



UNIVERSITY OF KWAZULU-NATAL

**AN EVALUATION OF THE SERVICE DELIVERY EFFICIENCY IN
UMKHANYAKUDE DISTRICT MUNICIPALITY IN SOUTH AFRICA
BETWEEN THE PERIODS OF 1996 TO 2011**

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Submitted in fulfilment of the academic requirements for the degree

DOCTOR OF PHILOSOPHY

Social Policy Programme
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April 2023

Permission to Submit Thesis for Examination

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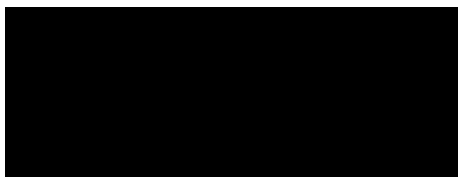
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10 April 2023



DR ELIAS CEBEKHULU

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10 April 2023

DEDICATION

This research study is in memory of:

Mr. Judah Mthethwa,[†] who passed away and was laid to rest on 25 February 2023. It is believed that Mr. Mthethwa's murder was related to his activism because he served as head of the uMhlabuyalingana Society Against Crime (USAC), an organization that advocates against crime in the community. His activism was successful in getting former President Jacob Zuma to order the construction of a concrete wall between South Africa (Manguzi) and Mozambique to stop the rampant crime across the border, including the smuggling of stolen vehicles.

Mr Sandile "Mteshe" Tembe,[†] who was a nephew of the Inkosi Mabhudu Tembe. He was a prominent member of the Manguzi Policing Forum which helps to combat cross-border crime in the area. The suspicions are that he died due to his efforts in opposing a cross-border crime syndicate. This incident took place a few weeks after the burial of Mr Mthethwa.

May the Lord heal the broken-hearted, dry their tears, and bind up the wounds of those families who have lost loved ones to crime in uMhlabuyalingana (Psalms 147:3–6 NKJV).

ACKNOWLEDGEMENTS

To my project supervisor, Dr Elias Cebekhulu, please receive my sincere gratitude for your advice and assistance during this study; without you, the project would not have been adequately completed. I greatly appreciate the knowledge and capabilities you shared with me, and I will be able to put them to better use in the field of public policy. I wish to affirm that your kind assistance during the PhD programme was much appreciated.

I also want to express my profound gratitude to the municipal leadership and employees of uMkhanyakude, uMtubatuba, and uMhlabuyalingana for opening their doors for data gathering, thus making the study possible.

Most importantly, I want to dedicate this research to my parents, Mr. Bhekizitha Robert and Mrs. Thembisile Mavis Gwala. I want to thank you both for believing in me to reach this academic level. To my children, Mlondolozzi and Gcinizwi Sibiya, know that nothing is impossible if you believe.

Lastly, I would like to thank Almighty God for the strength to realize my dream. He has made it all possible and my heart is filled with joy.

ABSTRACT AND KEY WORDS

This study is an evaluation of the delivery of services by South African municipalities, through a case study of uMkhanyakude District Municipality after nearly thirty years of democracy and taking into consideration all the inherent apartheid era challenges faced by rural and urban local municipalities.

The literature review revealed that following the apartheid era, municipalities in South Africa experienced significant difficulties in providing top-notch services to residents from a variety of social, geographic, and economic backgrounds. In comparing these three municipalities in South Africa: uMkhanyakude (district), uMhlabuyalingana (rural), and uMtubatuba (urban), the data clearly shows that each had their difficulties, with the provision of water being the most serious problem due to the decision that municipal water services should be a competence of the district municipalities themselves. Jozini, False Bay, uMtubatuba, and uMhlabuyalingana are the municipalities that make up this district municipality. A thorough analysis of the literature from each of these municipalities shows that there is some form of service delivery taking place, with some services seeing slight improvement, while others are being severely impacted by service interruptions.

The service delivery shortages or interruptions, corruption, political interference, and border crimes appeared to be major challenges in the area and this was evident from the literature, data, and the community responses during the data collection phase. Qualitative research methodologies were employed to collect data on the demographic profiles, and expert opinions garnered from the key informants. Municipal performance issues raised by the municipal officials confirmed that there was still a long way to go in resolving the audit findings, as well as the concerns and needs raised by the community members themselves.

The inadequacies in the provision of services defeated the ‘A Better Life for All’ election slogan of the African National Congress and created unrealistic expectations following the elections, that the communities were going to receive adequate municipal services as promised. The findings revealed that the main problem with the South African service delivery model was with its top-down approach, where the national government alone determines the policy frameworks, mechanisms, and budgets, which hinders the voices of ordinary citizens from

being heard. This is in direct opposition to the government's stated goal of bringing government closer to the people through decentralization, which was designed to increase accountability and the responsiveness of government to its citizens by bringing decision-makers closer to the people.

Key Words: *Basic Services; Border crime; Decentralisation; Efficiency; False Bay Local Municipality; Hlabisa Local Municipality; Jozini Local Municipality; KwaZulu-Natal; Service delivery; Service delivery protests; uMhlabuyalingana Local Municipality; uMkhanyakude District Municipality; uMtubatuba Local Municipality.*

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ACRONYMS AND ABBREVIATIONS

AGSA	Auditor-General of South Africa
ANC	African National Congress
AG	Auditor-General
BBE	Black Economic Empowerment
B-BBEE	Broad-Based Black Economic Empowerment
CBD	Central Business District
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CFP	certified financial planner
COGTA	Department of Cooperative Governance and Traditional Affairs
COVID	Coronavirus disease
DHA	Department of Home Affairs
DM	District Municipality
DWS	Department of Water and Sanitation
eNCA	eNews Channel Africa
FBS	Free Basic Services
FONASA	Fondo Nacional de Salud
GEAR	Growth, Employment, and Redistribution
GSLWP	Greater St. Lucia Wetlands Park Authority
HAWKS	Directorate for Priority Crime Investigation
HSRC	Human Sciences Research Council
IDP	Integrated Development Planning
IFP	Inkatha Freedom Park
IGR	Inter-Governmental Relations

