam and Cox, 2007:8). It is argued that the human resources strategy of talent management, used appropriately, can develop leadership (Romans, Wagner and Hollenberg, 2009:9) support learning initiatives (Bersin, 2007:8) and develop organisational capabilities (Kates, 2006:7) all of which will enable capability building to be developed through knowledge acquisition and capacity. It should be stressed that capability and capacity building is more than just training individuals in more skills, or even raising the levels of education within an organisation. These approaches may help, but alone they will not be sufficient to make real improvements in capability and capacity. The creation of an enabling environment must be supported by the appropriate policy, legal and organising frameworks which will enable the long term recognition, development and utilisation of appropriate capabilities.

Capabilities are the skills necessary for an organisation to coordinate resources effectively to achieve specific purposes. It is argued that for an organisation to be able to recognise and exploit such capabilities there will need to be systematic development in a range of areas: human resource, organisational and institutional. All of these three will affect, and be affected by the HRM initiatives undertaken within the organisation. Miller, Rampur and Phillips (2010:6) argue that to be able to create capabilities an entity needs to be able to discover their asymmetries and create new capability configurations: asymmetries are *"skills, knowledge, processes, relationships, proper ties, or outputs that its motivated competitors are unlikely to acquire …these do not currently produce any economic advantages but have potential to be transformed into valuable resources or capabilities"* (Miller et al. in De Wit and Meyer, 2015: 337). The correlation between tolerance and communication skills was established to be positive in the sampled local municipalities.

In Naledi Local Municipality, it was established that comprehensive consultations with communities, district, provincial and national stakeholders occurred (Naledi IDP, 2016/17). The report further indicated that the municipality regarded its communities as active participants in government services as they helped in shaping their destiny. The focus of the municipality was reported to be “on people not places.” It was further established that the municipality valued “teamwork and inclusivity.”

85% of the community respondents concurred that engagement prevailed, but there was need for periodic studies on matters relating to increasing unemployment levels, declining economy, lack of detailed settlement planning in rural locations and illegal selling of RDP houses.

In Ventersdorp Municipality, the study established that stakeholder engagement took place through representative forum meetings (Performance Management System Framework, 2015). However, 91% of local participants felt that the practice lacked collective engagement as only few selected partook in the engagements. The researcher also felt that the practice lacked inclusivity though views of those who participated in the consultations were tolerated and communicated through municipal reports.

Self- management skills and talent management

The importance of talent management as a source of capability development is seen to be even more important in the current context because of the global skills shortage which is a widely accepted phenomenon (Donohue and Pyman, 2007:53), and which makes the attraction and retention of employees increasingly challenging. Several reasons are given for the increasing problem in retaining employees. Firstly, the demographic makeup of most developing countries is leading to an aging work population and in some industries, the numbers due to retire over the next ten years are very high (Patrickson and Hartmann, 2015:86). Secondly, there are always trends in the interests of those being educated and, at present, this is leaving major skills gaps in some areas where not enough people are being trained and entering employment (Baker, 2016:5). This is all set against a context where there is a much higher rate of progression by school leaver to university. The study established a negative relationship between the above variables.

The Ventersdorp Annual report (2014/15) reflected an overall performance of 29% from 52% which was instigated by mixed performance results of departments in the implementation of the Service Delivery and Implementation Plan (SDBIP) and the instability of the municipality. The municipality faced a halt in smooth operations for 6 months due to political and administrative instability.

In Ventersdorp, 92% of the local participants proposed that the municipality should harness its financial viability, operational systems and internal control. One local participant reiterated that *"The municipality should improve its organizational performance management culture in order to eliminate hindrances to proper planning and to accurate and credible reporting on performance."*

In Matlosana, the study determined that employment contracts the Municipal Manager, directors of Community services, Engineering services, Planning and Local Economic Development, and Corporate services had still not been signed before their commencement of duty nor had they been sent to the MEC within the prescribed timeframe. The Municipal Portfolio Committee on Governance, Finance and Administration (2015) indicated that training of municipal officials in Supply Chain Management, GRAP, and Policies and Procedures had been conducted but the municipality's internal audit controls remained poor.

Self-management skills and tolerance

The existence of tolerance in an organization helps staff to construct bridges and capitalize on the differences prevailing at the workplace (King and Welmer, 2012:18). Its absence undermines team and organizational success and promotes a breeding sphere for misunderstandings and unethical behaviour. The prevalence of tolerance at the workplace instils an understanding of one another's background, experiences, beliefs and values. An organization should put in place a zero-tolerance policy to assist in guiding its workforce in matters related to unacceptable behaviour at the workplace. It is also prudent to put in place a supportive and productive work environment that requires setting expectations for the workforce in its entirety (Erasmus et al, 2009:52). An organization should establish a climate conducive for staff to demonstrate good manners with both internal and external contacts. Self -management skills and tolerance were established to have a negative correlation.

In Ventersdorp Municipality, 10 officials had been subjected to disciplinary action relating to the alleged financial misconduct of R3.8 million and the Mayor had of late been placed on forced leave on similar allegations (MPAC, 2015). 88% local participants indicated that the workplace environment in the municipality was too lax. *"It's like they don't learn from the shortcomings of others as they repeatedly fall into similar situations,"* one local participant reiterated. The Municipal Audit Committee (2015) established that the municipality had made no progress in preparing annual financial statements, no proper records management system maintained and there was non-compliance with SCM regulation 32.

In Naledi Municipality, promotion of LED through the hawker settlement programme, and tourism promotion hit a brick wall due to the failure by the municipality to rein in private partnerships (NMAR, 2015). Completion of RDP houses in Huhudi in ward 4 had taken long and completed structures were being vandalized. The cemeteries in Pholoholo and Hoffman Galeng were not properly maintained and fencing was derelict (NMPC on Community Services, 2015.)

65% of local participants indicated that municipal staff's professional commitment did not relate with manifestations in their work conduct. A community participant reiterated that *"A lot of laissez faire was at stake in the municipality. Municipal staff's competence is hardly reflected in their performance."*

4.8. Conclusion

The thrust of this study objectively was confined on skills deployment in municipalities in the N.W.P. The Municipalities' organisational structures are two-tier. There is a political wing and administrative component. The political structure is headed by the Executive Mayor who reports to Council. All of these cadres are political deployees who are Section 57 members. They represent different political groups and 90% of them have no formal qualification. They influence municipal decisions and their level of education shows how poor they are in articulating oversight in municipal matters.

The administrative wing constitutes "technocrats". There are basically five directorships depending on the size of the municipality namely: Finance, Infrastructure, Planning and Development, Local Economic Development, and Corporate Affairs. Their minimum qualifications should be a first degree coupled with a Certificate in Municipal Finance Management as per requirements of the Government Gazette number 22 of 2014 which most of them do not hold as they are political deployees. Under these directors who are Section 56 members are managers and heads of various units, municipal officers, clerks and secretaries. Numerous vacant positions were established. Political mudslinging compromised sustainable municipal services. There is high need for municipal leadership to operate above political instigation.

CHAPTER FIVE: Integration, conceptual analyses and framework development

5:0 Introduction

Public institutions continue to endure the brunt of incessant protests and dismal breakdown in operational services. Mistrust and a dichotomous synergy are tenets easy to envisage between service providers and their clientele. Therefore, there is need to make service delivery mechanisms more relevant, articulated, efficient and effective (Hagmann, 2014:21). Lax collective engagement, poor governance practices, improper accountability, and a luckstre skilled staff component, have negatively impacted on quality municipal service delivery (AG, 2015).

The articles in the study looked at governance challenges and impact of skills with reference to municipal service delivery in the North West Province (NWP). The Systems Theory of Governance and the Human Capital Theory were analysed in conjunction with the objectives, literature review and research findings. Findings which were established highlighted that though legislative frameworks existed in local municipalities, these were not carried to the letter. Consultative engagement was found to be devoid in local municipal operations. Lack of transparency, absence of an accountable climate, corruption, nepotism, political interference and poor oversight were identified as some of the critical ills affecting sustainable municipal service delivery in the NWP. As such, this therefore, calls for a sound management service delivery framework that should have a positive impact on municipal service delivery initiatives. In order to appreciate the creation of the proposed Hybrid Municipal Service Delivery Framework (HMSDF) which will be the focus of this article, the study saw it imperative to provide an overview of the current legislative environment in local municipalities in the NW province. The findings from the articles developed will be integrated and analysed, thereby paving way for the HMSDF (Figure: 5. 1).

5.1 Background to the Hybrid Municipal Service Delivery Framework (HMSDF)

Reedy (1999:203) established that the Group Areas Act number 41 of 1958 geographically separated blacks and allocated land along racial lines. This apartheid relic is still being experienced by several black communities in the North West Province who have no access to portable water supply, electricity, refuse collection, proper sanitation and housing. Though the Constitution of the Republic of South Africa (1996) makes it mandatory for local municipalities to provide these basic tenets to their communities, numerous challenges continue to undermine this noble cause (SALGA, 1995:9).

It is further alluded to in the Local Government Municipal Structure Act number 117 of 1998 that municipal service delivery is the epicentre for uplifting previously disadvantaged sectors of society, but against a background of lack of transparency, corruption, impunity for transgressors and poor oversight, the imperatives of service delivery in local municipalities are scanty (David, 2009:91-112).He further accounts that structures from local spheres to national level exist, but stakeholder engagement was weak as the Weberian top-down approach in local municipalities was rampant.

As stipulated in Section 72 (1) of the Municipal Structures Act number 117 of 1998, ward committees are enshrined as part of the chain in effective local government but in essence, their significance is barely recognised as local municipalities enact certain policies and conduct operations without engaging the grassroots communities (De Visser, 2005:280).Oliver and Kwanaloga (1999:147) allude that when developing IDPs, local municipalities should incorporate public participation, which gives citizens an opportunity to highlight and prioritize their development needs. However, this was in contrast with what was established in Ventersdorp Local Municipality where local participants indicated that they had consultative meetings with their local municipality during their IDP review process. They indicated that their priorities were not incorporated in the final document.

Dodaro (2012:241) espouses that the reality of good local government is reflected when there is an integrated approach to institutional planning. The Department of Public Service Association (2008:28) in their Human Capital Planning Process that inclusivity of all social actors is paramount in ensuring successful programme planning. Sheffrin (2013:10) also accedes that visionary leadership should engage withal stakeholders so that resultantly outcomes are owned by a collective.

The Auditor General (2015) indicated that lax collective engagement, improper accountability and a luckstre skilled staff component negatively impact on quality municipal service delivery. Hagmann (2014:24) underscores that it was imperative to make service delivery mechanisms more relevant, articulated, efficient and effective. Hence, the study proposed the use of the Hybrid Municipal Service Delivery Framework which reinforces the emotive impetus of stakeholder engagement.

5.1.1 Basic policy principles in Municipal Finance

The Constitution of the Republic of South Africa 1996 (Act 108 of 1996) grants municipalities considerable income generating powers but subjects these powers to national legislation. According to Chapter 7 of the Constitution, the municipal finance must be based on principles such as revenue adequacy and certainty. For municipalities to carry out functions assigned to them, they need to have access to adequate sources of revenue. To ensure a sustainable financial management system, the municipality needs to prepare a balanced budget by ensuring that revenue is not less than the expenditure, this involves ensuring that services are provided at levels which are affordable (Mare and Lucas, 2007:190-197).

Resources are very scarce and therefore should be used in the best possible way to reap maximum benefits for local municipalities. An effective allocation of resources requires that communities participate in, for example the budgeting process to ensure that resources are being put to their best use. On the other hand municipalities should be held responsible and accountable to local tax payers for the use of public funds. Councillors through public participation are required to justify their expenditure decision and explain why and how revenue necessary to sustain such expenditure is raised. All citizens must be treated equally and equitably with regard to the provision of services. Local government however cannot be sorely responsible for redistribution of wealth. National government has a critical role to play in this regard (Mare and Lucas, 2007:190-197).

5.1.2 Financial Management in Local Municipalities

Municipal Finance Officers play a vital role in the financial affairs of the municipalities but do not have powers exceeding those of the Municipal Managers, including all Senior Managers, Councillors and the Mayors. Financial Management is naturally the preserve of the professional municipal officers. Municipal officers are responsible for;

- The certification of signing of annual financial statements.
- The annual budget and appropriation of financial resources.
- The maintenance of financial records, ensuring that accounting records reflect the transitions of financial state of affairs of a municipality.

- The income and expenditure of the municipalities and the application of budgetary controls.
- The internal auditing function and the drawing up of audit programmes.
- The raising and administering of loans and other funds, investment, and cash flow management

5.1.3 Municipal Financial Management Act

The Municipal Finance Management Act, 2003 directs the local government to:

- regulate financial management in municipalities.
- require that all revenue, expenditure, assets and liabilities of municipalities and municipal entities are managed economically, efficiently and effectively.
- determine the responsibility of officials and councillors entrusted with the local sphere of financial management, and
- provide for other financial matters concerning the municipality (MFMA Circular No 45).

The National Treasury has played a pivotal role in the introduction of financial management reforms across government since 1994 and in local government since 1996. The cornerstone of the reform initiative has been implemented through the Municipal Finance Management Act No. 56 of 2003 (MFMA), which became effective in July 2004 and supported by the annual Division of Revenue Act. These pieces of legislation have been aligned with other local government legislation, such as the Municipal Structures Act, Municipal Systems Act, Property Rates Act and their regulations, to form a coherent package. The MFMA aims to modernize budget, accounting and financial management practices by placing local government finances on a sustainable footing in order to maximise the capacity of municipalities to deliver services to communities.

It also aims to put in place a sound financial governance framework by clarifying and separating the roles and responsibilities of the council, mayor and officials. The MFMA is required by the Constitution, which obliges all three spheres of government to be transparent about their financial affairs. It also forms an integral part of the broader reform package for local government, as outlined in the 1998 White Paper on Local Government. The act was implemented to secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government to establish treasury norms and standards for the local sphere of government and to provide for matters connected therewith.

The MFMA addresses a number of financial and fiscal reforms. The most significant reforms being the new budget process and its link to the Integrated Development Plan (IDP), new accounting standards and formats, the establishment of audit committees and other internal controls, improvements to procurement and supply chain management, performance measurement reporting, staff competency levels and new mechanisms to resolve financial problems and misconduct. The MFMA, therefore, empowers various stakeholders within the municipality around a framework of good governance. Municipalities will reap great rewards if they implement the MFMA in spirit, rather than merely for nominal compliance.

5.1.4 Legislative framework for municipal financial management

5.1.4.1 1996 Constitution

Chapter 13 of the Constitution provides extensively for the financing and financial affairs of the three spheres of government. This means that Chapter 13 also applies to the municipalities and impacts directly on the landscape of the financial affairs of the local government. The municipalities are obliged to comply with the provisions of Chapter 13 of the Constitution while discharging their financial duties. For instance, section 215 (1) of the Constitution requires municipal budgets and budgetary processes to promote transparency, accountability and effective financial management of the economy. The Constitution compels the parliament to pass national legislation to prescribe the form of national, provincial and municipal budgets and that budgets in each sphere of government must show the sources of revenue and the way in which proposed expenditure will comply with national legislation. It is for this reason, among many others, that parliament passed both the Municipal Finance Management Act, 2003 and the Public Finance Management Act, 1999 to serve as the instruments for the management of finance in national, provincial and local governments (Constitutional Court Case CCT 27/95).

5. 1.4.2 Municipal Systems Act, 2000

The core values of the MSA relate to:

- the legal nature, rights and duties of municipalities.
- community participation.
- Integrated Development Plan (IDP).
- performance management, and service delivery.

The Municipal Systems Act, 2000 is an important tool that provides extensively for municipal functions and powers including the preparation, approval, implementation of budgets, debt collection and customer care management. The Act furthermore provides that the community, residents and rate payers of a municipality have the right to regular disclosure of the state of affairs of the municipalities, including their finances. The municipalities are legally bound to disclose the state of their financial affairs to the local communities on regular basis. However, communities, residents and ratepayers also have a duty to promptly pay service fees, surcharges on fees, rates on property and other taxes, levies and duties imposed by a municipality (Cloete, 2005:43).

5.1.4.3 Municipal Structures Act, 1998

For the purpose of financial management, the Act obligates a district municipality to achieve the integrated, sustainable and equitable social and economic developments of its area as a whole. All these developments require funds and efficient management for the purpose of sustainable service delivery. The Act directly or indirectly involves the municipalities in the management of the financial resources. The Municipal Structures Act, 1998 introduces the Municipal Council in relation to financial management because it sets out the framework of the functions and powers of the municipalities in matters concerning development and service delivery. The municipalities are among many others, responsible for local economic development and service delivery. These functions impact on the financial management of the local government. Section 19 of the Municipal Structures Act, 1998 requires a Municipal Council to strive within its capacity to achieve the objectives set out in section 152 of the Constitution (Cloete, 2005:56).

5.1.4.4. Municipal Property Rates Act, 2004

Municipalities have two sources of income. The first source is what they receive from the national budget. The rest is what they raise themselves. The MPRA, 2004 has far-reaching effects on the revenue raised by the municipality. The Act inter alia authorises all categories of municipality to levy a rate on property in its area. A municipality is obliged to adopt a policy in accordance with the Act on the levying of rates on rateable property in the municipality. As is the case with all other financial matters, a municipality must provide for community participation (Cloete, 2005:76).

5.1.4.5. Intergovernmental Fiscal Relations Act, 1997

Another piece of legislation, which is important for management of financial affairs of municipalities, is the Intergovernmental Fiscal Relations Act, 1997. This law establishes a framework for the national government, provincial governments and local government to;

- promote and facilitate coherent intergovernmental relations.
- co-ordinate implementation of policy and legislation.
- co-ordinate implementation of policy and legislation.
- provide for effective delivery of services and
- provide for the general realisation of national priorities and monitoring of implementation of policy and legislation.

IGFRA, 1997 especially section 2 further aims to promote co-operative budget preparation and established the Budget Council through which the Minister of Finance and the nine provincial MECs for finance must co-ordinate budgetary and financial activities. Section 5 of the Intergovernmental Fiscal Relations Act, 1997 also establishes the Local Government Budget Forum. The forum enables the national and provincial governments and organised local government to consult on:

- any fiscal, budgetary or financial matter affecting the local sphere of government.
- any proposed legislation or policy which has a financial implication for local government.
- any matter concerning the financial management, and the monitoring of finances of local government.

One of the fundamental implications of this Act on the municipalities is that it encourages the municipalities to co-ordinate and co-operate with other spheres of government on fiscal and financial matters. Municipalities are not “islands”. Therefore, they cannot be expected to conduct their financial business in isolation. The Act creates a platform for intergovernmental fiscal relations between national, provincial and local governments (Govender, 2005:23).

5.1.4.6 Division of Revenue Act (enacted annually)

The management of a municipality's income, budgets and expenditure in certain cases involve national government. The annual Division of Revenue Act (DORA) is one of the most important pieces of legislation for local government, as it provides national allocations for each municipality over the next three years. The Financial and Fiscal Commission makes recommendations of the fiscal transfers. The annual DORA describes how national and provincial governments can exercise oversight and possibly intervene in municipal budgets. In terms of this Act, municipalities receive different allocations from national government, for example, equitable share, infrastructure and capacity building grants are allocated annually to the municipalities.

In terms of the financial affairs of the municipalities, the annual Division of Revenue Act requires the municipalities to use grants efficiently and responsibly for their purposes for example, the equitable share of municipalities is to assist poor households to access basic services. A municipality has legal duty to comply with this condition. If, for example, the Local Municipality uses its equitable share for capacity building or infrastructure purposes clearly, this arrangement is in conflict with the provisions of this Act. Transfers for capacity building are used for training and mentoring of municipal officials while infrastructure grants on the other hand are used by municipalities to build roads, houses, sporting facilities and infrastructure for water and sanitation. Therefore, municipalities are required to use these grants accordingly in line with the provisions of the annual Division of Revenue Act (Government Gazette No 23272).

5.1.4.7. Intergovernmental Relations Framework Act, 2005

This Act provides a legal framework for intergovernmental relations among the three spheres of government. The Act also acknowledges the fact that cooperation and co-ordination of the activities of the three spheres of government is of primary importance (Government Gazette No 29422).

5.1.5 Financial Management Improvement System

The Municipal Financial Management Act sets local government financial norms and standards rather than nationally prescribed rules and procedures. This approach is similar to the King II corporate governance practices (the second King Committee on Corporate Governance, released in March 2002), which recognises that such best practices can be implemented only through an ethical and performance-based culture, and not by a purely rules-based culture. Hence mayors and managers are expected to take the national norms and standards into account when setting internal procedures, processes and mechanisms. These standards help to facilitate better performance, measurable outcomes, reformed accounting practices, improved disclosure and reporting, and best practice management techniques and prescribe certain actions for the prudent management of a municipality's assets and liabilities and other initiatives (Government Gazette, 2003).

The Municipal Financial Management Act advocates for a separation of roles and clearly describes the fiduciary and other responsibilities of the various stakeholders in order to develop reasonable operational accountability. It demands more accurate and timely financial reporting to better inform councils and communities of decisions and progress towards planned objectives. The Act also promotes a more strategic approach to financial management, linking the municipal budget, IDP and finances, and calls for in-year reporting on performance and implementation (Government Gazette, 2003).

5.1.6 Municipal Regulations on Minimum Competency Levels

In line with the objective of ensuring professionalism, the Municipal Financial Management Act stipulates the necessary competency of Accounting Officers, Chief Finance Officers, Senior Managers, other financial officials and supply chain management officials of municipalities and municipal entities. Specific and required competency levels are laid down for each of the category of managers mentioned above. The provisions on Accounting Officers offer an example of the approach used in these regulations. Under the heading "General competency levels for accounting officers", section 2(1) of the MFMA reads "The Accounting Officer of a Municipality must generally have the skills, experience and capacity to assume and fulfil the responsibilities and exercise the functions and powers assigned in terms of the Accounting Officer of a Municipality" (Mare-lise, 2000:87).

In section 2(2) the wording is similar but with reference to a Municipal Entity. Section 3 stipulates the minimum competency levels for an Accounting Officer. These stipulations accommodate a fairly extensive range of competencies which must be considered. Significantly, under the requirement for ‘Governance, ethics and values in financial management’ it is required that an Accounting Officer achieves the prescribed levels of education, and experience, essentials if the correct systems and standards are to be applied and maintained in the administration of the municipality. Clearly, an under-qualified manager is less likely to understand what to do and how to do it. As such he or she is less likely to serve and protect the public interests in the most efficient and honest ways (Mare-lise, 2000:56).

5.2 Status on compliance with municipal legislative framework

5.2.1 Financial Management in the Mafikeng Local Municipality

Local Municipalities in the NW province have been receiving disclaimers and qualified reports of audit opinion due to poor implementation of an effective financial management system (Auditor General, 2015). Material adjustments made incompleteness of the fixed asset registers, non-compliance with the applicable accounting standards and reconciliations between ledgers and supporting schedules or ledgers are not performed being some of the factors which contributed to a non-viable implementation of an effective financial management. The following are also some of the factors that contribute to a poor financial management and henceforth poor service delivery;

- VAT principles are incorrectly applied.
- Liabilities, provisions, contingent liabilities and assets are not valued and recognised.
- Revenue is not adequately measured, recorded and collected.
- Suspense accounts are not being reconciled or cleared.
- Differences between sub-systems like salary systems and the general ledger are not followed up.
- Accounting officers are not taking reasonable steps to prevent unauthorised, irregular, and/ or fruitless and wasteful expenditure.

- Expenditure management: Inability to pay creditors within the prescribed 30 days after receipt of statements or invoices. The primary reason for this relates to cash flow constraints.
- Budgets: Inability to contain expenditure within the approved budget.
- Effective contract and procurement management (Makwetu, 2015).

The report of the Ad-Hoc committee on the intervention in the North West Province identified municipalities' mounting problems and poor performance. It was found that the municipalities have not been fulfilling their executive obligations, particularly with service delivery. The municipalities face severe shortcomings in the budget and cash flow management. The deterioration has also been attributed to poor financial planning and administration and the inability to collet monies owed to the municipalities. This impacted on the capacity of the municipalities to deliver free basic services to their indigent communities (North West government, 2014).

5.2.4 Compliance with the Municipal Legislation

The MFMA was introduced in 2003. At that time, the system of local government finance was characterised by practices such as one-year line-item budgeting, which did not support strategic planning and the alignment of budgets with priorities over the medium term. This generally resulted in councils allocating resources based on historical commitments rather than looking at current priorities and the future needs of communities. The main objective of the Municipal Financial Management Act is to secure sound and sustainable management of the fiscal and financial affairs of municipalities and municipal entities by establishing norms and standards and other requirements for ensuring transparency, accountability and appropriate lines of responsibility in the fiscal and financial affairs of municipalities and municipal entities, the management of their revenues, expenditures, assets and liabilities and the dealings financial their handling of budgetary and financial planning processes and the co-ordination of those processes with the processes of organs of state in other spheres of government(Treasury, 2011).

Section 153 of the Constitution requires that "a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community". The MFMA, together with the Municipal Systems Act (2000), aims to facilitate compliance with this constitutional duty by ensuring that municipalities' priorities, plans, budgets, implementation actions and reports are properly aligned. The local Municipalities have been none complying with the MFMA in terms of planning and alignment of the Top Layer Service Delivery and Budget Implementation Plan, Integrated Development Plan and the Budget. In-year reporting by the municipalities to council on targets set and the implementation of the SDBIP and the budget based on the AG's report on the Annual Performance Report were not aligned, which set none compliance with the MFMA. Accuracy of information depends on the organisational structure aligned to basic services, sound municipal policies, processes and procedure sand Standard chart of accounts for municipalities (National Treasury, 2014).

It is the role and responsibility of the CFO of a Local Municipality, in terms of the written delegations from the Municipal Manager to ensure that the municipality complies with the MFMA and is accountable to the Municipal Officer for ensuring that the municipality complies with the in-year monitoring and reporting requirements of the MFMA. The CFO of the Local Municipality must put the necessary systems, processes and policies in place to ensure that all other section 57 managers/senior managers are adequately equipped to execute their delegated duties and financial management responsibilities in terms of section 78 of the Municipal Financial Management Act. The CFO is therefore responsible for consolidating the relevant financial and performance information required by the MFMA and ensuring the accuracy and correctness thereof before presenting it to the Municipal Manager, this are some of the procedures from the MFMA that needs to be followed. All line managers through the supervision of senior managers at the municipality are accountable for the achievement of Key Performance Indicators and they are required to submit the necessary progress reports. The CFO of the municipality is therefore responsible to consolidate the reports received from the line managers for presentation to the accounting officer. The CFO's responsibility is to ensure that in-year monitoring and reporting is of a good quality and timeously submitted to the relevant authorities (National Treasury, 2014).

The implementation of municipal legislation should be considered as an important tool to achieve sound financial management practices and henceforth service delivery. Municipal financial management involves managing a range of interrelated components: planning and budgeting, revenue, cash and expenditure management, procurement, asset management, reporting and oversight. Each component contributes to ensuring that expenditure is developmental, effective and efficient and that municipalities can be held accountable. To evaluate the extent of financial management in the municipality; a performance orientation is crucial for strengthening accountability. The aim should be to ensure that there is an alignment between plans, budgets, and implementation actions to ensure proper management accountability for the achievement of service delivery targets. The municipal priorities, plans, budgets, implementation actions and reports need to be properly aligned and reporting disclosure need to be strengthened. Above all, stakeholder engagement is imperative and must be invigorated as recommended by the HMSDF (Figure 5:1).

5.3 The Hybrid Municipal Service Delivery Framework (HMSDF)

The framework aspires to highlight that with collective Planning (P), Organising (O), Co-ordinating (C) and Control (C), comes standardised outcomes. It further reflects that these variables; P, O, C, and C, should not be model derivatives for top management per se, but a robust and collective dispensation of all and sundry, from national to local (ward) structures and vice versa (Municipal Systems Act, 2000). It is further alluded that national priorities are crafted without any input from communities who are the intended beneficiaries (Makwetu, 2015).

The foregoing is a deliberate transgression by “powers that be” as chapter 4 of the Municipal Systems Act 32 of 2000 categorically spells out that municipal authorities “....are encouraged and must create conditions for local communities to participate in the affairs of the municipality.......including its budgets” (Fourie,2013: 177). They further assert that the municipality should use its resources and annually allocate funds in its budget to achieving and implementing the required community engagement or participation. Moreover, municipal authorities in terms of this Act, must establish mechanisms, processes and procedures for community engagement to take into account the special needs of the people who can hardly read or write, people with disabilities, women and other disadvantaged groups.

It was established in the two articles that mistrust, nepotism, lack of accountability, impunity, low literacy levels, poor oversight function and lack of active stakeholder engagement are factors defeating the pursuit of quality municipal service delivery in the North West Province. Municipal staff is deployed along political lines and skills are hardly partaken as requisite. The articles highlighted that local members decried the absence of collective engagement as another impediment of concern. They cited issues that related to allocation of residential stands, farming areas to awarding of tenders. They had to resort to violent protests as solace, though they alluded that multi-stakeholder engagement was paramount. They also revealed that they detested the deployment of municipal employees based on political affiliation as they alleged it compromised quality service delivery.

It is also reflected in all the articles that local governments have a constitutional mandate of providing service delivery within the ambit of participative democracy. For that to be “empirically” participative, all significant stakeholders have to be brought to the fore that is, from grassroots (local) to the top echelon (national). They also reflected that the supply chain management of corporate governance mechanism was frail and lacked potent skills at all three levels they identified, that is national, district and local levels.

Another highlight was decentralization of municipal decision making. It was the outcry of respondents that merit and quality of strategic plans could only be achieved if politics was not allowed to supersede patriotism. They advocated for a framework of selflessness, accountability, transparency and trust among all players engaged in service delivery, hence the development of the Hybrid Management Service Delivery Framework.

It is a common feature from the three articles cited that local communities who consist of the voters, ratepayers, users and residents, directly provide a significant portion of the income and necessary resources for the proper functioning of any municipality. Local communities are the intended beneficiaries and owners of the assets and receive services for which a municipality is responsible. They have a constitutional right to know how money is being used on different municipal activities and they need information to evaluate performance to ensure that they receive value for money and to determine that the interests of the community are being served (Fourie, 2013:12).

THE HYBRID MUNICIPAL SERVICE DELIVERY FRAMEWORK

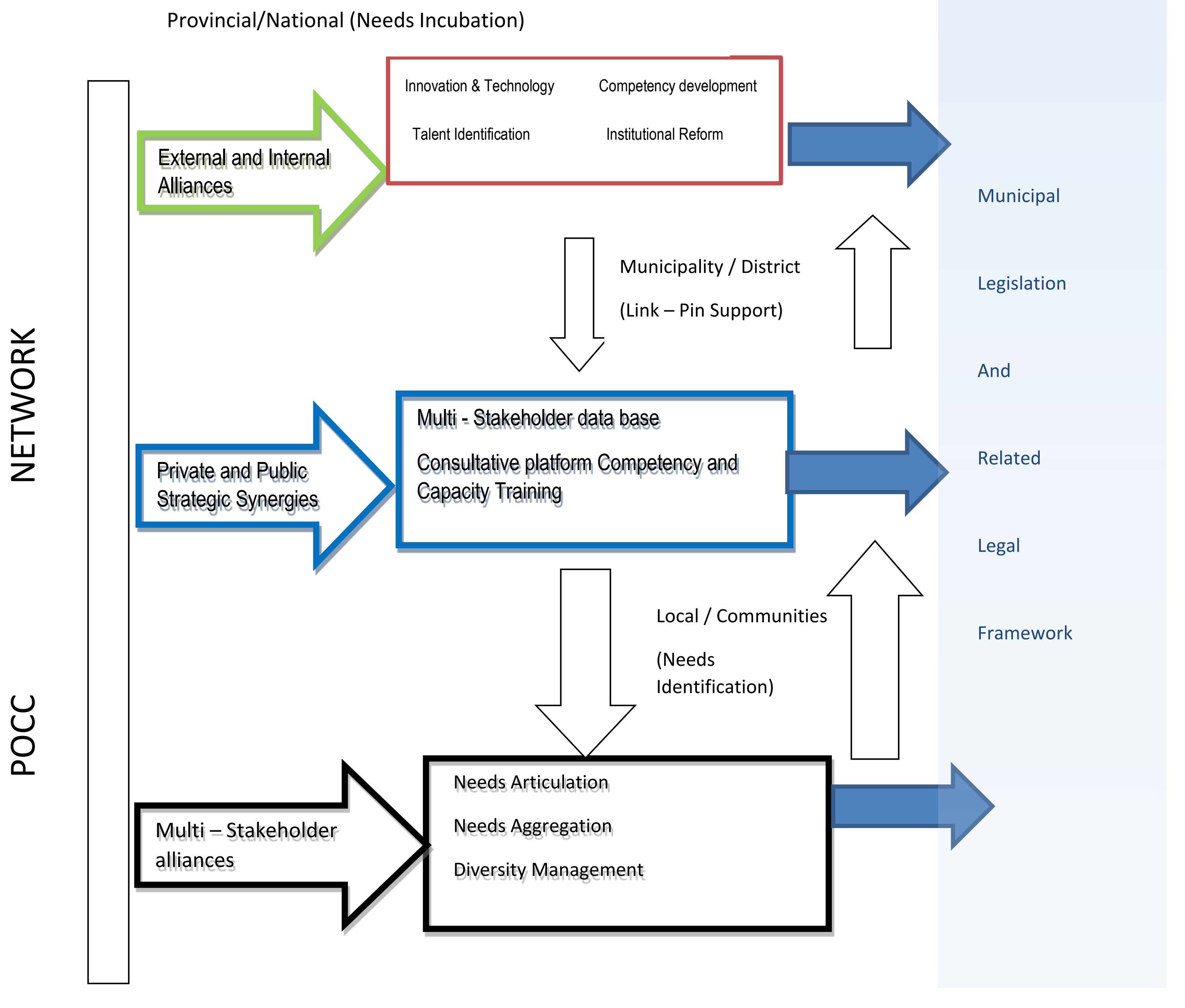


Figure: 5. 1: THE HYBRID MUNICIPAL SERVICE DELIVERY FRAMEWORK

Adapted from Hagmann, 2009

It is however proposed that through effective Planning (P) x Organising (O) x Coordination (C) x Control (C) = The Hybrid Municipal Service Delivery Framework

(HMSDF), in the studied municipal authorities of the North West. The ensuing are the tenets of the framework:

5:3:1 Needs Incubation

Clients' needs have to be analysed and tentative solutions developed by a collective of stakeholders (Chambers, 2011:67). But however, a conducive environment has to be created. This calls for innovation, technology, talent identification, institutional reform and competency development.

5.3.2 Innovation and Technology

Innovation is that process where new ideas are established and implemented (Wheeler, 2008:7). Innovation takes many forms since different new ideas can be created. Innovation and technology play a major part in generating various courses of action. Using multi-stakeholders enhances this activity as a larger pool of information is provided. Knowledge, tools and techniques play a key role in enabling role-players make decisions.