ILO	International Labour Organization
IOL	Independent Online
Km	Kilometres
KM	Knowledge Management
KZN	KwaZulu-Natal
LED	Local Economic Development Plan
LES	Local Government Equitable Share
LGTAS	Local Government Turnaround Strategy
LM	Local Municipality
LSDI	Lubombo Spatial Development Initiative
MDG	Medium Development Goals
MEC	Member of the Executive Council
MFMA	Municipal Finance Management Act
MM	Municipal Manager
MPAC	Municipal Public Accounts Committee
MSA	Municipal Systems Act
mSCOA	Municipal Regulations on a Standard Chart of Accounts
NCOP	National Council of Provinces
NGO	Non-Governmental Organisation
NP	National Party
OECD	Organisation for Economic Cooperation and Development
PMDS	Performance Management Development System
PMS	Performance Management System
PPP	Public-Private Partnerships
RDP	Reconstruction and Development Programme
RSA	Republic of South Africa

SA	South Africa
SANDF	South African National Defence Force
SABC	South African Broadcasting Corporation
SADC	Southern African Development Community
SALGA	South African Local Government Association
SAPA	South African Poultry Association
SAPS	South African Police Service
SASQAF	South African Statistical Quality Assessment Framework
SCM	Supply Chain Management
SIU	Special Investigating Unit
SUV	Sport Utility Vehicle
TLB	Translation Lookaside Buffer
UDF	United Democratic Front
UKZN	University of KwaZulu-Natal
VAT	Value Added Tax
VP	Pit Latrine with Ventilation
WSP	Workplace Skills Plan

CHAPTER 1: INTRODUCTION AND GENERAL OVERVIEW OF THE STUDY

1.1. INTRODUCTION

This research study intends to evaluate service delivery efficiency in the South African District Municipality between the periods of 1999 to 2011, with reference to uMkhanyakude District Municipality, situated in the far north-eastern sector of the Province of KwaZulu-Natal (KZN).

The expectation is that municipalities should deliver services such as potable water, sanitation, electricity, roads, stormwater, and solid waste disposal management. According to Stats SA (2015), the highest percentage increase in service delivery trends from 2012 to 2013 in the provision of basic services. These were recorded as follows: sewerage and sanitation (6.2%), solid waste management (5.1%), water (3.3%) and electricity (2.3%).

The South African Government's responsibility to render service delivery to the communities is decentralised to that of local municipalities. This responsibility results in local entities taking financial strain as they are expected to generate revenue through local levies, property rates and taxes. This principle is implemented in a manner which does not consider different geographic landscapes that municipalities inherit. Invariably, this results in serious challenges, especially for rural-based municipalities (Liebig et al., 2008). Consequently, South Africa is faced with service delivery protests which sends a message that SA municipalities are failing to function as expected.

In 2014, vandalising of government property in the Gauteng province alone, "cost an estimated amount of R65 000 000 to repair damages." In Soweto, the community vandalised the Human Settlements "white elephant" which cost the National Government some "230 million" (News24, 2014: 6). Service delivery protest trends per province from January to July 2009 illustrate that Gauteng is the highest by 30%, followed by the North West (17%), Free State (15%), Western Cape (12%), Mpumalanga (8%), Eastern Cape (5%), Limpopo (3%), Northern Cape (2%) and KwaZulu-Natal (1.8%) (RSACoGTA, 2009b: 11).

Even though KwaZulu-Natal has the lowest service delivery protest by a percentage of 1.8%, nevertheless, severe service backlogs with respect to water, sanitation, sewerage, road classification and refuse removal are rife (uMkhanyakude District Municipality, 2012a). The District Municipality (DM) is also faced with infrastructure development challenges,

misaligned policies and procedures, vandalism of infrastructures and illegal connections resulting to massive water losses, shortages in bulk electrification and reticulation networks, high costs of operations, maintenance, and water provision. In addition, there is limited capital available to address backlogs in service delivery (uMkhanyakude District Municipality, 2013). If the backlogs from uMkhanyakude DM are not managed effectively, they will result in an “inefficient provision of basic services” (RSA-KZNEDTEA, 2006: 51).

A different view is that government needs to operate as a business, utilising the latest in innovation technology to be competitive in terms of global market trends, speed-up service delivery processes, alleviate poverty conditions and promote economic development, all of which are necessary for the improvement of the quality of the lives of its citizens. Until that time, SA will remain a “technology colony” following many decades of independency (Schilling, 2013: 1). Consequently, the poverty conditions for rural communities, including the lack of capacity to deliver mandated processes, technological innovation strategies, forecasting and the implementation of a government-wide monitoring programmes in both district and local municipalities remain some of the challenges to service delivery. Within this context, the assumption can be made that the uMkhanyakude DM inherited past institutional problems. Accordingly, the problem statement advanced is that:

The uMkhanyakude District Municipality has an inherent institutional vulnerability which results into a service delivery inefficiency when delivering services to the needy communities. It is hoped that the provincial government assessments will expose the following causes for distress in municipalities (RSA-CoGTA, 2009a).

The above challenges facing local government and municipalities places emphasis on the need for a studied assessment of the service delivery efficiency in SA. Herein lies the importance of this research study, and its evaluation of the service delivery efficiency of the uMkhanyakude DM. For this reason, the main symptomatic-type questions will look at the nature and degree of maladministration, fraud and corruption and appraise how deeply these factors have contributed to the negative performance of administrations and councils. It is for this reason an interview schedule designed thematically will be used to collect data using purposively sampling technique to validate whether, decentralisation is an effectiveness theory

of development where municipalities having their autonomous powers, functions and budget. Related questions will include:

- i. To what extent have national government's over-reaching and universal expectations on local government—as reflected in the proliferation of new and under-resourced mandates and functions—contributed to governance failures?
- ii. Will there be value in going back to basics and revising expectations according to location, performance, and capacity?

1.2. BACKGROUND

The uMkhanyakude DM was named after the greenish tree with thorns (*Acacia xanthophloea* or fever tree) that mainly grows within the uMkhanyakude DM and elsewhere across KwaZulu-Natal. The literal meaning of the name 'uMkhanyakude' means "that [which] shows light from afar." Specifically, uMkhanyakude DM is situated in the north-eastern part of the Province of KwaZulu-Natal (Latitude 27°37'21" 63" S, Longitude 32°01'47.14" E (uMkhanyakude District Municipality, 2011).

The uMkhanyakude DM is characterised by economic initiatives such as the Lubombo Spatial Development Initiative (LSDI), a joint programme between SA, Eswatini, and Mozambique to release the economic development potential of the wider Lubombo sub-region within the Southern African Development Community (SADC). It covers an area extending from the uMfolozi River in the south, northwards along the coastal plain to Maputo on the Mozambican coast.

The district is the second largest in the province, comprises four local municipalities (uMhlabuyalingana, Jozini, Big 5 Hlabisa and Mtubatuba) and is primarily rural, with Mtubatuba as its largest town. The district is home to the Isimangaliso Wetland Park, a World Heritage Site that covers more than 200 kilometres of shoreline. [RSA-CoGTA, 2020]. It then stretches west to the Lubombo Mountains and eastern Eswatini and the surrounding lowlands. The uMkhanyakude Local Economic Development Initiative (LEDI) therefore operates from north to south through all these countries. The priority of this initiative was to generate economic growth by maximising use of the inherent, but underutilised potential of the area,

including maximising private sector investment and creating an enabling framework for economic development (Maharaj et al., 2016).

Over and above, the district is characterised with projects such as Mkuze Regional Airport, Jozini Hydro-electric Scheme, Makhathini Flats Development, expanded timber production, fishing industry based on natural resource harvest supplemented by aquaculture, expanded agricultural production of cashew and coconut oils and nuts for export and established the district's main economic drivers are community services and finance with the Quaternary developmental nodes being Mbazwana, Jozini, Hluhluwe, Mtubatuba, Hlabisa & Manguzi.

The district covers 55.7% natural land, 17.9% agricultural, 26.2% wetlands, and 33.2% protected nature reserves, with the majority of agricultural land in Mtubatuba Local Municipality and wetlands.

The N2 running through UKDM (uMkhanyakude District Municipality) offers growth opportunities for economic inspiration, despite the district being a poverty stricken district and according to the South African multidimensional poverty index of 2016, the UMkhanyakude District is considered amongst the 10 Districts in South Africa with the greatest decline in multidimensional poverty index. There is also a high unemployment rates coupled with low educational levels which are significantly lower than the Provincial level. This district has a high HIV prevalence (41.1%) and it has the country's highest malaria prevalence [RSA-CoGTA, 2020].

Notwithstanding the fact that the KwaZulu-Natal (KZN) economy has grown in real terms (as measured in terms of 2005 Rand values) from R 270 billion in 2010 to R 347 billion in 2014, this growth has not been as impressive. Indeed, the provincial economy was projected to grow at 3.0% in 2014 and around 3.5% to 4.0% in 2015 (RSA, 2014).

An overview of SA service delivery trends indicates different service backlogs for different municipalities (RSA-CoGTA, 2009b: 43). For example, there are country-wide backlogs regarding the supply of potable water. At a provincial level, Limpopo has the highest percentage with 17.2%, KZN (16%) and the Eastern Cape Province (12.8%). These three provinces which are always cited with high poverty, together constitute 75.5% of the national share of water backlogs.

Access to basic water infrastructure remains one of the key challenges in uMkhanyakude DM. The provision of piped water infrastructure in the Big Five False Bay LM in the uMkhanyakude District of KZN is at a much higher level than the other municipalities with nearly 65% of households provided with water through regional and local water schemes and only 12% reliant on untreated water sources obtained directly from springs, dams, and rivers. In Hlabisa LM, only 22% of households are receiving water from regional and local water schemes and 55% of the population is dependent on untreated sources of water from dams or rivers. The uMhlabuyalingana LM is mainly dependent on boreholes as sources of household water (30%) which is significantly higher than the figures from other municipalities within the district. (uMkhanyakude District Municipality, 2013).

According to published statistics, there are “3 002 152 households out of 12 996 300” (RSA-CoGTA, 2009b: 44) that are receiving below the basic level of service in terms of sanitation services. This includes households using chemical toilets, pit latrines without ventilation, bucket latrines, or have no sanitation facilities. As the Department of Corporate Governance and Traditional Affairs (RSA-CoGTA, 2009b: 44) has reported, “nationally, 600 452 households needed to be served with sanitation facilities per year until 2014 to eradicate the existing backlog.” These figures do not take into account the growth of new households and infrastructure failures that contribute to backlogs (RSA-CoGTA, 2009b: 44).

Data from Census 2011 illustrates that uMkhanyakude DM has reported that the percentage of households in the district with access to a flush toilet (connected to either a sewerage system or a septic tank) is limited to 13.1%. About 18.4% of households have no access to any form of sanitation. The dominant forms of sanitation infrastructure include, ventilated improved pit latrines (25.6%) and unimproved pit toilets (19.7%). The proportion of households with access to a flush toilet connected to a sewerage system (9.9%) is the lowest among all types of sanitation facilities within the jurisdiction of the uMkhanyakude DM (uMkhanyakude District Municipality, 2014).

Regarding the reliable supply of electricity, the State-owned electricity generating entity, Eskom Holdings Limited, does not have the generating capacity to meet the rising demand for energy resulting from the robust economic growth SA has enjoyed in past years (RSA-DME, 2010). About 72.8% of households (i.e., 9 010 056 of households) have access to electricity

and 27.2 % (i.e., 3 365 644 of households) fall below the basic level of service. This includes households which use wood, coal, gas, or paraffin.