Any municipal institution is a learning and virtual organisation (Senge, 2013:76). It should have both the drive and capabilities to improve on performance in a radical manner. The virtual municipality should add value to the community it serves by assisting the local members identify, articulate and aggregate their service delivery needs. Regardless of whether the process is chaotic or systematic, through continuous innovation and technological change, the virtual municipality should create a sustainable competitive advantage in pursuit of developing ways to satisfy community needs.

The framework recommends that an effective municipality should be in the forefront of engaging both external and internal alliances. Part of its mandate should robustly focus on innovation and technology, talent identification (staff and service providers), competency development (Staff multi-skilling) and institutional reform (policies). A discursive platform with the inclusion of the community should be inaugurated.

5.3.3 Talent Identification

This entails correct identification and placement of staff on the "right" positions. It is imperative to ensure that the right people are in the right places at the right time. To this end, a clear staffing strategy is important to ensure that supply and demand are matched. Political deployment obscures this variable as people with no skills are placed on positions they have no skilful capacity on. This exercise should be transparent with collective engagement as key. Continuous performance appraisals should be reinforced as these will ingrain accountability and quality service delivery by employees. People with specialised knowledge should be hired as opposed to political deployment without merit (Ashton and Morton, 2015;48). This should also include hiring of private service providers. Reputation should be fundamental when offering tenders for municipal services and the process should be open and collective.

The study also established that there is a wide kaleidoscope of interventions that a municipality may select from when it comes to talent related issues. What is critical is strategically selecting the most appropriate portfolio of solutions, given the municipality's context, strategic objectives and corporate objectives. This portfolio of talent interventions should effectively constitute the municipality's "Talent DNA". Once the interventions have been identified, it is imperative that they inter-relate to form an integrated whole, as opposed to being a collection of stand-alone initiatives. They need to be inter-linked culturally, as well as through municipal processes, artefacts and forums (Deery, 2008:7).

From a best practice perspective, it is also advisable to ensure that the talent interventions are holistic enough to spread across the various phases of the employee life cycle, so as not to leave talent engagement "weak spots". This can take the form of talent interventions focusing on workforce planning, talent attraction, recruitment and on-boarding, succession management, career pathing and talent development (Bhatnagar, 2007:24).

5.3.4 Competency Development

Competency refers to the relevant knowledge, skills, and value orientation that are required to perform a particular task (Reich, 2000:81). Municipalities like any other organisations are faced with talent management challenges (Deloitte and Touché, 2013). In order to successfully deliver on their mandate, local government organisations need to ensure that they identify skills and capabilities that are critical to achieving corporate objectives. These should ideally be mapped and categorised into a competency library which is role based. Where the skills are not available, re-training becomes an imperative.

There are already existent standards for various levels of employees within municipalities. The purpose of this variable should be to apply these standards across the municipality and deploy cadres with a relative match to posts. It would then remain to direct the rolling out of a skills audit in order to assess employees at all levels using standardised instruments. At the same time, the aim would be to assess the skills of all staff in order to identify skill sets related proficiency on competencies and verification of qualifications. This would enable authorities to compile a comprehensive skills database in order to better place staff within the municipality.

A qualitative perspective of competency is insufficient. Although gap-skill data is evident, this data is inconsistent and in most cases not available. There is need to improve data across all departments to enable analytical tools to identify skills gap so as to institute focused competency interventions to address these.

5.3.5 Institutional reform

Institutions should formulate realistic plans. Such plans should create a “dream” for the future; translate the vision into the mission which should be measured on long-term goals through selection of effective strategies. Constant review of these variables is imperative, and where weaknesses are noted, there is need to reform the policies to align with the ever-changing municipal environment (Rao and Krishna, 2013:51). Thus, this should be a collective undertaking as chances are that an influential political group might want to change policies to suit selfish ends.

5.3.6 The Link-Pin Support

This phenomenon was borrowed from Likert (1976:85) and Korontz (1980:43). The essence of the concept is based on mutual relations. It further conforms to the idea of obtaining an optimal set of additional relations so that communication of information between every member in the organisation becomes the most efficient (Sawada, 2008:53). The link-pin support system shortens bureaucracy between two or more levels. Thus in this study, local/ward structures should not operate as separate entities from provincial/national echelons of government. Municipalities should be avenues that create a platform for these two distant levels of society to coalesce and deliberate on municipal matters as a collective.

5.3.7 Needs Assessment

This process entails identifying gaps in results and arranging them in a priority order for action resolution. These gaps envisage what should be and what the current conditions are. Important ones are selected for action. Needs assessment is quite critical at local/community structures. Conducting needs assessment provides many advantages to individuals' planning collaborative efforts. There is also generation of novel ideas and new alternatives for dealing with needs. When people work together on important needs, they often find it easier to generate support for their cause.

Multi-stakeholder engagement is critical as groups establish own values. The outlook of life becomes a determination of all stakeholders' views. Ownership of outcomes results and this ensures outcomes of initiatives. Communities should also be capacitated through awareness about their constitutional right to articulate and aggregate their needs. This engagement enhances ownership of outcomes.

Diversity as depicted on the framework refers to the mosaic of people who bring a variety of backgrounds, styles, perspectives, values, and beliefs as assets to the municipality (Rao and Krishna, 2013:70). Diversity becomes a broad spectrum that inter alia involves demographics, values, behaviour, profitability and long term engagement. Information about these variables should emanate from the community members who should be consulted through the link-pin support mechanism. The framework emphasizes that through the diversity management continuum, there would be strict compliance with municipal policies, creation of equal opportunities, focus on assimilation, recruitment of municipal staff from diverse groups to match external demand, and all stakeholders will feel valued, and actively involved (Rao and Krishna, 2013:75).

5.3.8 P.O.C.C. Network

This is the fibre on which all levels of stakeholder engagement are anchored. The premise of departure is that quality service can barely be accomplished where management functions are devoid of. Hence a descriptive analysis for purposes of this framework becomes imperative.

5.3.8.1Planning

Planning focuses on a future destination or state. It entails setting priorities and goals in order to achieve realistic targets and deadlines (Carkuff, 2008:43). Planning as a process requires a collective approach. It involves identifying an organisation's goals and objectives and developing a strategy for achieving them, in this case municipal related. The plan becomes the blue-print, a guide for goal achievement. Specified in the guide are the necessary resources, schedules, tasks and actions required to achieve the goals.

As the framework advocates for, this function requires collaboration by all stakeholders from local to national echelons of government. If a municipal authority fails to plan collectively, it faces the risk of a lack of ownership of outcomes by desired beneficiaries that is the community/proletariat. It also risks falling into the trap of reacting to situations as they unfold rather than dealing with priorities in a controlled, systematic manner.

5.3.8.2 Organizing

Combining human, physical and financial resources in an entity is all what organizing is about (Botha and Musengi, 2014). The function entails creating structures for ease of staff operation. Hence the POCC Network has a hierarchical scope that encompasses local, district, provincial and national levels. The aim of the function is to ensure that all resources are used efficiently and effectively. It also entails assigning duties, responsibilities and authority to stakeholders in an organisation who devolve the right qualifications, competency and skills (Senge, 2009). This management function based on the framework calls for mutual stakeholder engagement.

The framework concurs that with proper collective organizing the following outcomes are established; allocation of duties to people with required competencies, enhancement of accountability for if people are aware that they are held responsible for their actions and performance, they tend to perform better, channels of communication are established, appropriate allocation of resources to deserving beneficiaries is promoted, and teamwork and synergy are edified.

Botha and Musengi (2013:65) further retort that institutional organizing requires a variety of innovation and technology in order to increase outputs. It is propounded by the authors that organizing will ensure that stakeholders can communicate, provide information and make operational decisions anytime. Thus the critical focus in organizing lies in creating order in an organisation like a municipality and a work environment where role-players know exactly what is expected from them.

5.3.8.3 Co-ordinating

Co-ordination comprises both formal and informal procedures that integrate the activities which separate individuals and teams in an organisation (Manning, 2014). Written rules link such activities. Making an inference from the framework, it implies that all actions performed by the stakeholders require robust integration.

Co-ordination devolves three principles namely; command, scalar and span of control, and these are directly related to planning and administrative competency (Simons, 2005). For purposes of this study, the scalar principle clearly spells out that individuals should be capable of identifying whom to go to and with what problems. This highlights who to approach based on the competency in the municipality.

5.3.8.4 Control

This management function ensures that outcomes are accomplished in accordance with plans and objectives set. It aspires to confirm that the municipality is on course and that every stakeholder works to its advantage. In essence, this function focuses on the creation of realistic standards against which performance can be measured and any deviations from proclaimed standards detected timeously (Falkenburg, 2014). A standard is construed on the proposed framework as the minimum acceptable requirement for a specific situation in this case, sustainable municipal service delivery based on the perceptions of the concerned stakeholders.

5.4 Conclusion

The study sought to create a framework for sustainable municipal service delivery in the North West Province. This was prompted by rampant public protests, financial mismanagement by municipal staff, poor municipal performance and lack of stakeholder engagement with local communities. The study was guided by objectives that focused on examining challenges of governance mechanisms in municipal service delivery, determining governance challenges that impact on quality municipal service and establishing skills levels that can enhance service delivery in the North West Province.

CHAPTER SIX: Conclusions and Policy Implications

6.0 Introduction

An open system model is a common phenomenon public institutions in a democratic dispensation often operate under. It should however be borne in mind that such institutions in terms of sustainable service delivery are negatively impacted by; levels of unemployment, employment equity policies, brain drain, deployment policies from political parties, labour brokers and skills shortage. In order for local government to position itself to achieve the goals as set out in the Medium-Term Strategic Framework (MTSF) (2014/15) and the back-to-basics plan, it is imperative that each role player should diligently execute their responsibilities. In this manner, leadership can build a professionalised local government that embraces the concepts of transparency, accountability as well as credible and reliable financial and performance reporting. The enabling role of the municipal manager and the oversight functions of councils, as depicted before, will play a pivotal role in creating an environment where effective, efficient and economical service delivery and a clean audit are a natural outcome of doing the right things at the right time.

Currently, policies and capacity building measures are being vigorously pursued in light of promoting local authorities to accomplish their mandate for quality service delivery. Inversely, a climate of mistrust prevails between communities and municipal workers due to service delivery overtures.

6.1 Conclusions

The study sought to create a framework for sustainable municipal service delivery in the North West Province. This was prompted by rampant public protests, financial mismanagement by municipal staff, poor municipal performance and lack of stakeholder engagement with local communities. The study was guided by objectives that focused on examining governance challenges that impact on quality municipal service and establishing skills levels that can enhance service delivery in the North West Province.

An exploratory and descriptive research design was used. Such design use both qualitative and quantitative methodologies to gather data. A target sample size of 340 participants was used based on Hair et al (2000:43) that any sample size that falls between 200 to 500 respondents' findings are generalizable. Simple random sampling was used to determine sample size. It was established by the study that operations in local municipalities in the North West Province followed a politically-informed process. Stakeholder dynamics, political allegiance and ideology were identified as tenets that informed municipal governance. The following mishaps inter alia were thus established as sequels of frail governance mechanisms; internecine protests, skewed settlement patterns, extreme concentration of taxable economic resources, huge backlogs in service infrastructure, great spatial separations and disparities between towns and townships, urban sprawl, scanty modes of decision making, poor administration and compromised service delivery, inability to leverage private sector resources for development, substantial variations in capacity and the need to rebuild relations between municipalities and the communities they serve. The study alludes that political interference was inappropriate in sustainable service delivery as it created unnecessary bureaucratic mishaps and an administration versus politics dichotomy.

The study further established individual, institutional and environmental challenges that negatively impact on municipal service delivery. These related to; organisational design, human capital strategy, job evaluation, and integrated talent management strategy among other factors. The need to improve on governance was quite evident. In resolving governance challenges, the key lies in strategically selecting the most appropriate combination of individual, institutional and environmental interventions that can be integrated into a coherent and meaningful programme. Governance has a pivotal role in helping to increase the flow and lower the cost of the financial capital that organisations require to finance their investment activities. The importance of this role has grown considerably in recent years, and the issues raised in this study emphasise that the standard of governance matters significantly for developing localities. It was explicitly noted that improved governance can contribute immensely to a country's capacity in order to achieve sustained productivity, growth and perpetual democratic institutions both of which are crucial for long-term national development.

Provision of services to local communities is a constitutional mandate by local municipalities. If this is to go by, local municipalities in contrast continue to experience a high staff turnover. They cannot attract engineers, spatial planners, and chartered accountants for instance. Staff vacancies are reported to be substantial. Even the implementation of the Local Government Turnaround Strategy (L.G.T.S.) and the roll-out of the National Capacity Building Framework (N.C.B.F.) has not seen the better side of the day. Education, training and development of staff occur in institutions in order to ensure that the labour force possesses the requisite knowledge, skills and attitudes to be able to perform their daily activities.

There was a close link between human capacity and institutional success. Surviving in a rapidly changing environment makes skills imperative. The study had to look at the relevance and impact of skills acquisition in quality municipal service delivery in the North West Province. This emanated from the forum that most senior and influential staff members in the local municipalities in the Province were political deployees with no skills to fulfil their political mandate. The study established that sufficing political allegiance should not be used as an instrument to uphold accountability, transparency, skills, competency and empowerment of local municipalities in matters relating to local residents' basic rights.

6.2 Policy Implications

Informed by the foregoing findings, numerous recommendations were developed for policy implications.

6.2.1 Stakeholder audit at all levels of governance, that is local, district, provincial and national was considered to be fundamental in all spheres of local government. It was established that ward committees, district forums, provincial forums and a national steering committee should be invigorated and engaging with each other periodically. Devolution of decision making to was also proposed that it should be prioritized to local structures. The participants felt that the foregoing should be preceded by stakeholder identification and mapping. In the process of such engagement, it was proposed that there should be alignment of stakeholder engagement to municipal strategy.

6.2.2 The study also recommends that prioritization of stakeholder concerns should be given the vehemence they deserve. Furthermore apolitical deployment of municipal staff should be merit-based and that Municipal Systems Act should guide the recruitment of municipal staff as opposed to political deployment. The study recommended that implementation of programmes should be governed by existing legislative frameworks where transparency, accountability and oversight should be upheld. The study further recommended that implementation of a results-based monitoring and evaluation system for municipal staff should be promoted in local municipal structures. It was further proposed that regular report back to local communities should be conducted.

6.2.3 Effective human resource management is a key driver of audit outcomes. The study recommended that all key vacancies for Municipal Manager, Chief Finance Officer and Head of supply chain management positions should be filled in Local Municipalities where there are vacancies as these were strategic positions. The study also recommended that local municipalities should ensure that performance agreements are signed with the municipal managers and that regular in-year performance monitoring takes place. Where performance is not at the required level, appropriate corrective actions should be implemented.

6.2.4 Provincial and national government were advised to find a sustainable way to bring the essence of public service home in the hearts and minds of all officials. Without this key breakthrough, the pace of transformation will continue to be unsatisfactory and slow as is evident by the current audit results. The leadership should set the tone by implementing sound performance management processes, evaluating and monitoring performance, and consistently demonstrating that poor performance has consequences. The study further proposed that municipalities should develop frameworks, succession plans and recruitment strategies to ensure that employees with the necessary skills and competencies are employed and retained. It was further proposed that as part of the staff development process, management should ensure that key officials who lack the minimum competencies receive training and on-going learning and development that their positions require, and link these to performance and audit outcomes. There should be a clear understanding that the expected results are higher because up skilling has taken place.

6.2.5 The mayors and municipal councils are encouraged to address the root causes of poor audit outcomes and inadequate controls through appointing sufficiently skilled personnel in key positions other senior management and ensure that there are consequences for poor performance and transgressions. Furthermore, it should be ensured by municipal management that Municipal Public Audit Committees are adequately capacitated to execute their function of investigating all unauthorised, irregular as well as fruitless and wasteful expenditure.

6.2.6 The councils should implement recommendations made by the internal audit units and audit committees. The study also proposed that management and leadership of the audits and those that perform an oversight or governance function should work towards improving the key controls, and addressing the root causes of poor performance thereby providing assurance on the quality of the financial statements and performance reports as well as compliance with legislation. The roles of the municipal managers and the actions that the councils need to take to drive the municipalities towards clean administration, as highlighted in this study, are critical to enhance assurance were considered as key. Only when the municipal managers enforce accountability and ensure timely, credible and transparent records and reports, can the councils effectively enhance their oversight function and enhance the assurance they provide. Only when this has been done can all role players and decision-makers take comfort in the knowledge that all information presented to them is credible and that their decisions are based on accurate information. Therefore it was recommended that it is imperative that the coordinating institutions improve their capacity to assist local government and that interventions are adequately coordinated and monitored.

6.2.7 Regular research work is critical in the N.W.P's municipalities to ensure up-to-date findings on municipal matters. Hence, the researcher further proposes that periodic research studies on governance and skills impact on municipal service delivery could be conducted in future.

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APPENDICES

Appendix One: List of Tables

Table 3.7 Summary of factors for the importance of staff competencies

Strategic impact
SC1. Interpret their operational mandate?
SC2. Generate top management buy-in for quality service delivery?
SC3. Implement any municipal strategy in line with the National Development Plan (NDP)?
SC4. Execute strategies?
SC5. Instil the municipal values?
SC9. Initiate consultative processes as part of strategic decision-making?
SC14. Integrate municipal and NDP strategies?
SC15. Integrate municipal activities with current and pending legislation?
SC16. Integrate municipal plans with existing socio-political changes?
Organisational culture
SC6. Establish a constructive Organisational Culture?
SC10. Develop people centred strategic plans?
RC3. Manage the interface between municipal processes and systems?
LPC4. Establish connections with all key role-players?
LPC6. Deliver on promises?
LPC7. Have faith in others?
Decision making
SC7. Assess the long-term impact of short-term decisions on people?
SC8. Understand the ever-changing municipal and environmental context?
SC19. Effectively establish communication channels to all clients?
Strategy alignment
SC11. Interpret client expectations?
SC12. Advocate a market driven relation to people's needs?
SC13. Play an active role in organisational alignment of service delivery?
LPC10. Be seen as a strategic business partner?
OC3. Demonstrate value chain knowledge?
Strategic planning
SC17. Support the municipality to accomplish its constitutional mandate?
SC18. Be aware of the effect of strategic planning on sustainable service delivery?