The eThekweni Metropolitan Municipality is the eighth-highest municipality with an electricity backlog of 86.4%, and lies in third place after Mbhashe Municipality (89.7%) and Msinga Municipality (92.9%) (RSA-CoGTA, 2009a: 46). Census 2011 data illustrates that the provision of electricity ranges from a relatively modest increase (from 6% to 14%) within the uMhlabuyalingana LM, to increases of 27% in the Hlabisa LM (from 28% to 55%) and 24% in The Big Five False Bay LM (from 18% to 42%). Only 38.4% of households in the district have access to electricity for lighting purposes and 32.1% for cooking (the comparative provincial level figures are 77.9% and 68.8% respectively). About 56% of the district households are reliant upon paraffin wax candles as a main source of domestic lighting. Both the uMhlabuyalingana and Jozini local municipalities are most disadvantaged with respect to basic electricity infrastructure, with only 13% and 29% of households in these two municipalities enjoying access to electricity for domestic lighting purposes (uMkhanyakude District Municipality, 2014).

Roughly 92.9% of households have access to adequate refuse removal services. This percentage includes removal by local authorities / private companies at least once a week and the use of communal refuse skips. Most provinces still have landfill sites that do not comply with the legislation (RSA-CoGTA, 2009a: 4). The general proportion of households within the uMkhanyakude DM which are provided with a weekly household refuse removal service is less than 10%, with about 13% of households having no formal refuse disposal system in place. The availability of this service does not vary greatly among the local municipalities due to the municipality being location within a rural area. The proportion of households provided with regular weekly refuse removal service is slightly higher in The Big Five False Bay LM (18%), uMtubatuba (13%) and Jozini (11%) municipalities (uMkhanyakude District Municipality, 2014).

The uMkhanyakude DM is among one of sixty-one identified municipalities in the KZN province that has reported challenges that require intervention and has received qualified audits for four years (2005–2008) in succession. Another challenge is that of political instability, which has given rise to a lack of understanding and adherence with respect to the roles and responsibilities of political office bearers. Finally, uMkhanyakude DM is among a group of

thirty municipalities that have been identified as having serious financial management challenges (RSA-CoGTA, 2011).

1.3. PROBLEM STATEMENT

This research study was motivated by the fact that the local government is still not performing as expected since the first elections in 2000, and that protests are evidence that the community has lost confidence in the local government to deliver services in line with the Bill of Rights entrenched within the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). The focus of developmental local government should be on raising peoples' standards of living and quality of lives. Therefore, a strong leadership and a distinct vision, combined with good governance, is required for municipal authorities to carry out their duties with caution and in a way that is effective, transparent, and accountable (IDASA, 2010). The communities should be free to participate and have their voices heard in the decision-making processes as part of giving citizens a voice in these procedures for democracy to manifest at the municipal level. The effectiveness of good local governance must be assessed in relation to the ability of local government structures to provide an integrated development approach to issues of social and economic development, as well as to provide basic services that are in line with the needs and preferences of the local communities. Municipalities should be able to do this by identifying and prioritizing local needs, deciding on appropriate service levels, and allocating the required resources to the general public (IDASA, 2010).

The Social Attitude Survey for 2003 conducted by the Human Sciences Research Council (HSRC) (Roberts et al., 2010), revealed that only 43% of South Africans trust local government. This demonstrates that although the new local government system was put in place with the sincere intention to advance democracy and give social and economic benefits to the public, the system has fallen short of expectations (IDASA, 2010)

Figure 1.1. details specific concerns regarding service delivery. Leading grievances are consistently related to land and housing, which reflects ongoing issues with both the implementation of RDP housing and the process of land reform. However, complaints about basic services such as electricity, water, sanitization, and service delivery in general remain persistent. Most likely, it is a multiplicity of issues that causes the most ferocious fury on the part of ordinary citizens.

	2007	2008	2009	2010	2011	2012
1	Poor service delivery	Land and housing	Land and housing	Land and housing	Electricity	Land and housing
2	Land and housing	Electricity	Poor service delivery	Poor service delivery	Party political	Water/Poor service delivery
3	Water	Poor service delivery	Corruption/nepotism	Water	Land and housing	Electricity
4	Electricity	Water	Electricity	Electricity	Water	Ignored grievances
5	Party political	Sanitation/waste	Sanitation/waste	Sanitation/waste	Sanitation/waste	Infrastructure

Figure 0.1. The combination of numerous problems that incites the most intense anger from the community

Source: PSA (2015)

Service delivery is a challenging, complex task, and the country’s infrastructure was not designed to be inclusive, and hence it will be difficult to redesign the entire system to cater to the demands of the entire people (PSA, 2015). It is for this reason that this research study seeks to test the following hypothesis:

The uMkhanyakude District Municipality has an inherent institutional vulnerability which results into a service delivery inefficiency when delivering services to the needy communities.

For a government that typically lacks the necessary resources, some municipalities have shown good growth. Nevertheless, significant issues persist, especially in underprivileged areas. While any administration would find it difficult to keep up with the demands of SA’s transition, the serious issues with government continue to be a major obstacle. Service delivery is eroding public confidence in government and fuelling resentment in underdeveloped areas (PSA, 2015).

By most metrics, people’s confidence in the government’s ability to address their needs is declining. With only 16% of respondents trusting their government in 2015, compared to a global average of 48%, SA came in last in the ‘Confidence in Government’ category of the Edelman Trust Barometer, a global poll of trust in institutions conducted in 27 countries. According to the same survey, 64% of South Africans trusted business. Other research has produced radically different findings. Indicators of public trust in the government, such as in former President Jacob Zuma’s approval ratings, have ranged between 34% and 60% during the time of his tenure. In terms of racial demographics, only 30% of white South Africans

reported that they trusted the government, against more than 50% of South Africans who were black (PSA, 2015)

Many of the issues facing the administration are well known, yet they are structurally challenging to solve. There is little additional tax revenue to be used, little additional talent to be utilized, and significant growth obstacles that cannot be wished away. The majority of the most significant issues will only be changed by very long-term adjustments. However, a clear indication of what must be done has to be established. The Auditor General's recommendations state the following:

It is important to get the fundamentals right by filling open positions with qualified candidates, implement fundamental internal controls, and demand consistent, reliable reporting; hold individuals accountable for subpar work and wrongdoing; and promote proactive internal audit units and audit committees (PSA, 2015).

In acknowledgement, this present study seeks to evaluate the service delivery efficiency in uMkhanyakude DM in South Africa and formulate research recommendations that will inform the municipal strategies to improve service delivery efficiency and restore user confidence that decentralisation is an effective approach.

1.4. RESEARCH PROBLEMS, OBJECTIVES: KEY QUESTIONS

The overall objective of the study is to evaluate the local service delivery efficiency in a South African district municipality, with a special focus on uMkhanyakude DM. To deliver on this objective, the study will seek to answer the following objectives and key questions:

1.4.1. Objectives

- i. To investigate the service delivery legislations and policies that are in place;
- ii. To understand the capacity limitations to these policies;
- iii. To determine the key challenges that hinder service delivery in the uMkhanyakude DM;
- iv. To investigate whether the current implementation processes for service delivery projects effective and efficient;

- v. To understand the community of uMkhanyakude DM's views on the current service delivery practice.

1.4.2. Key Questions

- i. What service delivery legislations and policies are in place?
- ii. What are the capacity limitations to these policies?
- iii. What are the key challenges that hinder service delivery in the uMkhanyakude DM?
- iv. Are there current implementation processes for service delivery projects effective and efficient?
- v. What is the community of uMkhanyakude DM's views on the current service delivery practice?

1.5. BROADER ISSUES TO BE INVESTIGATED

The main objective of the study is to evaluate the local service delivery efficiency in South African district municipalities, with a special focus on the uMkhanyakude DM. To achieve this research result, the study will consider the broader issues present by determining the communities' perception of the efficiency of uMkhanyakude DM. It further explores the service delivery efficiency in the South Africa district municipalities. This broader objective will be achieved by assessing the local government mandate, policies, processes, and procedures implemented by uMkhanyakude DM in developing strategies and an integrated developmental plan, against that of local government. It will further assess the local government mandate, policies, processes, and procedures implemented by uMkhanyakude DM in delivering the key services delivery and development for communities, against that of local government. The main thrust of the study will be to recommend possible solutions to the key services delivery challenges established through a designed interview schedule and suggest a service delivery improvement plan over the medium-term expenditure period.

1.6. STRUCTURE OF THE STUDY

This research study comprises of six chapters, all of which are structured for functionality and not purpose.

Chapter One. This chapter introduces the study and focuses on the importance of the research study by outlining the historical background, key research objective, and key research questions.

Chapter Two. This chapter provides a comprehensive literature review on the challenges faced by local municipalities in terms of their mandate to provide service delivery,

Chapter Three. This chapter will provide a broad theoretical framework grounding the research topic

Chapter Four. This chapter focuses on the research methodology used to conduct the research study.

Chapter Five. This chapter will provide findings from Census data.

Chapter Six. This chapter presents the data analysis generated from the fieldwork.

Chapter Seven. This chapter provides the interpretation and discussion of the research main findings.

Chapter eight. In this final and concluding chapter, important recommendations emanating from the study will be provided. The chapter will also discuss the limitations encountered during the research and suggest further interventions for future research. A comprehensive conclusion will bring the research study to a close.

CHAPTER 2: LITERATURE REVIEW

We owe it all to South Africans to make sure that we achieve the set outcomes. As the COGTA family we commit to doing all in our power to make it happen. However, we cannot do it alone. We therefore call all stakeholders, business, labour, civil society, and the public to work in close partnership with us. Local government is everybody's business. Be part of it (Sicelo Shiceka, Minister of the Department of Cooperative Governance and Traditional Affairs) (RSA-CoGTA, 2009b).

2.1. INTRODUCTION

This chapter will present the literature review from different researchers on the efficiency of service delivery in district municipalities. Specifically, the chapter will outline the uMkhanyakude DM profile and its position within the SADC region. It will further look at the important legislative mandate guiding the provision of services. An overview of the service delivery and the state of local government affairs will also be provided. Finally, the chapter will discuss the challenges impeding service delivery and suggest initiatives geared towards creating a new service delivery landscape.

During the April 2009 democratic elections, South Africans gave a clear mandate to former President Jacob Zuma to improve service delivery to ensure the implementation of the common vision of building a "Better Life for All." This change in approach towards service delivery was a revelation to government and led to building a developmental state and its capacity to deliver and account to the public in a manner perhaps unique in the history of the country. That said, the country saw the signing of the delivery agreement between the President and his ministers as means of solidifying their commitments.

The former (now late) minister of Cooperative Governance and Traditional Affairs (COGTA), Sicelo Shiceka, in a speech delivered on 10 April 2010 committed to the Outcome 9 and 12 priorities (RSA, 2010b). He took on a mandate to strengthen cooperative among the three sphere of government and to mainstream the rural communities into development through the effective support and capacity of rural institutions as a way of improving service delivery promised to the people (RSA-CoGTA, 2009b).

2.2. UMKHANYAKUDE DISTRICT MUNICIPALITY PROFILE

The uMkhanyakude DM is situated in the far Northern region of KwaZulu-Natal Province in South Africa with a total population of 625 846. This DM is classified as the second largest in KwaZulu-Natal which includes the iSimangaliso Wetland Park, a UNESCO World Heritage Site which covers the entire coastline of more than 200 kilometres. Figure 2.1 shows the boundaries of the four local municipalities (uMhlabuyalingana, Jozini, The Big Five Hlabisa and uMtubatuba Local Municipalities) within the uMkhanyakude DM and surrounding neighbourhoods. The district borders Mozambique to the North, with the Indian Ocean on the East, and the Kingdom of Eswatini (formerly named Swaziland) to the North-West (uMkhanyakude District Municipality, 2016a: 11).