Problem solving ethos
SC20. Develop an effective communication plan for the municipality?.
LPC1. Build credibility with all key role-players?
OC1. Establishing the connections to municipal strategy?
OC7. Recruit individuals with innovative skills?
OC9. Cultivate a problem-solving ethos in the municipality?
Inter-personal relations
RC1. Oversee the need for sustainable service delivery in order to make effective client-centred decisions?
RC6. Ensure that municipal standards are implemented and adhered to?
LPC8. Create authentic relationships with key stakeholders?
LPC9. Ensure that municipal policies and programs address the personal needs of clients?
LPC11. Establish fair performance standards?
LPC12. Communicate openly and frequently with clients?
OC4. Demonstrate Employee Value proposition knowledge?
Compliance
RC4. Manage client risks?
RC5. Ensure compliance to employment laws, rules, and codes?
RC7. Promote sustainable service throughout the municipality?
LPC13Provide frequent feedback to clients?
Emotional intelligence
RC2. Contribute towards clients' needs?
LPC2. Develop trust with all key role-players?
LPC3. Create a balance of emotional intelligence with stakeholders?
LPC5. Drive municipal results?
OC2. Train departments in organisational processes, technology, systems, and structures?
Organisational performance
OC5. Ensure that innovative products and services are being developed in the municipality?
OC6. Organise all elements involved in organisational performance?
OC8. Create a learning culture in the municipality?

Table 3.11 Summary of factors for the extent of competencies by municipal staff in service delivery

Strategic impact
SC1. Interpret their operational mandate?
SC9. Initiate consultative processes as part of strategic decision-making?
SC10. Develop people centred strategic plans?
LPC6. Deliver on promises?
LPC7. Have faith in others?
LPC8. Create authentic relationships with key stakeholders?
Organisational culture
SC3. Implement any municipal strategy in line with the National Development Plan (NDP)?
SC5. Instil the municipal values?
SC16. Integrate municipal plans with existing socio-political changes?
OC5. Ensure that innovative products and services are being developed in the municipality?
Decision making
SC4. Execute strategies?
SC6. Establish a constructive Organisational Culture?
SC13. Play an active role in organisational alignment of service delivery?
RC4. Manage client risks?
Strategy alignment
SC2. Generate top management buy-in for quality service delivery?
SC8. Understand the ever-changing municipal and environmental context?
SC11. Interpret client expectations?
SC12. Advocate a market driven relation to people’s needs?
Strategic planning
SC7. Assess the long-term impact of short-term decisions on people?
LPC1. Build credibility with all key role-players?
LPC13Provide frequent feedback to clients?
OC1. Establishing the connections to municipal strategy?
OC2. Train departments in organisational processes, technology, systems, and structures?
OC3. Demonstrate value chain knowledge?
Problem solving ethos
SC14. Integrate municipal and NDP strategies?
SC15. Integrate municipal activities with current and pending legislation?
SC19. Effectively establish communication channels to all clients?

SC20. Develop an effective communication plan for the municipality?
Inter-personal relations
SC17. Support the municipality to accomplish its constitutional mandate?
SC18. Be aware of the effect of strategic planning on sustainable service delivery?
RC6. Ensure that municipal standards are implemented and adhered to?
OC4. Demonstrate Employee Value proposition knowledge?
Compliance
RC1. Oversee the need for sustainable service delivery in order to make effective client-centred decisions?
RC2. Contribute towards clients' needs?
RC7. Promote sustainable service throughout the municipality?
LPC4. Establish connections with all key role-players?
LPC5. Drive municipal results?
Emotional intelligence
RC3. Manage the interface between municipal processes and systems?
RC5. Ensure compliance to employment laws, rules, and codes?
LPC2. Develop trust with all key role-players?
OC7. Recruit individuals with innovative skills?
OC8. Create a learning culture in the municipality?
OC9. Cultivate a problem-solving ethos in the municipality?
Organisational performance
LPC3. Create a balance of emotional intelligence with stakeholders?
LPC9. Ensure that municipal policies and programs address the personal needs of clients?
LPC10. Be seen as a strategic business partner?
LPC11. Establish fair performance standards?
LPC12. Communicate openly and frequently with clients?
OC6. Organise all elements involved in organisational performance?

Table 4.6.6 Summary of factors for the importance of staff competencies

Staff professionalism
SP1. Have relevant qualifications?
SP5. Achieve set objectives?
TM9. Track best performers in the municipality?
AM6. Ensure the municipality is staffed at the right levels?
AM8. Measuring staffing trends?
TM10. Identify organisational gaps in linking talent with municipal outcomes?
Attitude to work
SP2. Demonstrate self-efficacy in job performance?
SP6. Produce high quality work?
SP7. Develop interpersonal skills?
TM11. Deploy talent focused on competencies to municipal outcomes?
Talent management
SP3. Display a desire towards job?
SP4. Contribute to ethical conduct?
TM2. Grasp the concept of talent management in relation to service delivery?
IC3. Listen without interrupting?
CFTF2. Demonstrate a willingness to view change from a positive perspective?
Communication skills
SP8. Have good communication skills?
SP9. Participate as an active team player?
SP15. Maintain confidentiality?
TM1. View talent as a return on investment?
SD4. Reports on barriers to effective service delivery?
SCI8. Ensure Managers are held accountable for the development of their employees?
SCI10. Generate ideas for improvement?
MT1. Drive efficiency and effectiveness of municipal strategies through the use of technology?
Tolerance
SP10. Be open to others' ideas and suggestions?
SP11. Display modesty in work performance?
SCI1. Transform the municipality's strategy into an effective and actionable service delivery strategy?
SCI2. Prioritize service delivery strategies into operational plans?
Self-management skills

SP12. Respect authority?
SP13. Recognise own strengths and limitations?
AM3. Play a primary role in delivering service delivery processes for measurement?
Self-development capacity
TM6. Identify talent pools in the municipality?
TM7. Generate a Talent Management plan across all municipal structures?
TM13. Establish a rewards system for talented individuals based on their contribution?
IC4. Use a clear language when speaking to client
Assessment skills
TM14. Ensure that succession plans are in place for key positions?
TM15. Ensure that development plans are in place to develop internally as opposed to outsourcing?
AM4. Take a leading role in delivering service delivery systems?
AM9. Identify areas of risk measurement?
Diversity management
TM8. Establish effective and continuous talent management processes to consolidate service delivery?
AM1. Generate a systematic and integrated approach to service delivery analytics and measures?
SD5. Respect the practices, values, customs and norms of diverse groups?
IC1. Use a communication style that best suits the situation?
IC5. Communicate issues in a timely manner?
CFTF1. Seek information about impacts of change on the workplace?
SD1. Acknowledge stakeholder concerns and issues?
MT3. Using social media to promote service delivery in the municipality?
Evaluation skills
AM7. Manage labour hours and productivity?
AM12. Keep employee data secure but sharable with authorized permissions?
AM13. Evaluate service delivery performance?
SCI3. Translate service delivery strategy into key people initiatives and programs?

Table 4.7.4 Summary of factors for the extent of staff competencies

Staff professionalism
SP1. Have relevant qualifications?
TM3. Demonstrate an understanding of contemporary talent management strategies?
TM9. Track best performers in the municipality?
TM13. Establish a rewards system for talented individuals based on their contribution?
TM14. Ensure that succession plans are in place for key positions?
SCI1.Transform the municipality's strategy into an effective and actionable service delivery strategy?
Attitude to work
SP2. Demonstrate self-efficacy in job performance?
SP7. Develop interpersonal skills?
SP10. Be open to others' ideas and suggestions?
SP11. Display modesty in work performance?
SP13. Recognise own strengths and limitations?
SP15. Maintain confidentiality?
TM10. Identify organisational gaps in linking talent with municipal outcomes?
TM15. Ensure that development plans are in place to develop internally as opposed to outsourcing?
Talent management
SP3. Display a desire towards job?
SP12. Respect authority?
TM5. Integrate talent management and municipal strategies?
AM3. Play a primary role in delivering service delivery processes for measurement?
Communication skills
SP8. Have good communication skills?
SP9. Participate as an active team player?
SP15. Maintain confidentiality?
TM1. View talent as a return on investment?
SD4. Reports on barriers to effective service delivery?
SCI8. Ensure Managers are held accountable for the development of their employees?
SCI10. Generate ideas for improvement?
MT1. Drive efficiency and effectiveness of municipal strategies through the use of technology?
Tolerance
SP5. Achieve set objectives?
SCI6. Communication to clients is frequent, meaningful and two-way?

SCI7. Ensure that individual development plans are in place for all employees?
SCI8. Ensure Managers are held accountable for the development of their employees?
SCI9. Seek opportunities to improve work practices?
IC1. Use a communication style that best suits the situation?
IC2. Communicate in a way that shows respect?
IC3. Listen without interrupting?
Self-management skills
SP6. Produce high quality work?
AM12. Keep employee data secure but sharable with authorized permissions?
AM13. Evaluate service delivery performance?
IC4. Use a clear language when speaking to client
CFTF4. Acquire relevant knowledge and skills to meet changing requirements?
Self –development capacity
SP9. Participate as an active team player?
AM9. Identify areas of risk measurement?
SCI4. Identify the best ways to attract, motivate, and retain new and existing workforce segments?
SCI5. Identify the critical workforce segments and tailor specific programs and services?
Assessment skills
SP14. Clarify job responsibilities of employees?
TM12. Demonstrate an understanding of their role in service delivery?
SD2. Clarify stakeholder expectations?
SD3. Provide relevant and timeous feedback?
SD4. Reports on barriers to effective service delivery?
SCI2. Prioritize service delivery strategies into operational plans?
SCI3. Translate service delivery strategy into key people initiatives and programs?
Diversity management
TM1. View talent as a return on investment?
TM2. Grasp the concept of talent management in relation to service delivery?
TM6. Identify talent pools in the municipality?
CFTF2. Demonstrate a willingness to view change from a positive perspective?
Evaluation skills
AM1. Generate a systematic and integrated approach to service delivery analytics and measures?
AM6. Ensure the municipality is staffed at the right levels?
AM8. Measuring staffing trends?
SCI12. Monitor work results?

CFTF3. Manage personal reaction in the appearance of changing circumstances?
CFTF5. Maintain effective work ethos in changing conditions?
CFTF6. Assist in the development of processes and programs that could guide the municipality through transformation?

Appendix Two: List of Figures

Figure 3.7 Initial Factor Solutions

	1	2	3	4	5	6	7	8	9	10
SC1	0.751	0.26	0.031	0.267	0.141	0.054	0.027	0.065	0.118	0.027
SC2	0.579	0.488	0.076	0.099	0.108	0.084	0.101	0.177	0.053	0.005
SC3	0.6	0.272	0.046	0.301	0.02	0.15	0.209	0.037	0.026	0.138
SC4	0.691	0.324	0.114	0.256	0.036	0.066	0.012	0.133	0.086	0.006
SC5	0.541	0.409	0.139	0.202	0.065	0.105	0.119	0.155	0.341	0.033
SC6	0.661	0.313	0.155	0.082	0.059	0.082	0.046	0.153	0.088	0.228
SC7	0.512	0.231	0.282	0.072	0.121	0.373	0.08	0.123	0.311	0.013
SC8	0.558	0.12	0.02	0.178	0.106	0.089	0.159	0.306	0.082	0.063
SC9	0.531	0.387	0.228	0.082	0.144	0.039	0.309	0.062	0.004	0.096
SC10	0.575	0.223	0.101	0.129	0.182	0.222	0.231	0.147	0.116	0.241
SC11	0.598	0.048	0.311	0.093	0.021	0.128	0.018	0.412	0.119	0.03
SC12	0.554	0.116	0.243	0.237	0.23	0.069	0.031	0.187	0.173	0.305
SC13	0.564	0.145	0.05	0.13	0.085	0.089	0.256	0.237	0.225	0.215
SC14	0.548	0.27	0.065	0.024	0.268	0.208	0.029	0.165	0.003	0.198
SC15	0.45	0.405	0.029	0.1	0.418	0.028	0.05	0.125	0.111	0.138
SC16	0.492	0.267	0.272	0.261	0.155	0.17	0.291	0.131	0.023	0.113
SC17	0.522	0.216	0.211	0.293	0.077	0.041	0.133	0.132	0.303	0.224
SC18	0.475	0.132	0.218	0.299	0.105	0.173	0.303	0.17	0.314	0.052
SC19	0.537	0.207	0.248	0.269	0.067	0.368	0.001	0.179	0.114	0.157
SC20	0.655	0.063	0.331	0.134	0.104	0.043	0.05	0	0.19	0.076
GOV_RC1	0.808	0.215	0.006	0.07	0.044	0.081	0	0.072	0.084	0.127
GOV_RC2	0.663	0.102	0.21	0.172	0.06	0.109	0.139	0.024	0.121	0.214
GOV_RC3	0.578	0.067	0.242	0.27	0.301	0.08	0.182	0.111	0.076	0.109
GOV_RC4	0.546	0.18	0.318	0.056	0.047	0.25	0.243	0.105	0.255	0.117
GOV_RC5	0.522	0.265	0.27	0.237	0.164	0.262	0.128	0.105	0.04	0.042
GOV_RC6	0.652	0.235	0.105	0.08	0.07	0.106	0.002	0.15	0.087	0.146
GOV_RC7	0.619	0.285	0.253	0.133	0.123	0.24	0.03	0.232	0.037	0.098
LPC1	0.713	0.196	0.021	0.072	0.169	0.026	0.037	0.174	0.011	0.266
LPC2	0.508	0.16	0.194	0.329	0.369	0.288	0.041	0.182	0.066	0.191
LPC3	0.462	0.217	0.257	0.221	0.434	0.068	0.14	0.014	0.121	0.044
LPC4	0.582	0.199	0.072	0.008	0.116	0.137	0.298	0.01	0.215	0.185
LPC5	0.614	0.216	0.117	0.187	0.094	0.035	0.206	0.125	0.102	0.027
LPC6	0.574	0.113	0.239	0.12	0.135	0.288	0.225	0.12	0.011	0.23
LPC7	0.619	0.047	0.289	0.173	0.066	0.163	0.095	0.059	0.068	0.123
LPC8	0.613	0.154	0.116	0.023	0.02	0.019	0.105	0.143	0.071	0.284
LPC9	0.611	0.173	0.327	0.039	0.059	0.199	0.075	0.014	0.14	0.018
LPC10	0.677	0.243	0.092	0.164	0.128	0.118	0.003	0.176	0.016	0.095
LPC11	0.727	0.135	0.115	0.273	0.018	0.086	0.127	0.188	0.11	0.069
LPC12	0.649	0.164	0.01	0.237	0.058	0.021	0.195	0.037	0.034	0.033
LPC13	0.679	0.202	0.087	0.165	0.018	0.021	0.003	0.189	0.093	0.058
OC1	0.782	0.138	0.006	0.23	0.039	0.198	0.002	0.031	0.03	0.099
OC2	0.636	0.191	0.236	0.048	0.08	0.236	0.063	0.101	0.02	0.154
OC3	0.636	0.309	0.255	0.067	0.109	0.098	0.017	0.17	0.138	0.06
OC4	0.794	0.121	0.003	0.086	0.126	0.096	0.012	0.192	0.051	0.201
OC5	0.543	0.121	0.177	0.173	0.284	0.054	0.043	0.302	0.18	0.131
OC6	0.612	0.045	0.143	0.065	0.184	0.272	0.075	0.251	0.011	0.073
OC7	0.582	0.05	0.07	0.003	0.011	0.077	0.476	0.027	0.282	0.173
OC8	0.473	0.028	0.195	0.199	0.409	0.037	0.239	0.098	0.25	0.049
OC9	0.514	0.214	0.191	0.208	0.181	0.321	0.02	0.084	0.291	0.206