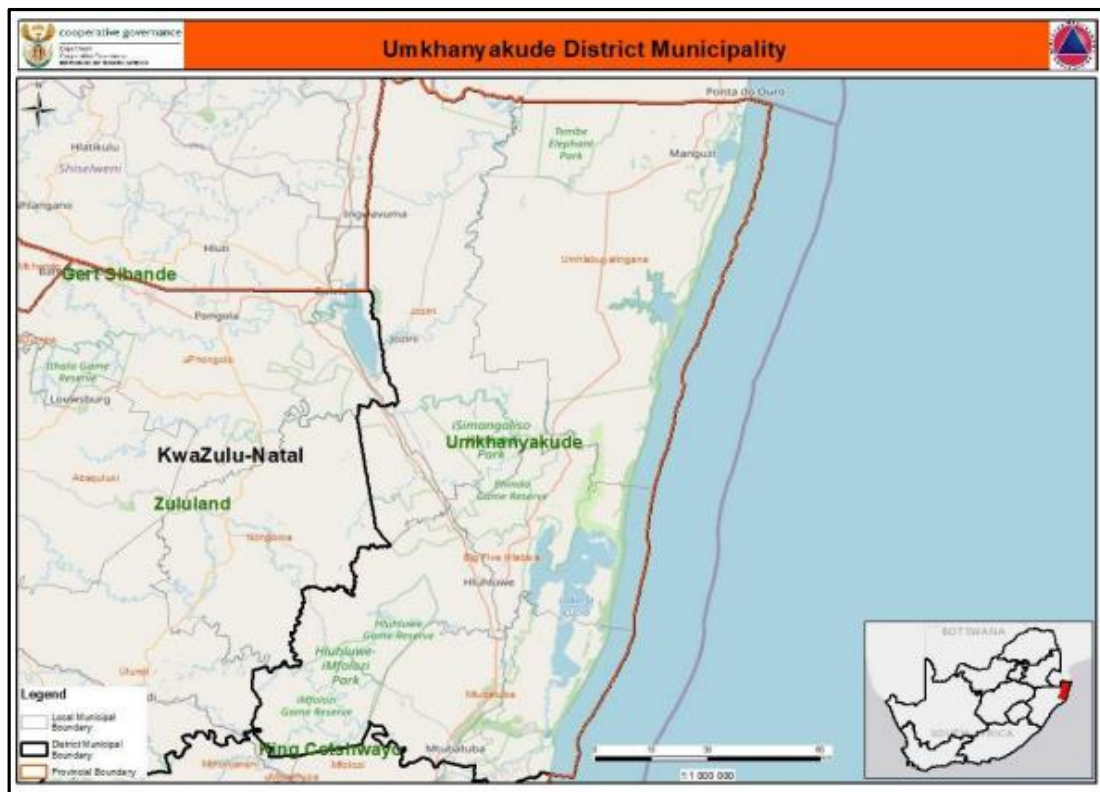


Figure 0.1. Map of uMkhanyakude District Municipality

Source: uMkhanyakude District Municipality, 2020: 6)

2.3. AN OVERVIEW OF SERVICE DELIVERY

Development aims at providing a “Better Life for All.” This denotes meeting basic human needs such as obtaining sufficient food, health services, sanitation, and human settlement. Meeting the needs of the people and treating people with dignity and respect is an integral part of service delivery (Peet & Hartwick, 2009). Peet and Hartwick (2009) also maintain that this definition is subject to “culture, vision of the society, methods and purpose of development and democratic decision making. Many people might agree that while this is a desirable goal, it is nevertheless faced with many challenges to get there (Peet & Hartwick, 2009).

2.3.1. A South African Perspective of Service Delivery and Municipal Performance

The White Paper on Local Government (RSA, 1998b) maintains that local government can be traced back to the apartheid era where it was used to locally promote racial separation and inequality among the people. Racial segregation as a legislative policy was formally introduced in 1948 through a series of legislative instruments, including: strict residential segregation, the removal of black people to “own group areas” and influx controls with the aim of limiting black people in municipal-controlled areas being forcibly introduced and maintained. Consequently, strictly-enforced pass laws, racially-segregated townships, and industrial and commercial development in the self-governed Bantustans were introduced¹ (RSA Government, 1998).

The Bantustans² experienced limited local government benefits and certain State-recognised traditional leaders (‘the natives’ according to apartheid policy) were given false powers with little revenue to control land allocation and development matters in areas with communally-

¹ Apartheid is a “policy of racial segregation introduced by the National Party (NP) after its electoral victory in 1948. It created a highly stratified society in which whites dominated the political, economic, and social landscape at the expense of blacks in South Africa.” See: “South Africa: Overcoming apartheid, building democracy,” <http://overcomingapartheid.msu.edu/terms.php#65-253-3/> [Accessed: 22 July 2021].

² Bantustans were created during the promotion of black self-government act to ensure that blacks lived in Bantu Reserves and ran their own affairs without any share in the greater South Africa. The Bantu Reserves were later transformed into Bantustans and later called Homelands led by State-recognised Traditional Leaders. The purpose of the Bantustan system was to divide and rule black people (Khunou, 2009).

owned land. Some small rural townships (the so-called “R293 towns”³) and their councils were given their own administrations, but these lacked real powers. Many boards and committees were established during this era. First, in the 1960s, ‘coloured’ and ‘Indian’ management committees were established as advisory bodies to white municipalities. In 1971, the Bantu Affairs Administration Act established administration boards which removed responsibility for townships from white municipalities. In 1982, the country saw the emergence of black local authorities. While these replaced community councils, they had no significant revenue base and were seen as politically illegitimate from the beginning (RSA 1998a).

Historically, the creation of black local authorities without meaningful revenue bases brought about major financial constraints on the municipalities since most local government revenue in urban centres was self-generated, mainly through property taxes and the delivery of services to residents and businesses. This particularly suited white municipalities which had smaller populations to serve and large concentrations of economic resources to tax. Financial shortfalls were built into local government for black areas. These also limited taxes because black people spend most of their income in the form of VA in the erstwhile white-owned Central Business Districts (CBDs) of white municipalities (RSA 1998a).

Equally important is the history of resistance to apartheid at the local level and the emergence of civil unrest against local government during the apartheid era. Black communities began to mobilise against the local government system. This rise in civil unrest culminated in the 1983 launch of the United Democratic Front (UDF) which gave prominence to the Koornhof Bills that established the black local authorities which imposed rent and service charges on township residents to increase State revenues. These revenue sources were never intended to provide for meaningful delivery, and as a result further angered politicised communities, particularly as human settlements became more spatially and economically distorted. By 1984, civil unrest had gathered momentum and community bodies began to organise boycotts against rents and service charges. By the late 1980s, tensions were calmed down by redirecting funds to disadvantaged areas (RSA 1998a).

³ R293 refers to the formally proclaimed towns that fell under the former-Apartheid administration’s homeland governments. They usually had the slender revenue generating capacity and dependent on subsidies from provincial government (Osmanović, 2003).

During the establishment phase of local government, a system of categorisation was introduced to more accurately understand the differentiated challenges facing the 283 municipalities across South Africa. Some six metros had large urban complexes with populations over one million and accounted for 56% of all municipal expenditure in the country, resulting in local municipalities with large budgets and containing secondary cities. Some 31 local municipalities had a large town at its core, while 137 local municipalities had small towns, with relatively small populations and a significant proportion of urban populations but with no large town as a core. Some 31 local municipalities which were mainly rural with communal tenure and with at most, one or two small towns in their area (32), there being about 25 DMs which did not have water service authorities, and about 21 DMs which were water service authorities. Each of these categorised municipal jurisdictions faced fairly unique conditions and challenges. Metropolitan municipalities face sustainability challenges due to high rates of urbanisation and in-migration with accorded high levels of household poverty. Some municipal authorities need to hire suitable staff with urban management experience and associated skills to deal with spatial planning, land-use management, and infrastructure life-cycle management. These municipalities are located within economically depressed areas and have trouble in attracting and retaining skilled managers, professionals, etc. (RSA-CoGTA, 2009b)

Post-1994, the future of local government was ensured when the Local Government Forum drafted an agreement on finance and services signed by Nelson Mandela and F. W. de Klerk. However, this agreement did not provide a blueprint for a new local government system, but simply sketched a process for change (RSA-MPaCD, 1997). The Local Government Transition Act (Act No. 209 of 1993) mapped out three phases of transition. These were: (1) Pre-interim phase, (2) Interim phase, and (3) Final stage. The inherent weaknesses of the Act did not transform local government, this being due to its urban bias and lack of structured support processes to enable municipalities to manage. Accordingly, change is still reflected in the current municipal system (RSA, 1998a).

In a study of the institutional capacity of local municipalities in the delivery of services to communities in Polokwane municipality (Makgoba et al., 2005), it was suggested that the decentralisation of functions and powers to bring services closer to the people should be coupled with a strong system of local governance, otherwise it will remain but a pipedream. As Makgoba et al. (2005) has noted, from the 1990s onwards, municipalities became effective partners in the State obligation to provide a “Better Life for All.” The assumption was that for

the first time in South Africa's history, every citizen would receive the same standard of services in terms of the democratic process. While local government achieved a great deal, there was still a room for improvement in the rural areas. The service delivery standards are measured by the degree to which the community perceives their municipality to respond to their basic needs (Makgoba et al., 2005: 6).

Local government in South Africa has undergone a radical and almost continual transformation since 1993. As one of the three spheres of governance (i.e., national, provincial, and local), local government plays a vital role in the governance of the country and is a key site of delivery and development which is central to South Africa's entire transformation project. The overall intention of this process is to bring local government in line with the current political landscape, improve its viability, and ensure efficient service delivery. It is therefore apparent that the extent to which municipalities are responsive to the needs of the community will always be determined through the delivery of services or lack thereof (Makgoba et al., 2005).

The establishment of local municipalities has unlimited challenges such as lack of resources and limited access to basic services. These challenges infringe the community rights that every resident is constitutionally and morally entitled to have. Consequently, the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) mandates all municipalities to provide basic services to all members of the community within their available resources. The implementation of this constitutional mandate tends to pose serious problems for many municipalities (Makgoba et al., 2005) and is manifested in the current service delivery protests of its aggrieved citizens (Atkinson, 2007:53). According to Atkinson (2007), the blame cannot be solely placed on the shoulders of the municipalities, because the inter-governmental system has largely failed to support local government adequately. Atkinson (2007) further argues that while governmental grants are increased each financial year, there is still a great need for more effective and sustained support by various government sectors and departments.

The Department of Cooperative Governance and Traditional Affairs⁴ (RSA-CoGTA, 2009b) refers to uMkhanyakude DM as a DM with institutional vulnerabilities to deliver services due to a large rural population and the legacies of apartheid. This is further intensified by service

⁴ In December 2009, the Department of Cooperative Governance and Traditional Affairs was divided into two departments, namely, that of Cooperative Governance and Traditional Affairs.

delivery backlogs where Hlabisa LM is number six in the list of municipalities reported for poor performance. It will be an interesting study to determine what improvement plans are in place to remedy this situation.

The highest complaint is on the allocation of housing. This was mainly due to the allocation criteria being too relaxed and as a result, many people applied and their needs were never satisfied. It was only in 2014 that the Minister of Housing, Lindiwe Sisulu defined human settlements target beneficiaries. In October 2014, Human Settlements Minister Lindiwe Sisulu told reporters in Durban that:

Anybody below the age of 40 will need to understand that they are not our priority unless they are special needs or are heads of child-headed households (News24, 2014).

Sisulu later addressed reporters in Durban that the intention behind providing free housing was to right the wrongs of the past and make sure that Government can restore people's dignity. While the Government would not provide free housing to those under 40 years, it would still provide affordable housing to the young or assist them with financing. It would be another interesting finding to establish the effectiveness and efficiency management of housing delivery within municipalities.

The lack of standardisation of the services provided by different municipalities within the Province of KwaZulu-Natal poses a challenge in the provision of services, for example in uMgungundlovu which lies within a DM that does not provide services in environmental health, primary services, telecommunications, housing and building regulations, disaster management, electricity or refuse removal (with the district providing disposal facilities). However, uMgungundlovu does provide assistance to local municipalities in road maintenance, including the upgrading of roads, water, and sanitation. This includes the implementation of a water and sanitation supply infrastructure project with local municipalities (Makgoba et al., 2005). There should be proportional distribution of local government assistance to the local/district municipality so that the beneficiaries can have access to similar services.