Figure 3.8 Equamax Rotated Solution

	1	2	3	4	5	6	7	8	9	10
SC1	0.534	0.397	0.16	0.213	0.174	0.088	0.227	0.047	0.3	0.223
SC2	0.641	0.127	0.035	0.169	0.052	0.094	0.087	0.22	0.289	0.214
SC3	0.537	0.338	0.215	0.01	0.195	0.021	0.214	0.117	0.001	0.26
SC4	0.567	0.299	0.139	0.216	0.242	0.038	0.212	0.177	0.267	0.087
SC5	0.593	0.038	0.125	0.287	0.362	0.019	0.101	0.142	0.101	0.262
SC6	0.343	0.177	0.049	0.22	0.185	0.022	0.42	0.1	0.268	0.41
SC7	0.262	0.062	0.114	0.081	0.038	0.187	0.093	0.15	0.047	0.715
SC8	0.052	0	0.032	0.249	0.334	0.12	0.169	0.158	0.214	0.465
SC9	0.492	0.109	0.023	0.108	0.276	0.079	0.382	0.268	0.027	0.231
SC10	0.266	0.118	0.071	0.193	0.398	0.063	0.515	0.157	0.235	0.033
SC11	0.162	0.163	0.123	0.319	0.634	0.097	0.168	0.104	0.177	0.129
SC12	0.09	0.063	0.154	0.027	0.659	0.099	0.063	0.266	0.296	0.101
SC13	0.058	0.265	0.08	0.033	0.43	0.141	0.041	0.171	0.374	0.368
SC14	0.502	0.063	0.015	0.275	0.044	0.274	0.219	0.081	0.306	0.058
SC15	0.569	0.003	0.071	0.021	0.013	0.356	0.109	0.048	0.281	0.233
SC16	0.442	0.167	0.322	0.052	0.304	0.272	0.116	0.141	0.295	0.083
SC17	0.145	0.04	0.107	0.15	0.19	0.001	0.249	0.174	0.67	0.033
SC18	0.063	0.105	0.181	0.063	0.095	0.068	0.007	0.084	0.739	0.159
SC19	0.175	0.059	0.393	0.021	0.357	0.101	0.045	0.056	0.288	0.51
SC20	0.348	0.136	0.408	0.425	0.231	0.063	0.049	0.034	0.181	0.193
GOV_RC1	0.161	0.456	0.3	0.257	0.267	0.349	0.206	0.262	0.203	0.066
GOV_RC2	0.025	0.187	0.008	0.313	0.071	0.372	0.366	0.213	0.354	0.195
GOV_RC3	0.072	0.04	0.133	0.045	0.108	0.105	0.493	0.483	0.224	0.231
GOV_RC4	0.091	0.011	0.695	0.217	0.12	0.028	0.199	0.148	0.044	0.173
GOV_RC5	0.052	0.123	0.618	0.029	0.132	0.257	0.093	0.05	0.296	0.124
GOV_RC6	0.06	0.441	0.399	0.15	0.207	0.133	0.123	0.26	0.192	0.071
GOV_RC7	0.071	0.395	0.578	0.287	0.003	0.082	0.126	0.045	0.273	0.083
LPC1	0.079	0.256	0.26	0.457	0.151	0.293	0.354	0.049	0.182	0.257
LPC2	0.046	0.04	0.003	0.153	0.219	0.776	0.024	0.119	0.129	0.129
LPC3	0.082	0.083	0.196	0.072	0.054	0.699	0.158	0.055	0.033	0.165
LPC4	0.11	0.231	0.23	0.136	0.127	0.347	0.533	0.033	0.143	0.079
LPC5	0.015	0.092	0.312	0.136	0.178	0.442	0.333	0.163	0.03	0.249
LPC6	0.044	0.132	0.253	0.045	0.069	0.137	0.56	0.182	0.07	0.415
LPC7	0.174	0.404	0.139	0.115	0.011	0.112	0.442	0.21	0.071	0.28
LPC8	0.133	0.38	0.246	0.019	0.203	0.327	0.139	0.358	0.102	0.059
LPC9	0.003	0.472	0.096	0.077	0.017	0.289	0.282	0.174	0.174	0.345
LPC10	0.043	0.382	0.219	0.349	0.437	0.182	0.206	0.179	0.019	0.079
LPC11	0.112	0.57	0.099	0.283	0.293	0.171	0.231	0.094	0.1	0.31
LPC12	0.15	0.486	0.174	0.372	0.146	0.177	0.089	0.134	0.167	0.127
LPC13	0.185	0.39	0.402	0.307	0.119	0.157	0.121	0.275	0.093	0.071
OC1	0.227	0.398	0.167	0.453	0.265	0.215	0.352	0.193	0.107	0.047
OC2	0.108	0.362	0.002	0.269	0.235	0.478	0.161	0.248	0.017	0.115
OC3	0.013	0.223	0.38	0.422	0.437	0.18	0.123	0.164	0.01	0.068
OC4	0.195	0.482	0.363	0.13	0.231	0.159	0.171	0.41	0.198	0.155
OC5	0.226	0.077	0.11	0.084	0.06	0.105	0.098	0.67	0.145	0.165
OC6	0.176	0.235	0.043	0.228	0.13	0.231	0.184	0.544	0.202	0.049
OC7	0.103	0.123	0.093	0.655	0.036	0.131	0.069	0.247	0.252	0.28
OC8	0.052	0.063	0.038	0.232	0.09	0.022	0.058	0.643	0.094	0.327
OC9	0.007	0.161	0.298	0.517	0.182	0.198	0.201	0.39	0.074	0.089

Figure 3.9 Factor Solution

	1	2	3	4	5	6	7	8	9	10
SC1_1	0.581	0.047	0.272	0.214	0.216	0.171	0.278	0.071	0.129	0.114
SC2_1	0.575	0.257	0	0.031	0.039	0.1	0.106	0.336	0.117	0.052
SC3_1	0.519	0.277	0.033	0.12	0.422	0.163	0.004	0.166	0.067	0.022
SC4_1	0.476	0.017	0.262	0.061	0.013	0.566	0.189	0.065	0.252	0.089
SC5_1	0.614	0.28	0.059	0.173	0.27	0.012	0.214	0.165	0.258	0.113
SC6_1	0.57	0.223	0.299	0.125	0.074	0.086	0.252	0.128	0.129	0.154
SC7_1	0.522	0.154	0.321	0.056	0.06	0.145	0.022	0.001	0.123	0.383
SC8_1	0.591	0.17	0.022	0.258	0.162	0.237	0.259	0.101	0.261	0.113
SC9_1	0.625	0.096	0.271	0.04	0.247	0.101	0.122	0.068	0.083	0.204
SC10_1	0.567	0.142	0.274	0.001	0.131	0.216	0.225	0.127	0.026	0.265
SC11_1	0.615	0.293	0.135	0.049	0.093	0.039	0.138	0.258	0.079	0.241
SC12_1	0.552	0.357	0.367	0.161	0.019	0.003	0.212	0.022	0.207	0.042
SC13_1	0.474	0.284	0.122	0.173	0.183	0.105	0.071	0.096	0.044	0.297
SC14_1	0.532	0.139	0.057	0.143	0.319	0.075	0.299	0.189	0	0.03
SC15_1	0.522	0.233	0.024	0.018	0.35	0.081	0.464	0.054	0.093	0.129
SC16_1	0.62	0.31	0.035	0.058	0.136	0.134	0.177	0.149	0.111	0.098
SC17_1	0.572	0.32	0.021	0.01	0.058	0.103	0.068	0.406	0.218	0
SC18_1	0.553	0.388	0.097	0.063	0.192	0.069	0.081	0.286	0.089	0.121
SC19_1	0.574	0.375	0.092	0.083	0.02	0.085	0.212	0.175	0.151	0.209
SC20_1	0.583	0.152	0.07	0.466	0.041	0.14	0.236	0.181	0.043	0.083
GOV_RC1_	0.659	0.143	0.156	0.095	0.19	0.196	0.103	0.003	0.129	0.08
GOV_RC2_	0.643	0.136	0.077	0.076	0.261	0.199	0.082	0.096	0.094	0.05
GOV_RC3_	0.686	0.038	0.147	0.303	0.078	0.039	0.021	0.01	0.025	0.063
GOV_RC4_	0.596	0.247	0.425	0.053	0.018	0.103	0.004	0.146	0.102	0.065
GOV_RC5_	0.645	0.109	0.055	0.157	0.216	0.352	0.035	0.092	0.074	0.039
GOV_RC6_	0.627	0.045	0.122	0.008	0.186	0.122	0.024	0.264	0.163	0.217
GOV_RC7_	0.626	0.144	0.062	0.141	0.251	0.053	0.195	0.027	0.205	0.105
LPC1_1	0.609	0.358	0.294	0.272	0.054	0.033	0	0.049	0.031	0.144
LPC2_1	0.658	0.259	0.012	0.252	0.029	0.082	0.145	0.052	0.048	0.016
LPC3_1	0.622	0.114	0.018	0.296	0.206	0.024	0.198	0.098	0.266	0.162
LPC4_1	0.639	0.171	0.1	0.211	0.181	0.195	0.076	0.014	0.02	0.292
LPC5_1	0.714	0.096	0.141	0.061	0.058	0.171	0.05	0.242	0.223	0.042
LPC6_1	0.637	0.335	0.18	0.081	0.006	0.028	0.089	0.323	0.131	0.206
LPC7_1	0.707	0.084	0.255	0.134	0.081	0.09	0.084	0.061	0.04	0.128
LPC8_1	0.711	0.059	0.299	0.07	0.156	0.115	0.139	0.056	0.065	0.082
LPC9_1	0.662	0.205	0.188	0.196	0.076	0.119	0.096	0.04	0.239	0.025
LPC10_1	0.673	0.169	0.089	0.065	0.098	0.343	0.009	0.014	0.139	0.037
LPC11_1	0.659	0.252	0.219	0.086	0.141	0.191	0.026	0.172	0.273	0.016
LPC12_1	0.693	0.268	0.098	0.082	0.051	0.123	0.092	0.189	0.242	0.178
LPC13_1	0.65	0.152	0.338	0.3	0.077	0.232	0.04	0.032	0.001	0.055
OC1_1	0.575	0.244	0.136	0.298	0.114	0.045	0.013	0.194	0.203	0.326
OC2_1	0.675	0.219	0.056	0.147	0.132	0.046	0.086	0.084	0.171	0.036
OC3_1	0.647	0.136	0.181	0.33	0.254	0.063	0.068	0.102	0.021	0.026
OC4_1	0.653	0.127	0.225	0.131	0.018	0.019	0.146	0.245	0.018	0.028
OC5_1	0.736	0.07	0.085	0.062	0.274	0.217	0.131	0.17	0.083	0.063
OC6_1	0.736	0.012	0.01	0.036	0.013	0.12	0.23	0.059	0.228	0.066
OC7_1	0.679	0.069	0.248	0.191	0.053	0.234	0.136	0.038	0.174	0.055
OC8_1	0.646	0.035	0.008	0.259	0.21	0.063	0.261	0.108	0.131	0.104
OC9_1	0.636	0.149	0.254	0.343	0.124	0.052	0.103	0.066	0.151	0.235

Figure 3.10 Equamax Rotated Solution

	1	2	3	4	5	6	7	8	9	10
SC1_1	0.075	0.2	0.015	0.073	0.575	0.274	0.181	0.142	0.344	0.141
SC2_1	0.069	0.032	0.199	0.215	0.325	0.134	0.508	0.265	0.003	0.076
SC3_1	0.027	0.179	0.042	0.585	0.233	0.004	0.163	0.012	0.249	0.283
SC4_1	0.1	0.183	0.057	0.088	0.095	0.044	0.066	0.199	0.157	0.773
SC5_1	0.035	0.097	0.219	0.552	0.229	0.207	0.128	0.317	0.068	0.366
SC6_1	0.044	0.065	0.312	0.168	0.144	0.135	0.455	0.003	0.146	0.463
SC7_1	0.039	0.386	0.337	0.103	0.094	0.163	0.376	0.311	0.202	0.009
SC8_1	0.169	0.231	0.031	0.057	0.142	0.335	0.628	0.135	0.223	0.07
SC9_1	0.242	0.112	0.138	0.377	0.558	0.036	0.188	0.094	0.144	0.067
SC10_1	0.116	0.098	0.098	0.213	0.668	0.003	0.187	0.09	0.184	0.132
SC11_1	0.151	0.137	0.071	0.169	0.284	0.35	0.51	0.221	0.143	0.194
SC12_1	0.029	0.295	0.109	0.138	0.057	0.062	0.666	0.125	0.242	0.199
SC13_1	0.185	0.134	0.1	0.073	0.042	0.143	0.366	0.12	0.339	0.38
SC14_1	0.196	0.037	0.16	0.001	0.074	0.138	0.182	0.58	0.104	0.298
SC15_1	0.066	0.058	0.093	0.096	0.037	0.123	0.067	0.757	0.261	0.109
SC16_1	0.005	0.155	0.142	0.495	0.133	0.094	0.163	0.338	0.362	0.091
SC17_1	0.014	0.097	0.116	0.256	0.114	0.053	0.123	0.111	0.659	0.307
SC18_1	0.169	0.005	0.12	0.173	0.159	0.01	0.312	0.243	0.606	0.008
SC19_1	0.086	0.166	0.032	0.295	0.223	0.127	0.387	0.506	0.1	0.174
SC20_1	0.032	0.339	0.272	0.228	0.234	0.3	0.215	0.446	0.084	0.256
GOV_RC1_	0.381	0.217	0.134	0.112	0.13	0.431	0.165	0.327	0.191	0.03
GOV_RC2_	0.151	0.274	0.286	0.001	0.07	0.432	0.171	0.373	0.159	0.117
GOV_RC3_	0.315	0.081	0.462	0.274	0.086	0.155	0.211	0.155	0.132	0.296
GOV_RC4_	0.293	0.383	0.357	0.008	0.002	0.132	0.275	0.131	0.097	0.407
GOV_RC5_	0.165	0.212	0.523	0.407	0.087	0.274	0.128	0.067	0.168	0.009
GOV_RC6_	0.221	0.102	0.185	0.136	0.055	0.464	0.045	0.134	0.475	0.163
GOV_RC7_	0.109	0.261	0.188	0.068	0.242	0.493	0.133	0.112	0.331	0.18
LPC1_1	0.227	0.696	0.23	0.081	0.095	0.153	0.096	0.102	0.046	0.195
LPC2_1	0.382	0.141	0.395	0.184	0.192	0.22	0.036	0.228	0.027	0.321
LPC3_1	0.519	0.15	0.383	0.395	0.121	0.071	0.076	0.215	0.06	0.085
LPC4_1	0.263	0.294	0.058	0.398	0.062	0.543	0.139	0.085	0.064	0.087
LPC5_1	0.063	0.199	0.276	0.279	0.342	0.503	0.112	0.298	0.035	0.133
LPC6_1	0.231	0.23	0.378	0.092	0.479	0.317	0.066	0.338	0.119	0.091
LPC7_1	0.341	0.026	0.205	0.263	0.409	0.359	0.109	0.087	0.156	0.255
LPC8_1	0.384	0.069	0.133	0.311	0.477	0.301	0.169	0.032	0.145	0.196
LPC9_1	0.571	0.09	0.246	0.058	0.372	0.182	0.158	0.118	0.119	0.14
LPC10_1	0.501	0.212	0.114	0.034	0.363	0.101	0.089	0.175	0.17	0.35
LPC11_1	0.669	0.179	0.105	0.041	0.284	0.184	0.056	0.11	0.265	0.153
LPC12_1	0.571	0.39	0.09	0.139	0.004	0.253	0.141	0.121	0.183	0.288
LPC13_1	0.16	0.588	0.076	0.121	0.118	0.169	0.253	0.083	0.052	0.456
OC1_1	0.101	0.538	0.149	0.057	0.334	0.227	0.156	0.231	0.361	0.036
OC2_1	0.103	0.409	0.265	0.223	0.259	0.393	0.116	0.07	0.062	0.228
OC3_1	0.136	0.601	0.131	0.347	0.121	0.219	0.217	0.004	0.132	0.142
OC4_1	0.274	0.175	0.04	0.373	0.194	0.216	0.074	0.263	0.42	0.111
OC5_1	0.311	0.161	0.252	0.598	0.095	0.24	0.18	0.175	0.246	0.051
OC6_1	0.438	0.197	0.192	0.353	0.03	0.212	0.248	0.359	0.172	0.11
OC7_1	0.067	0.193	0.582	0.21	0.069	0.31	0.259	0.085	0.155	0.226
OC8_1	0.163	0.047	0.482	0.007	0.275	0.174	0.207	0.108	0.439	0.166
OC9_1	0.177	0.207	0.677	0.001	0.158	0.04	0.09	0.17	0.253	0.241

Figure 4.6.6 Initial Factor Solution (1)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
SP1	0.798	0.054	0.043	0.02	0.128	0.029	0.141	0.076	0.013	0.1	0.092	0.022	0.082	0.115	0.198	0.049
SP2	0.697	0.078	0.241	0.146	0.041	0.188	0.007	0.127	0.076	0.063	0.073	0.112	0.036	0.016	0.201	0.021
SP3	0.669	0.108	0.412	0.017	0.072	0.043	0.1	0.068	0.05	0.034	0.112	0.082	0.039	0.143	0.052	0.016
SP4	0.605	0.055	0.315	0.175	0.037	0.033	0.342	0.018	0.108	0.018	0.166	0.199	0.024	0.13	0.042	0.047
SP5	0.522	0.322	0.012	0.092	0.202	0.215	0.274	0.103	0.187	0.095	0.108	0.059	0.024	0.202	0.004	0.202
SP6	0.469	0.123	0.475	0.032	0.22	0.041	0.301	0.075	0.174	0.067	0.148	0.154	0.003	0.202	0.257	0.01
SP7	0.584	0.119	0.457	0.019	0.145	0.055	0.067	0.126	0.046	0.09	0.154	0.04	0.109	0.108	0.032	0.102
SP8	0.662	0.062	0.092	0.287	0.155	0.164	0.068	0.092	0.242	0.115	0.067	0.267	0.048	0.077	0.023	0.058
SP9	0.621	0.026	0.165	0.304	0.008	0.066	0.175	0.203	0.118	0.135	0.013	0.164	0.113	0.131	0.051	0.061
SP10	0.61	0.078	0.223	0.04	0.113	0.225	0.235	0.165	0.053	0.234	0.037	0.121	0.117	0.078	0.01	0.015
SP11	0.638	0.248	0.065	0.045	0.016	0.347	0.125	0.188	0.011	0.138	0.066	0.019	0.081	0.017	0.26	0.05
SP12	0.616	0.069	0.133	0.202	0.329	0.079	0.153	0.076	0.077	0.047	0.042	0.119	0.14	0.182	0.255	0.015
SP13	0.588	0.086	0.071	0.01	0.41	0.265	0.152	0.008	0.076	0.165	0.104	0.06	0.044	0.154	0.074	0.157
SP14	0.629	0.173	0.136	0.139	0.084	0.16	0.135	0.009	0.099	0.234	0.089	0.101	0.269	0.085	0.084	0.035
SP15	0.633	0.056	0.001	0.3	0.139	0.012	0.069	0.129	0.103	0.184	0.058	0.016	0.117	0.174	0.084	0.009
TM1	0.799	0.074	0.156	0.072	0.024	0.053	0.118	0.036	0.023	0.105	0.121	0.064	0.082	0.099	0.119	0.008
TM2	0.692	0.024	0.135	0.1	0.041	0.103	0.153	0.016	0.156	0.135	0.165	0.089	0.103	0.023	0.09	0.023
TM3	0.506	0.125	0.276	0.366	0.065	0.207	0.096	0.157	0.011	0.137	0.035	0.2	0.031	0.069	0.012	0.124
TM4	0.575	0.266	0.202	0.008	0.181	0.263	0.069	0.029	0.006	0.119	0.063	0.048	0.172	0.205	0.099	0.002
TM5	0.509	0.521	0.035	0.139	0.064	0.262	0.089	0.012	0.024	0.267	0.017	0.056	0.155	0.081	0.048	0.009
TM6	0.683	0.269	0.076	0.049	0.119	0.093	0.062	0.151	0.038	0.03	0.106	0.103	0.021	0.14	0.055	0.112
TM7	0.741	0.108	0.062	0.01	0.168	0.132	0.098	0.071	0.153	0.123	0.116	0.013	0.222	0.034	0.183	0.036
TM8	0.715	0.138	0.11	0.04	0.007	0.239	0.297	0.027	0.092	0.066	0.056	0.074	0.042	0.102	0.043	0.025
TM9	0.8	0.011	0.034	0.025	0.019	0.029	0.151	0.007	0.011	0.073	0.02	0.061	0.024	0.076	0.115	0.14
TM10	0.609	0.178	0.034	0.231	0.11	0.271	0.092	0.055	0.047	0.142	0.159	0.006	0.132	0.032	0.046	0.016
TM11	0.629	0.122	0.263	0.13	0.049	0.034	0.041	0.108	0.013	0.094	0.093	0.011	0.237	0.031	0.067	0.036
TM12	0.661	0.14	0.059	0	0.023	0.071	0.05	0.073	0.013	0.007	0.089	0.012	0.184	0.141	0.043	0.039
TM13	0.276	0.048	0.038	0.146	0.059	0.11	0.053	0.321	0.286	0.022	0.233	0.412	0.218	0.216	0.173	0.077
TM14	0.578	0.214	0.012	0.098	0.212	0.11	0.096	0.245	0.116	0.031	0.006	0.025	0.111	0.288	0.012	0.169
TM15	0.587	0.169	0.138	0.118	0.132	0.031	0.251	0.098	0.028	0.273	0.057	0.099	0.047	0.065	0.115	0.409
AM1	0.704	0.001	0.178	0.091	0.128	0.18	0.031	0.11	0.18	0.159	0.021	0.123	0.042	0.038	0.147	0.168
AM2	0.655	0.279	0.212	0.103	0.057	0.026	0.042	0.252	0.197	0.049	0.1	0.184	0.096	0.118	0.093	0.05
AM3	0.549	0.163	0.136	0.064	0.2	0.048	0.101	0.034	0.18	0.31	0.204	0.158	0.11	0.165	0.033	0.098
AM4	0.604	0.212	0.056	0.181	0.085	0.116	0.048	0.187	0.145	0.15	0.014	0.016	0.086	0.09	0.019	0.36
AM5	0.527	0.146	0.029	0.144	0.039	0.056	0.201	0.295	0.217	0.022	0.135	0.024	0.149	0.173	0.338	0.021
AM6	0.533	0.452	0.06	0.083	0.203	0.095	0.09	0.278	0.105	0.109	0.057	0.04	0.086	0.023	0.048	0.017
AM7	0.589	0.101	0.174	0.023	0.23	0.098	0.035	0.137	0.039	0.263	0.135	0.014	0.014	0.317	0.16	0.087
AM8	0.555	0.239	0.117	0.084	0.059	0.023	0.179	0.195	0.011	0.292	0.064	0.224	0.217	0.089	0.102	0.05
AM9	0.541	0.101	0.133	0.182	0.062	0.175	0.261	0.041	0.011	0.082	0.182	0.257	0.067	0.019	0.17	0.274
AM10	0.696	0.025	0.086	0.099	0.012	0.1	0.086	0.1	0.005	0.027	0.129	0.203	0.024	0.123	0.185	0.046
AM11	0.68	0.002	0.076	0.216	0.054	0.01	0.116	0.129	0.073	0.062	0.123	0.009	0.133	0.219	0.067	0.218
AM12	0.634	0.235	0.001	0.287	0.176	0.004	0.048	0.19	0.087	0.287	0.01	0.088	0.095	0.047	0.003	0.013
AM13	0.547	0.153	0.161	0.129	0.426	0.027	0.036	0.109	0.198	0.074	0.172	0.034	0.111	0.139	0.095	0.053
SD1	0.791	0.281	0.076	0.116	0.032	0.14	0.01	0.094	0.1	0.04	0.003	0.096	0.037	0.099	0.031	0.038
SD2	0.563	0.069	0.058	0.052	0.109	0.012	0.03	0.269	0.332	0.218	0.15	0.257	0.048	0.108	0.103	0.112
SD3	0.518	0.018	0.055	0.29	0.001	0.314	0.054	0.041	0.037	0.055	0.195	0.136	0.109	0.144	0.291	0.005
SD4	0.627	0.227	0.213	0.25	0.066	0.078	0.163	0.062	0.15	0.001	0.036	0.01	0.173	0.106	0.057	0.086
SD5	0.613	0.222	0.128	0.21	0.11	0.196	0.172	0.187	0.177	0.08	0.184	0.155	0.023	0.108	0.088	0.123
SD6	0.606	0.098	0.177	0.358	0.038	0.191	0.139	0.071	0.109	0.168	0.183	0.003	0.025	0.006	0.032	0.177
SCI1	0.786	0.018	0.072	0.043	0.099	0.13	0.032	0.034	0.128	0.047	0.097	0.02	0.025	0.087	0.112	0.024
SCI2	0.615	0.171	0.072	0.118	0.162	0.238	0.144	0.022	0.243	0.058	0.016	0.026	0.167	0.21	0.143	0.012
SCI3	0.581	0.074	0.034	0.017	0.348	0.274	0	0.287	0.012	0.132	0.184	0.01	0.041	0.113	0.082	0.043
SCI4	0.523	0.188	0.109	0.061	0.143	0.173	0.011	0.034	0.171	0.126	0.389	0.106	0.081	0.117	0.131	0.099
SCI5	0.549	0.029	0.074	0.257	0.303	0.226	0.014	0.256	0.035	0.178	0.147	0.159	0.051	0.07	0.091	0.091
SCI6	0.6	0.262	0.066	0.145	0.213	0.037	0.089	0.162	0.28	0.076	0.016	0.014	0.231	0.014	0.037	0.1
SCI7	0.61	0.069	0.128	0.088	0.243	0.033	0.076	0.165	0.278	0.084	0.067	0.114	0.18	0.02	0.168	0.14
SCI8	0.655	0.222	0.053	0.017	0.059	0.021	0.014	0.023	0.148	0.034	0.121	0.094	0.136	0.074	0.083	0.162
SCI9	0.665	0.196	0.062	0.19	0.05	0.133	0.048	0.063	0.039	0.081	0.055	0.222	0.164	0.175	0.014	0.145
SCI10	0.827	0.011	0.161	0.097	0.044	0.009	0.092	0	0.047	0.027	0.091	0.007	0.013	0.097	0.073	0.222
SCI11	0.67	0.185	0.258	0.1	0.026	0.061	0.132	0.054	0.149	0.07	0.066	0.025	0.132	0.053	0.15	0.009
SCI12	0.565	0.227	0.008	0.102	0.251	0.051	0.099	0.141	0.099	0.08	0.287	0.047	0.106	0.166	0.2	0.145
ICS1	0.727	0.189	0.144	0.066	0.041	0.059	0.019	0.065	0.166	0.065	0.015	0.047	0.167	0.039	0.02	0.08
ICS2	0.663	0.127	0.084	0.249	0.234	0.05	0.15	0.187	0.145	0.013	0.026	0.139	0.027	0.071	0.029	0.013
ICS3	0.583	0.063	0.227	0.061	0.039	0.017	0.337	0.096	0.194	0.066	0.02	0.141	0.241	0.21	0.14	0.066
ICS4	0.66	0.214	0.077	0.167	0.254	0.161	0.096	0.218	0.018	0.064	0.092	0.048	0.026	0.067	0.032	0.242
ICS5	0.562	0.181	0.111	0.256	0.025	0.17	0.028	0.016	0.23	0.36	0.03	0.214	0.145	0.132	0.016	0.027
ICS6	0.621	0.098	0.144	0.14	0.037	0.075	0.155	0.07	0.018	0.014	0.229	0.277	0.159	0.087	0.028	0.057
CFTF1	0.762	0.152	0.103	0.019	0.147	0.149	0.025	0.069	0.135	0.158	0.082	0.095	0.073	0.001	0.039	0.069
CFTF2	0.552	0.18	0.198	0.074	0.028	0.148	0.236	0.191	0.016	0.018	0.171	0.063	0.144	0.056	0.133	0.074
CFTF3	0.611	0.142	0.161	0.027	0.022	0.097	0.243	0.146	0.231	0.121	0.286	0.215	0.121	0.087	0.054	0.003
CFTF4	0.549	0.337	0.251	0.038	0.036	0.154	0.13	0.023	0.27	0.004	0.313	0.021	0.103	0.196	0.049	0.082
CFTF5	0.58	0.125	0.045	0.161	0.161	0.28	0.207	0.136	0.036	0.115	0.182	0.017	0.157	0.003	0.063	0.288
CFTF6	0.544	0.307	0.133	0.076	0.098	0.096	0.005	0.224	0.193	0.14	0.143	0.131	0.361	0.086	0.033	0.063
MT1	0.807	0.206	0.152	0.058	0	0.044	0.074	0.018	0.014	0.083	0.093	0.164	0.008	0.049	0.056	0.006
MT2	0.62	0.141	0.219	0.265	0.105	0.118	0.258	0.182	0.021	0.193	0.031	0.105	0.118	0.031	0.157	0.133
MT3	0.633	0.057	0.058	0.127	0.014	0.086	0.107	0.139	0.157	0.011	0.062	0.151	0.133	0.123	0.288	0.032

Figure 4.6.7 Equamax Rotated Solution (1)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
SP1	0.294	0.131	0.217	0.138	0.192	0.1	0.255	0.095	0.274	0.128	0.412	0.049	0.27	0.223	0.195	0.227
SP2	0.009	0.354	0.08	0.021	0.333	0.094	0.315	0.195	0.158	0.163	0.133	0.256	0.105	0.361	0.087	0.147
SP3	0.095	0.061	0.157	0.051	0.52	0.07	0.213	0.192	0.205	0.182	0.123	0.064	0.161	0.401	0.128	0.064
SP4	0.054	0.01	0.351	0.104	0.649	0.156	0.137	0.119	0.164	0.137	0.098	0.057	0.054	0.173	0.085	0.078
SP5	0.016	0.05	0.104	0.096	0.043	0.196	0.277	0.076	0.17	0.228	0.585	0.006	0.06	0.338	0.104	0.044
SP6	0.09	0.007	0.06	0.059	0.093	0.112	0.031	0.007	0.09	0.027	0.134	0.076	0.076	0.832	0.141	0.089
SP7	0.156	0.029	0.221	0.137	0.236	0.036	0.065	0.302	0.258	0.024	0.089	0.155	0.272	0.487	0.122	0.099
SP8	0.078	0.139	0.615	0.189	0.294	0.189	0.003	0.04	0.134	0.043	0.147	0.097	0.124	0.265	0.235	0.05
SP9	0.112	0.126	0.479	0.078	0.166	0.121	0.332	0.056	0.057	0.122	0.001	0.114	0.018	0.385	0.27	0.07
SP10	0.01	0.206	0.259	0.225	0.041	0.061	0.52	0.197	0.134	0.047	0.017	0.19	0.022	0.341	0.086	0.114
SP11	0.011	0.021	0.184	0.047	0.045	0.226	0.464	0.095	0.351	0.046	0.302	0.113	0.031	0.152	0.262	0.334
SP12	0.219	0.043	0.309	0.182	0.026	0.074	0.156	0.061	0.59	0.151	0.123	0.04	0.132	0.296	0.081	0.124
SP13	0.016	0.181	0.124	0.019	0.176	0.188	0.078	0.047	0.664	0.003	0.176	0.229	0.155	0.15	0.163	0.042
SP14	0.021	0.068	0.213	0.133	0.183	0.121	0.173	0.105	0.124	0.158	0.233	0.556	0.204	0.035	0.191	0.214
SP15	0.155	0.106	0.522	0.122	0.067	0.016	0.1	0.076	0.249	0.17	0.052	0.264	0.085	0.169	0.097	0.285
TM1	0.132	0.186	0.325	0.245	0.21	0.148	0.219	0.134	0.276	0.227	0.263	0.286	0.194	0.061	0.183	0.221
TM2	0.17	0.247	0.129	0.327	0.432	0.061	0.262	0.065	0.206	0.16	0.123	0.094	0.197	0.095	0.063	0.138
TM3	0.092	0.144	0.15	0.232	0.339	0.02	0.001	0.135	0.088	0.181	0.002	0.028	0.493	0.288	0.021	0.196
TM4	0.111	0.113	0.178	0.613	0.203	0.148	0.118	0.251	0.131	0.022	0.022	0.031	0.032	0.162	0.091	0.156
TM5	0.014	0.123	0.069	0.748	0.087	0.207	0.075	0.057	0.058	0.079	0.168	0.098	0.114	0.071	0.098	0.165
TM6	0.093	0.195	0.056	0.294	0.03	0.236	0.258	0.152	0.161	0.168	0.275	0.276	0.066	0.124	0.157	0.352
TM7	0.153	0.153	0.375	0.175	0.257	0.142	0.13	0.269	0.012	0.18	0.178	0.136	0.294	0.02	0.125	0.429
TM8	0.534	0.236	0.194	0.119	0.001	0.065	0.14	0.149	0.042	0.14	0.21	0.099	0.263	0.224	0.239	0.185
TM9	0.292	0.283	0.179	0.138	0.133	0.211	0.213	0.211	0.077	0.203	0.346	0.195	0.126	0.278	0.183	0.123
TM10	0.2	0.273	0.044	0.267	0.208	0.011	0.032	0.055	0.126	0.094	0.41	0.027	0.178	0.218	0.217	0.259
TM11	0.016	0.155	0.136	0.194	0.192	0.097	0.213	0.223	0.132	0.122	0.18	0.219	0.25	0.307	0.09	0.306
TM12	0.183	0.162	0.105	0.377	0.14	0.107	0.172	0.192	0.23	0.25	0.169	0.102	0.012	0.196	0.155	0.106
TM13	0.212	0.162	0.098	0.011	0.202	0.094	0.218	0.074	0.065	0.005	0.165	0.168	0.049	0.028	0.093	0.636
TM14	0.125	0.104	0.03	0.272	0.258	0.197	0.356	0.073	0.039	0.12	0.187	0.209	0.203	0.035	0.408	0.115
TM15	0.136	0.193	0.124	0.081	0.016	0.1	0.12	0.143	0.09	0.029	0.206	0.083	0.015	0.164	0.734	0.164
AM1	0.422	0.401	0.162	0.16	0.197	0.269	0.144	0.048	0.233	0.043	0.304	0.034	0.137	0.006	0.077	0.157
AM2	0.097	0.52	0.136	0.325	0.001	0.299	0.245	0.01	0.203	0.003	0.216	0.263	0.035	0.063	0.162	0.093
AM3	0.251	0.073	0.079	0.196	0.271	0.066	0.035	0.025	0.523	0.109	0.135	0.09	0.107	0.144	0.236	0.24
AM4	0.036	0.01	0.273	0.444	0.034	0.035	0.048	0.142	0.156	0.214	0.043	0.164	0.192	0.12	0.493	0.045
AM5	0.167	0.244	0.15	0.274	0.034	0.077	0.003	0.314	0.081	0.083	0.323	0.404	0.136	0.268	0.143	0.062
AM6	0.04	0.114	0.019	0.464	0.058	0.102	0.09	0.245	0.062	0.064	0.479	0.067	0.101	0.144	0.255	0.149
AM7	0.187	0.012	0.065	0.117	0.129	0.111	0.171	0.615	0.37	0.002	0.051	0.084	0.089	0.055	0.18	0.12
AM8	0.044	0.111	0.141	0.108	0.206	0.2	0.114	0.238	0.276	0.008	0.469	0.262	0.025	0.027	0.319	0.047
AM9	0.108	0.016	0.028	0.053	0.248	0.205	0.054	0.008	0.283	0.395	0.104	0.334	0.054	0.002	0.396	0.18
AM10	0.216	0.102	0.105	0.093	0.109	0.396	0.267	0.087	0.183	0.12	0.11	0.19	0.351	0.086	0.08	0.287
AM11	0.017	0.273	0.135	0.068	0.213	0.335	0.138	0.031	0.099	0.035	0.128	0.136	0.464	0.128	0.294	0.228
AM12	0.144	0.356	0.016	0.126	0.252	0.309	0.139	0.396	0.043	0.091	0.165	0.046	0.18	0.1	0.202	0.311
AM13	0.046	0.074	0.082	0.096	0.103	0.179	0.114	0.677	0.094	0.113	0.105	0.115	0.167	0.198	0.099	0.138
SD1	0.452	0.281	0.268	0.055	0.181	0.11	0.093	0.225	0.233	0.214	0.004	0.23	0.203	0.11	0.198	0.284
SD2	0.234	0.296	0.029	0.197	0.057	0.095	0.236	0.11	0.081	0.024	0.227	0.449	0.179	0.193	0.1	0.308
SD3	0.068	0.008	0.179	0.031	0.015	0.2	0.093	0.216	0.203	0.186	0.023	0.613	0.003	0.175	0.141	0.016
SD4	0.251	0.097	0.409	0.083	0.055	0.062	0.097	0.299	0.067	0.335	0.202	0.286	0.1	0.064	0.178	0.176
SD5	0.623	0.078	0.256	0.11	0.007	0.058	0.109	0.061	0.114	0.17	0.092	0.227	0.336	0.151	0.05	0.018
SD6	0.383	0.05	0.394	0.333	0.133	0.235	0.026	0.064	0.038	0.078	0.128	0.419	0.081	0.009	0.068	0.027
SCI1	0.227	0.202	0.116	0.13	0.193	0.199	0.418	0.158	0.195	0.169	0.233	0.168	0.18	0.055	0.269	0.214
SCI2	0.252	0.17	0.003	0.021	0.162	0.106	0.624	0.172	0.094	0.139	0.061	0.078	0.258	0.129	0.124	0.037
SCI3	0.019	0.065	0.091	0.184	0.144	0.011	0.442	0.435	0.085	0.363	0.147	0.193	0.165	0.047	0.097	0.093
SCI4	0.072	0.036	0.165	0.023	0.184	0.069	0.293	0.091	0.075	0.603	0.105	0.142	0.039	0.056	0.132	0.208
SCI5	0.031	0.139	0.014	0.168	0.046	0.169	0.181	0.035	0.404	0.267	0.209	0.228	0.455	0.128	0.138	0.018
SCI6	0.085	0.142	0.225	0.151	0.171	0.181	0.091	0.233	0.206	0.313	0.312	0.081	0.413	0.124	0.01	0.168
SCI7	0.098	0.176	0.166	0.171	0.108	0.251	0.06	0.048	0.195	0.575	0.179	0.091	0.214	0.208	0.002	0.027
SCI8	0.151	0.256	0.335	0.081	0.108	0.207	0.109	0.242	0.253	0.213	0.055	0.013	0.28	0.121	0.221	0.059
SCI9	0.023	0.437	0.156	0.114	0.151	0.116	0.238	0.304	0.314	0.247	0.012	0.1	0.269	0.036	0.157	0.052
SCI10	0.332	0.21	0.337	0.182	0.071	0.201	0.21	0.184	0.236	0.323	0.327	0.181	0.083	0.099	0.085	0.24
SCI11	0.191	0.3	0.118	0.097	0.156	0.291	0.006	0.237	0.114	0.476	0.102	0.101	0.17	0.007	0.212	0.105
SCI12	0.174	0.014	0.165	0.014	0.008	0.198	0.257	0.37	0.044	0.033	0.031	0.073	0.552	0.111	0.208	0.088
ICS1	0.354	0.229	0.214	0.046	0.168	0.027	0.142	0.126	0.148	0.179	0.141	0.325	0.338	0.038	0.232	0.175
ICS2	0.155	0.542	0.117	0.058	0.267	0.208	0.09	0.066	0.305	0.074	0.128	0.125	0.243	0.038	0.028	0.183
ICS3	0.154	0.023	0.023	0.1	0.522	0.223	0.1	0.022	0.014	0.037	0.099	0.465	0.157	0.201	0.06	0.22
ICS4	0.285	0.051	0.201	0.311	0.309	0.31	0.185	0.141	0.064	0.051	0.219	0.207	0.156	0.154	0.119	0.339
ICS5	0.657	0.021	0.004	0.007	0.249	0.156	0.094	0.15	0.195	0.098	0.013	0.095	0.018	0.229	0.243	0.084
ICS6	0.191	0.111	0.102	0.203	0.003	0.127	0.267	0.039	0.181	0.431	0.202	0.101	0.174	0.156	0.262	0.237
CFTF1	0.424	0.253	0.171	0.109	0.282	0.11	0.159	0.322	0.093	0.166	0.266	0.145	0.149	0.021	0.222	0.172
CFTF2	0.129	0.168	0.036	0.208	0.488	0.01	0.022	0.264	0.145	0.321	0.01	0.055	0.151	0.12	0.121	0.004
CFTF3	0.075	0.051	0.081	0.137	0.054	0.695	0.022	0.104	0.17	0.17	0.057	0.19	0.154	0.135	0.194	0.152
CFTF4	0.067	0.047	0.192	0.374	0.01	0.581	0.045	0.003	0.019	0.053	0.21	0.04	0.282	0.07	0.307	0.005
CFTF5	0.028	0.166	0.024	0.118	0.134	0.601	0.301	0.257	0.135	0.14	0.182	0.197	0.021	0.08	0.061	0.081
CFTF6	0.326	0.154	0.191	0.048	0.114	0.365	0.093	0.326	0.14	0.263	0.257	0.101	0.024	0.31	0.062	0.156
MT1	0.296	0.341	0.385	0.081	0.195	0.096	0.269	0.169	0.115	0.278	0.172	0.133	0.24	0.058	0.231	0.138
MT2	0.138	0.626	0.142	0.141	0.041	0.071	0.18	0.003	0.004	0.279	0.04	0.052	0.264	0.199	0.232	0.134
MT3	0.027	0.458	0.212	0.073	0.105	0.109	0.024	0.247	0.006	0.238	0.236	0.171	0.042	0.251	0.174	0.218

Figure 4.7.1 Initial Factor Solution (2)

	1	2	3	4	5	6	7	8	9	10	11	12	13
SP1_1	0.655	0.107	0.1	0.396	0.037	0.075	0.1	0.145	0.018	0.168	0.113	0.114	0.032
SP2_1	0.735	0.251	0.159	0.101	0.013	0.131	0.043	0.104	0.031	0.026	0.102	0.049	0.003
SP3_1	0.76	0.067	0.026	0.168	0.001	0.122	0.076	0.016	0.096	0.047	0.072	0.037	0.153
SP4_1	0.672	0.131	0.104	0.027	0.108	0.128	0.038	0.086	0.134	0.147	0.283	0.014	0.106
SP5_1	0.686	0.09	0.151	0.146	0.109	0.143	0.041	0.05	0.004	0.033	0.084	0.039	0.173
SP6_1	0.658	0.162	0	0.003	0.381	0.09	0.073	0.011	0.175	0.033	0.087	0.18	0.016
SP7_1	0.624	0.359	0.048	0.013	0.004	0.095	0.046	0.172	0.033	0.162	0.102	0.217	0.033
SP8_1	0.627	0.231	0.123	0.098	0.198	0.037	0.292	0.096	0.09	0.053	0.249	0.126	0.13
SP9_1	0.725	0.016	0.059	0.046	0.096	0.052	0.142	0.177	0.134	0.152	0.118	0.213	0.061
SP10_1	0.612	0.442	0.061	0.068	0.107	0.149	0.229	0.028	0.032	0.192	0.085	0.05	0.025
SP11_1	0.653	0.351	0.132	0.22	0.069	0.111	0.106	0.139	0.06	0.134	0.108	0.127	0.044
SP12_1	0.646	0.162	0.034	0.173	0.1	0.072	0.28	0.083	0.098	0.033	0.011	0.317	0.074
SP13_1	0.705	0.371	0.143	0.079	0.099	0.025	0.168	0.073	0.078	0.102	0.042	0.042	0.016
SP14_1	0.674	0.137	0.12	0.067	0.034	0.003	0.118	0.029	0.052	0.119	0.245	0.222	0.031
SP15_1	0.687	0.215	0.13	0.082	0.102	0.154	0.074	0.207	0.02	0.205	0.057	0.092	0.067
TM1_1	0.61	0.274	0.091	0.031	0.192	0.201	0.18	0.162	0.266	0.031	0.155	0.081	0.007
TM2_1	0.591	0.256	0.011	0.105	0.292	0.067	0.023	0.122	0.395	0.145	0.096	0.108	0.007
TM3_1	0.648	0.029	0.134	0.096	0.069	0.091	0.013	0.165	0.12	0.315	0.169	0.014	0.094
TM4_1	0.645	0.011	0.122	0.113	0.124	0.025	0.147	0.435	0.047	0.004	0.119	0.063	0.057
TM5_1	0.616	0.111	0.094	0.019	0.146	0.097	0.194	0.272	0.085	0.176	0.249	0.127	0.259
TM6_1	0.558	0.341	0.176	0.322	0.121	0.006	0.072	0.058	0.107	0.283	0.052	0.089	0.021
TM7_1	0.696	0.24	0.189	0.051	0.026	0.17	0.034	0.139	0.13	0.034	0.122	0.095	0.177
TM8_1	0.624	0.049	0.382	0.084	0.131	0.116	0.147	0.108	0.203	0.016	0.038	0.221	0.065
TM9_1	0.737	0.015	0.049	0.016	0.124	0.071	0.049	0.069	0.239	0.068	0.233	0.08	0.089
TM10_1	0.666	0.193	0.161	0.07	0.037	0.106	0.197	0.057	0.057	0.099	0.09	0.138	0.112
TM11_1	0.637	0.092	0.009	0.131	0.183	0.24	0.248	0.112	0.114	0.054	0.143	0.141	0.03
TM12_1	0.641	0.05	0.165	0.178	0.03	0.121	0.129	0.001	0.105	0.143	0.073	0.27	0.16
TM13_1	0.65	0.031	0.143	0.271	0.041	0.07	0.004	0.018	0.182	0.296	0.167	0.146	0.058
TM14_1	0.719	0.161	0.019	0.008	0.152	0.023	0.083	0.102	0.238	0.142	0.219	0.1	0.03
TM15_1	0.689	0.243	0.258	0.038	0.21	0.146	0.007	0.039	0.056	0.076	0.059	0.009	0.009
AM1_1	0.687	0.189	0.168	0.001	0.06	0.091	0.29	0.048	0.067	0.024	0.078	0.003	0.15
AM2_1	0.659	0.234	0.069	0.047	0.041	0.254	0.328	0.131	0.173	0.073	0.177	0.041	0.111
AM3_1	0.717	0.009	0.111	0.077	0.215	0.153	0.075	0.008	0.024	0.019	0.123	0.111	0.064
AM4_1	0.718	0.246	0.123	0.035	0.016	0.074	0.133	0.048	0.114	0.134	0.023	0.056	0.138
AM5_1	0.675	0.266	0.194	0.041	0.048	0.014	0.084	0.258	0.027	0.118	0.039	0.044	0.025
AM6_1	0.612	0.033	0.132	0.197	0.174	0.274	0.186	0.146	0.166	0.042	0.164	0.062	0.095
AM7_1	0.691	0.09	0.105	0.22	0.133	0.112	0.04	0.153	0.027	0.076	0.195	0.033	0.125
AM8_1	0.751	0.022	0.039	0.085	0.08	0.068	0.116	0.169	0.017	0.192	0.003	0.03	0.127
AM9_1	0.664	0	0.055	0.057	0.016	0.064	0.126	0.325	0.064	0.027	0.102	0.092	0.304
AM10_1	0.708	0.051	0.205	0.181	0.253	0.003	0.027	0.227	0.045	0.018	0.049	0.097	0.198
AM11_1	0.735	0.047	0.056	0.18	0.263	0.059	0.106	0.012	0.032	0.024	0.033	0.153	0.18
AM12_1	0.714	0.15	0.015	0.128	0.314	0.079	0.265	0.035	0.055	0.01	0.057	0.025	0.026
AM13_1	0.703	0.223	0.071	0.072	0.335	0.198	0.067	0.038	0.049	0.075	0.002	0.051	0.018
SD1_1	0.664	0.32	0.143	0.197	0.114	0.064	0.097	0.061	0.09	0.139	0.141	0.007	0.028
SD2_1	0.746	0.183	0.007	0.087	0.023	0.187	0.049	0.002	0.187	0.15	0.143	0.134	0.131
SD3_1	0.657	0.211	0.157	0.005	0.107	0.167	0.14	0.045	0.056	0.347	0.001	0.018	0.075
SD4_1	0.681	0.142	0.067	0.054	0.063	0.106	0.155	0.048	0.178	0.303	0.178	0.005	0.03
SD5_1	0.678	0.263	0.021	0.051	0.173	0.197	0.087	0.174	0.128	0.05	0.002	0.022	0.106
SD6_1	0.742	0.13	0.097	0.151	0.238	0.186	0.056	0.087	0.004	0.028	0.023	0.082	0.14
SCI1_1	0.658	0.122	0.252	0.194	0.026	0.133	0.001	0.113	0.134	0.123	0.21	0.002	0.004
SCI2_1	0.658	0.026	0.335	0.188	0.069	0.111	0.086	0.04	0.182	0.159	0.208	0.071	0.037
SCI3_1	0.625	0.016	0.306	0.114	0.094	0.116	0.156	0.262	0.084	0.101	0.203	0.075	0.158
SCI4_1	0.7	0.043	0.321	0.03	0.141	0.048	0.012	0.124	0.122	0.043	0.067	0.072	0.169
SCI5_1	0.489	0.229	0.393	0.001	0.01	0.228	0.283	0.196	0.244	0.156	0.069	0.041	0.08
SCI6_1	0.66	0.061	0.323	0.045	0.212	0.12	0.142	0.045	0.18	0.031	0.087	0.194	0.028
SCI7_1	0.635	0.012	0.305	0.333	0.008	0.089	0.11	0.078	0.019	0.049	0.079	0.149	0.023
SCI8_1	0.668	0.228	0.216	0.022	0.015	0.143	0.054	0.049	0.04	0.038	0.036	0.157	0.022
SCI9_1	0.612	0.101	0.24	0.288	0.137	0.132	0.035	0.087	0.202	0.105	0.023	0.283	0.13
SCI10_1	0.66	0.146	0.047	0.013	0.09	0.414	0.145	0.037	0.232	0	0.006	0.028	0.236
SCI11_1	0.695	0.095	0.133	0.033	0.238	0.203	0.001	0.144	0.131	0.005	0.164	0.121	0.12
SCI12_1	0.7	0.233	0.032	0.004	0.067	0.056	0.082	0.081	0.064	0.011	0.03	0.123	0.154
ICS1_1	0.708	0.11	0.221	0.048	0.029	0.096	0.209	0.102	0.098	0.173	0.053	0.068	0.119
ICS2_1	0.67	0	0.17	0.058	0.237	0.144	0.281	0.14	0.026	0.111	0.218	0.099	0.06
ICS3_1	0.701	0.139	0.201	0.13	0.106	0.008	0.014	0.151	0.164	0.049	0.057	0.162	0.141
ICS4_1	0.708	0.017	0.027	0.177	0.124	0.251	0.126	0.099	0.022	0.129	0.051	0.067	0.122
ICS5_1	0.672	0.1	0.109	0.079	0.083	0.246	0.045	0.054	0.047	0.041	0.083	0.032	0.024
ICS6_1	0.662	0.196	0.193	0.066	0.134	0.056	0.137	0.314	0.096	0.089	0.012	0.131	0.074
CTFT1_1	0.671	0.278	0.125	0.148	0.025	0.251	0.071	0.122	0.069	0.048	0.027	0.125	0.049
CTFT2_1	0.684	0.103	0.057	0.181	0.066	0.114	0.008	0.015	0.137	0.092	0.118	0.102	0.019
CTFT3_1	0.759	0.151	0.071	0.216	0.073	0.13	0.033	0.035	0.037	0.044	0.091	0.043	0.082
CTFT4_1	0.643	0.046	0.017	0.247	0.231	0.028	0.065	0.125	0.217	0.007	0.099	0.182	0.008
CTFT5_1	0.702	0.189	0.033	0.279	0.027	0.106	0.219	0.118	0.126	0.066	0.053	0.001	0.011
CTFT6_1	0.745	0.248	0.068	0.255	0.013	0.051	0.058	0.011	0.142	0.12	0.051	0.001	0.01
MT1_1	0.555	0.213	0.182	0.001	0.318	0.412	0.134	0.044	0.15	0.048	0.099	0.018	0.005
MT2_1	0.637	0.095	0.052	0.259	0.218	0.014	0.045	0.105	0.002	0.127	0.115	0.073	0.077
MT3_1	0.605	0.079	0.091	0.271	0.122	0.027	0.123	0.054	0.014	0.073	0.088	0.062	0.43

Figure 4.7.2 Equamax Rotated Solution (2)

	1	2	3	4	5	6	7	8	9	10	11	12	13
SP1_1	0.147	0.062	0.101	0.287	0.272	0.188	0.103	0.219	0.072	0.57	0.288	0.047	0.006
SP2_1	0.402	0.253	0.189	0.086	0.112	0.269	0.039	0.053	0.308	0.176	0.286	0.261	0.223
SP3_1	0.179	0.172	0.272	0.291	0.183	0.266	0.186	0.278	0.213	0.234	0.32	0.182	0.039
SP4_1	0.335	0.164	0.032	0.335	0.294	0.171	0.127	0.155	0.294	0.061	0.271	0.139	0.241
SP5_1	0.196	0.308	0.08	0.148	0.181	0.016	0.338	0.162	0.143	0.067	0.261	0.246	0.332
SP6_1	0.386	0.452	0.208	0.16	0.029	0.072	0.143	0.122	0.083	0.194	0.257	0.32	0.116
SP7_1	0.544	0.085	0.178	0.215	0.073	0.148	0.233	0.104	0.276	0.035	0.032	0.271	0.149
SP8_1	0.305	0.138	0.042	0.096	0.318	0.397	0.105	0.052	0.29	0.141	0.241	0.39	0.049
SP9_1	0.119	0.294	0.134	0.286	0.187	0.106	0.053	0.183	0.09	0.217	0.258	0.512	0.179
SP10_1	0.639	0.006	0.182	0.057	0.027	0.038	0.166	0.259	0.303	0.14	0.157	0.128	0.137
SP11_1	0.635	0.109	0.087	0.183	0.055	0.292	0.191	0.097	0.148	0.203	0.208	0.135	0.026
SP12_1	0.391	0.073	0.231	0.05	0.25	0.015	0.015	0.248	0.09	0.335	0.444	0.189	0.002
SP13_1	0.621	0.207	0.156	0.118	0.139	0.111	0.216	0.1	0.178	0.276	0.161	0.123	0.148
SP14_1	0.302	0.323	0.121	0.098	0.191	0.112	0.029	0.383	0.232	0.329	0.041	0.151	0.178
SP15_1	0.434	0.179	0.16	0.172	0.34	0.048	0.088	0.254	0.25	0.081	0.081	0.157	0.343
TM1_1	0.261	0.174	0.106	0.006	0.245	0.214	0.177	0.17	0.551	0.245	0.042	0.002	0.228
TM2_1	0.151	0.012	0.121	0.127	0.068	0.039	0.169	0.2	0.727	0.113	0.129	0.153	0.138
TM3_1	0.014	0.18	0.242	0.01	0.005	0.184	0.274	0.054	0.151	0.446	0.239	0.3	0.259
TM4_1	0.125	0.316	0.08	0.028	0.073	0.458	0.241	0.181	0.073	0.274	0.401	0.12	0.103
TM5_1	0.031	0.018	0.083	0.137	0.075	0.192	0.178	0.121	0.148	0.187	0.7	0.104	0.234
TM6_1	0.249	0.204	0.201	0.123	0.172	0.056	0.026	0.174	0.424	0.262	0.161	0.325	0.292
TM7_1	0.408	0.275	0.028	0.042	0.236	0.116	0.09	0.082	0.165	0.362	0.158	0.131	0.417
TM8_1	0.284	0.014	0.206	0.276	0.148	0.492	0.046	0.001	0.14	0.302	0.026	0.088	0.345
TM9_1	0.224	0.056	0.304	0.038	0.198	0.175	0.096	0.215	0.114	0.438	0.184	0.252	0.36
TM10_1	0.355	0.274	0.165	0.217	0.108	0.345	0.083	0.095	0.346	0.027	0.018	0.23	0.151
TM11_1	0.12	0.281	0.067	0.331	0.09	0.515	0.156	0.21	0.141	0.11	0.174	0.18	0.093
TM12_1	0.11	0.198	0.035	0.198	0.105	0.196	0.049	0.513	0.093	0.12	0.345	0.26	0.156
TM13_1	0.086	0.027	0.128	0.396	0.023	0.204	0.155	0.133	0.364	0.513	0.151	0.077	0.081
TM14_1	0.175	0.408	0.096	0.104	0.009	0.113	0.173	0.239	0.397	0.417	0.176	0.138	0.151
TM15_1	0.4	0.398	0.076	0.241	0.159	0.092	0.128	0.002	0.263	0.36	0.112	0.085	0.174
AM1_1	0.182	0.106	0.495	0.225	0.22	0.186	0.129	0.215	0.181	0.239	0.273	0.088	0.101
AM2_1	0.092	0.007	0.417	0.477	0.001	0.102	0.149	0.211	0.186	0.065	0.467	0.047	0.147
AM3_1	0.171	0.067	0.292	0.084	0.226	0.204	0.131	0.285	0.273	0.046	0.383	0.282	0.143
AM4_1	0.002	0.137	0.222	0.322	0.147	0.365	0.084	0.119	0.098	0.335	0.196	0.202	0.351
AM5_1	0.037	0.152	0.379	0.504	0.224	0.08	0.09	0.128	0.115	0.247	0.108	0.127	0.236
AM6_1	0.233	0.213	0.614	0.162	0.034	0.091	0.108	0.083	0.083	0.197	0.051	0.201	0.205
AM7_1	0.182	0.205	0.068	0.56	0.212	0.117	0.188	0.102	0.075	0.198	0.259	0.171	0.155
AM8_1	0.173	0.261	0.369	0.281	0.257	0.033	0.252	0.038	0.26	0.237	0.164	0.262	0.126
AM9_1	0.153	0.274	0.289	0.357	0.293	0.147	0.007	0.228	0.282	0.051	0.049	0.358	0.084
AM10_1	0.279	0.264	0.138	0.589	0.063	0.138	0.133	0.141	0.03	0.228	0.081	0.189	0.279
AM11_1	0.221	0.332	0.234	0.347	0.11	0.376	0.254	0.148	0.096	0.312	0.025	0.197	0.004
AM12_1	0.008	0.559	0.156	0.228	0.14	0.315	0.226	0.159	0.134	0.199	0.027	0.163	0.252
AM13_1	0.064	0.522	0.189	0.317	0.232	0.242	0.29	0.128	0.03	0.175	0.093	0.002	0.239
SD1_1	0.046	0.114	0.128	0.464	0.366	0.359	0.045	0.301	0.114	0.09	0.188	0.018	0.147
SD2_1	0.064	0.337	0.379	0.143	0.131	0.276	0.08	0.473	0.256	0.142	0.172	0.083	0.146
SD3_1	0.097	0.106	0.182	0.109	0.155	0.416	0.15	0.504	0.011	0.015	0.162	0.175	0.307
SD4_1	0.29	0.08	0.302	0.185	0.354	0.146	0.185	0.368	0.056	0.2	0.06	0.002	0.331
SD5_1	0.045	0.03	0.322	0.122	0.22	0.519	0.067	0.263	0.078	0.216	0.226	0.155	0.167
SD6_1	0.092	0.067	0.408	0.114	0.228	0.44	0.075	0.155	0.34	0.132	0.224	0.169	0.224
SCI1_1	0.002	0.092	0.155	0.218	0.266	0.062	0.363	0.305	0.021	0.406	0.056	0.31	0.119
SCI2_1	0.128	0.079	0.152	0.063	0.09	0.146	0.34	0.613	0.187	0.227	0.207	0.123	0.014
SCI3_1	0.058	0.066	0.058	0.192	0.052	0.047	0.205	0.583	0.215	0.15	0.031	0.383	0.226
SCI4_1	0.123	0.014	0.273	0.074	0.257	0.178	0.365	0.296	0.2	0.168	0.091	0.441	0.055
SCI5_1	0.087	0.076	0.019	0.028	0.048	0.125	0.183	0.18	0.094	0.082	0.078	0.761	0.123
SCI6_1	0.079	0.253	0.132	0.202	0.067	0.102	0.626	0.285	0.137	0.181	0.164	0.051	0.098
SCI7_1	0.04	0.193	0.273	0.048	0.173	0.039	0.505	0.081	0.241	0.057	0.211	0.268	0.281
SCI8_1	0.278	0.15	0.041	0.095	0.19	0.126	0.48	0.115	0.264	0.166	0.179	0.235	0.102
SCI9_1	0.199	0.172	0.052	0.284	0.222	0.183	0.454	0.123	0.086	0.271	0.068	0.385	0.169
SCI10_1	0.038	0.227	0.123	0.085	0.668	0.255	0.244	0.078	0.041	0.224	0.031	0.209	0.151
SCI11_1	0.206	0.083	0.133	0.109	0.532	0.075	0.191	0.174	0.207	0.047	0.233	0.386	0.142
SCI12_1	0.058	0.07	0.414	0.284	0.27	0.277	0.25	0.191	0.123	0.132	0.162	0.174	0.115
ICS1_1	0.362	0.108	0.107	0.092	0.197	0.129	0.467	0.253	0.014	0.129	0.302	0.155	0.239
ICS2_1	0.177	0.36	0.214	0.121	0.229	0.04	0.412	0.019	0.006	0.155	0.486	0.153	0.036
ICS3_1	0.184	0.309	0.177	0.039	0.095	0.257	0.468	0.104	0.346	0.105	0.224	0.174	0.05
ICS4_1	0.168	0.479	0.125	0.019	0.37	0.211	0.257	0.183	0.181	0.141	0.081	0.105	0.227
ICS5_1	0.192	0.122	0.063	0.167	0.347	0.037	0.341	0.205	0.263	0.26	0.121	0.17	0.142
ICS6_1	0.005	0.112	0.144	0.041	0.302	0.519	0.349	0.204	0.092	0.151	0.197	0.121	0.229
CTFT1_1	0.035	0.228	0.089	0.429	0.42	0.109	0.069	0.248	0.123	0.29	0.158	0.062	0.219
CTFT2_1	0.019	0.23	0.33	0.087	0.122	0.139	0.129	0.277	0.332	0.193	0.236	0.18	0.226
CTFT3_1	0.123	0.293	0.357	0.233	0.085	0.287	0.178	0.153	0.182	0.06	0.3	0.12	0.356
CTFT4_1	0.04	0.546	0.203	0.21	0.128	0.034	0.125	0.195	0.25	0.016	0.232	0.178	0.191
CTFT5_1	0.135	0.208	0.513	0.041	0.152	0.213	0.213	0.147	0.048	0.14	0.295	0.05	0.361
CTFT6_1	0.088	0.269	0.437	0.148	0.319	0.228	0.186	0.181	0.051	0.108	0.154	0.093	0.41
MT1_1	0	0.013	0.075	0.264	0.584	0.081	0.128	0.054	0.28	0.149	0.293	0.169	0.234
MT2_1	0.001	0.069	0.263	0.199	0.255	0.173	0.12	0.022	0.336	0.024	0.221	0.237	0.38
MT3_1	0.058	0.119	0.102	0.168	0.085	0.136	0.099	0.171	0.218	0.084	0.118	0.123	0.697

Appendix Three: RESEARCH QUESTIONNAIRE

Creating a framework for sustainable municipal service delivery in North West, South Africa.

A Doctoral Study by Stephen Moyo

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

Mafikeng Campus

<u>Informed consent for participation in an academic research study</u>

Research conducted by:

Stephen Moyo (24820997)

Office: 0027 18 389 2199   Cell: 002774 430 1812

Dear respondent

You are kindly invited to participate in an academic research study being conducted by Stephen Moyo, a Doctoral student from the Department of Management Sciences at North West University.

The purpose of the study is to develop a framework for sustainable municipal service delivery in North West Province.

Please note the following;

- The study involves an anonymous survey. Your name will not appear on the questionnaire and the answers you give will be treated as strictly confidential. You will not be identified in person based on the answers you give.
- Your participation in this study is highly important to us. You may however choose not to participate and may also stop participating at any time without any negative consequences.
- Please kindly answer the questions in the attached questionnaire as honestly as possible.
- Please contact my supervisor if you have any reservations on: costa.hofisi@nwu.ac.za. Please kindly sign the form to indicate that:
- You have read and understood the information provided above.
- You give your consent to participate in the study on a voluntary basis.

____

SIGNATURE

Gender	
Age	
Marital Status	
Home Language	
Ethnicity	
Highest Level of Education	
Employment	

ITEMS	**How important do you believe the following competencies are to municipal staff to assist in achieving organisational success?**	***To what extent are municipal workers allowed to demonstrate this competency at the workplace?***
	1 2 3 4 5 **Not Critical Low Medium High**	**1 2 3 4 5** **Never Sometimes Moderately Mostly Always**
ARTICLE 1		
_Strategic impact		
Interpret their operational mandate?		
Initiate consultative processes as part of strategic decision-making?		
Develop people centred strategic plans?		
Deliver on promises?		
Have faith in others?		
Create authentic relationships with key stakeholders?		
Organisational culture		
Implement any municipal strategy in line with the National Development Plan (NDP)?		
Instil the municipal values?		

Integrate municipal plans with existing socio-political changes?		
Ensure that innovative products and services are being Developed in the municipality?		
Decision making		
Execute strategies?		
Establish a constructive Organisational Culture?		
Play an active role in organisational alignment of Service delivery?		
Manage client risks?		
Strategy alignment		
Generate top management buy-in for quality service delivery?		
Understand the ever-changing municipal and environmental Context?		
Interpret client expectations?		
Advocate a market driven relation to people's needs?		
Strategic planning		
Assess the long-term impact of short-term decisions on people?		
Build credibility with all key role-players?		
Provide frequent feedback to clients?		
Establishing the connections to municipal strategy?		
Train departments in organisational processes, technology, Systems, and structures?		
Demonstrate value chain knowledge?		
Problem solving ethos		
Integrate municipal and NDP strategies?		
Integrate municipal activities with current and pending Legislation?		
Effectively establish communication channels to all clients?		
Develop an effective communication plan for the municipality?.		
Inter-personal relations		
Support the municipality to accomplish its constitutional mandate?		
Be aware of the effect of strategic planning on sustainable service delivery?		
Ensure that municipal standards are implemented and adhered to?		
Demonstrate Employee Value proposition knowledge?		
Compliance		
Oversee the need for sustainable service delivery in order To make effective client-centred decisions?		

Contribute towards clients' needs?		
Promote sustainable service throughout the municipality?		
Establish connections with all key role-players?		
Drive municipal results?		
Emotional intelligence		
Manage the interface between municipal processes and systems?		
Ensure compliance to employment laws, rules, and codes?		
Develop trust with all key role-players?		
Recruit individuals with innovative skills?		
Create a learning culture in the municipality?		
Cultivate a problem-solving ethos in the municipality?		
Organisational performance		
Create a balance of emotional intelligence with stakeholders?		
Ensure that municipal policies and programs address the personal needs of clients?		
Be seen as a strategic business partner?		
Establish fair performance standards?		
Communicate openly and frequently with clients?		
Organise all elements involved in organisational performance?		
ARTICLE 2		
Staff professionalism		
Have relevant qualifications?		
Achieve set objectives?		
Track best performers in the municipality?		
Ensure the municipality is staffed at the right levels?		
Measuring staffing trends?		
Identify organisational gaps in linking talent with municipal outcomes?		
Attitude to work		
Demonstrate self-efficacy in job performance?		
Produce high quality work?		
Develop interpersonal skills?		
Deploy talent focused on competencies to municipal outcomes?		
Talent management		

Display a desire towards job?		
Contribute to ethical conduct?		
Grasp the concept of talent management in relation to service delivery?		
Listen without interrupting?		
Demonstrate a willingness to view change from a positive perspective?		
Communication skills		
Have good communication skills?		
Participate as an active team player?		
Maintain confidentiality?		
View talent as a return on investment?		
Reports on barriers to effective service delivery?		
Ensure Managers are held accountable for the development of their employees?		
Generate ideas for improvement?		
Drive efficiency and effectiveness of municipal strategies through the use of technology?		
Tolerance		
Be open to others' ideas and suggestions?		
Display modesty in work performance?		
Transform the municipality's strategy into an effective and actionable service delivery strategy?		
Prioritize service delivery strategies into operational plans?		
Self-management skills		
Respect authority?		
Recognise own strengths and limitations?		
Play a primary role in delivering service delivery processes for measurement?		
Self-development capacity		
Identify talent pools in the municipality?		
Generate a Talent Management plan across all municipal structures?		
Establish a rewards system for talented individuals based on their contribution?		
Use a clear language when speaking to client		
Assessment skills		

Ensure that succession plans are in place for key positions?		
Ensure that development plans are in place to develop internally as opposed to outsourcing?		
Take a leading role in delivering service delivery systems?		
Identify areas of risk measurement?		
Diversity management		
Establish effective and continuous talent management processes to consolidate service delivery?		
Generate a systematic and integrated approach to service delivery analytics and measures?		
Respect the practices, values, customs and norms of diverse groups?		
Use a communication style that best suits the situation?		
Communicate issues in a timely manner?		
Seek information about impacts of change on the workplace?		
Acknowledge stakeholder concerns and issues?		
Evaluation skills		
Manage labour hours and productivity?		
Keep employee data secure but sharable with authorized permissions?		
Evaluate service delivery performance?		
Translate service delivery strategy into key people initiatives and programs?		

Appendix Four: INTERVIEW SCHEDULE

Creating a framework for sustainable municipal service delivery in the North West, South Africa

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

Mafikeng Campus

<u>Informed consent for participation in an academic research study</u>

Research conducted by:

Stephen Moyo (24820997)
Office: 0027 18 389 2199 Cell: 002774 430 1812

Dear respondent

You are kindly invited to participate in an academic research study being conducted by Stephen Moyo, a Doctoral student from the Department of Management Sciences at North West University. The purpose of the study is to develop a framework for sustainable municipal service delivery in North West Province.

Please note the following;

- The study involves an anonymous survey. Your name will not appear on the questionnaire and the answers you give will be treated as strictly confidential. You will not be identified in person based on the answers you give.
- Your participation in this study is highly important to us. You may however choose not to participate and may also stop participating at any time without any negative consequences.
- Please kindly answer the questions in the attached questionnaire as honestly as possible.
- Please kindly sign the form to indicate that:
- You have read and understood the information provided above.
- **You give your consent to participate in the study on a voluntary basis.**

SIGNATURE

SECTION A: Biographical Profile

Gender	
Age	
Marital Status	
Home Language	
Ethnicity	
Highest Level of Education	
Employment	

Section B: governance and Skills Dimensions

1. Do you have a mission statement in your department? --------------------------------------

2. In terms of service delivery, how does number 1 above impact on the local community--
----

3. How do you create buy-in with community members through your mission statement?--
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4. How have community members perceived your municipal services? Give reasons to their answer/s?--------------------------------
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5. If anything to the contrary in terms of your professional mandate, state it?---
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6. How can issues in number 5 above be improved?

7. Political interference is seen as a stumbling block in municipal service delivery, how can this be rectified?

8. Financial management has been viewed as an abused aspect of local government, what’s your view and why?

9.Audit reports in your municipality have shown an opinion can you elaborate?

10. Can you provide mitigatory reasons for number 9.

11. Staff attraction and retention are key in service delivery. Can you provide evidence as to how it has impacted on service delivery in your municipality?

12. How can challenges in number 12 be resolved?