The uMkhanyakude DM offers direct services in environmental health (but with administrative constraints), water and sanitation, and disaster management. In disaster management, the

district municipality lacks capacity and is currently being assisted by the uMgungundlovu DM. The DM also lacks the capacity to provide services in water delivery, as the infrastructure is not in place. Furthermore, the uMkhanyakude DM does not offer services in road maintenance, primary health services, refuse removal, telecommunications, or housing and building regulations. The Greater St. Lucia Wetlands Park Authority (GSLWP) undertakes all capital-related projects in the district management areas, with the major project being the Lubombo Spatial Development Initiative, which is a concerted programme by the governments of Mozambique, Eswatini, and South Africa to ensure that new investment occurs rapidly in the area (Makgoba et al., 2005).

Due to the high cost involved in the provision of services in rural areas, municipalities are also faced with the provision of free basic services to those members of the community who are categorised as vulnerable and those who are unable to pay, due to unemployment, inequality, and poverty. It has been established that most of those communities depend greatly on social grants as a means of sustaining their livelihoods (Makgoba et al., 2005). An overview of infrastructure in the district shows an improvement from a low level of 18% in 1996, to 44% in 2009. The main contributor to such an increase is that of electricity infrastructure and to a certain extent, water, and sanitation. The local government assessment discovered that the DM had a high level of challenges ranging from political instability and the lack of connectedness between the political office bearers and administrative officials (PMG, 2022).

The new administration has always had a clear electoral mandate to deliver on key priorities of visible, tangible, and positive changes that are aligned to the published Medium Development Goals (MDG) for rural and urban communities. The 2009 Government Programme of Action was committed to building a developmental state, improve public services and strengthen democratic institutions. This is the point of departure for the priority of intervening, stabilising, and supporting local government for it to fulfil its core mandates (RSA-CoGTA, 2009a: 3). The formation of local government can be traced back to the apartheid era and its transformation process began in 1994, with good progress being made, but still much to be achieved before all 283 municipalities are functioning effectively, efficiently, responsively, and sustainably (RSA-CoGTA, 2009a: 70).

Responding to service delivery challenges, local government decided on the Inter-Governmental Turnaround Strategy to assess the key problems or root causes for poor

performance and dysfunctionality in certain municipalities (RSA-CoGTA, 2009a: 70). An evaluation of local service trends will also include an assessment of the Inter-Governmental Turnaround Strategy at the district level. It is anticipated that the research findings will influence future policy research and strategic planning. The evaluation of service delivery in the uMkhanyakude DM will assess the capacity of the district to provide delivery, as well as the role played by the society in development. Finally, recommendations will be made with respect to finding possible solutions to poor service delivery. In this respect, it will be important to measure service delivery improvement within the local municipality as well as beneficiary satisfaction.

2.3.2. Service Delivery in the African Context

Many municipalities in African countries face common service delivery challenges, especially with implementing those service delivery options that enable existing structures in the local government sphere. Since 2000, municipalities in Zimbabwe have been experiencing similar challenges. Due to Zimbabwe adopting a multi-currency system, it was expected to provide a cure to the constraints in service delivery. The councils were expected to take advantage of the situation and develop innovative strategies to improve the lives of its peoples (Webster et al., 2012). The study by Webster et al. (2012) on the quality of service delivery in Zimbabwean urban councils, with particular focus on Bindura Municipality in 2009–2011, elaborated further on the quality of service delivery. To achieve this, the study not only analysed existing service delivery management strategies, but made proposals for its improvement. The findings indicated that service delivery was very poor in general due to inadequate management strategies, poor governance structures, and political interference, all of which were of major concern. The recommendations were thus adopted as a blueprint and management approach towards the desired long-term success of the Bindura Municipality (Webster et al., 2012: 68).

According to Wild et al. (2012), Malawi has also experienced a legacy of State-party fusion and the use of State resources for political agendas. Water supplies had been used to further political gain rather than sustainable provision to the poor. Political loyalists are appointed to chairs and given responsibility to collect payments from residents through the establishment of management committees and kiosks. As Peet and Hartwick (2009: 1) have also noted, it is evident that development can, and still be used for political purposes to source more money and power for a few well-placed individuals.

A case study of Ghana's sanitation sector has reported on the decentralisation of the management of public toilet facilities. According to local press reports, contracts in respect to public conveniences contracts went to local assembly members associated with sub-metropolitan districts. These contracts were used as political favours to reward loyalists and to ensure their continued support. This also undermined many service delivery departments such as water management department and environmental health officers to sanction politically sheltered contractors (2009:1). As Wild et al. (2012: 15–18) have summarised, service delivery in Africa is marked by poor management of human resources, municipalities are under-capacitated, and the limited available positions are due to the political connections and influence of political parties. In short, the study indicates that the government constraints were caused by political market imperfection, policy incoherence, lack of monitoring, collective action challenges, and moral hazard.

In a poverty assessment of Tanzania conducted by the World Bank (World Bank Group, 2015), poverty was found to be a complex and multidimensional phenomenon. To intervene successfully in the cycle of poverty in which hundreds of millions of people around the world are trapped, sensible policies must be based on an understanding of its nature and determinants (Asselin, 2009). While the poverty line is an important measure of poverty in a country over time, poverty goes beyond income levels. In this regard, the poverty level in Tanzania measured by poverty headcount has decreased over the years. Tanzania has two poverty lines, namely food poverty and basic need poverty. Tanzania recorded a decline in poverty measures between 2004–2005 and 2011–2012. A marginal decrease was registered in food poverty from 11.7% in 2004–2005 to 9.7% in 2011–2012, and basic need poverty by 28.2% in 2007 from 34.4% in 2011–2012.

Tanzania also experienced a poverty gap decline in the mainland from 10.3% in 2007 to 67% in 2011–2012. The severity of poverty was estimated at 4.5% in 2007 to 2.3% in 2011–2012. During the period of 2011–2012, Tanzania also recorded a 93% poverty gap, meaning that a majority of people are living close to the poverty line. Therefore, the severity of poverty, is estimated at 2.3%, there is little inequality among Tanzania's poor population categories (World Bank Group, 2015).

2.3.3. Service Delivery in the International Context

Internationally, DMs are also faced with similar challenges as that of African and South African municipalities. It is thus reported that Australia also has poor regional governance structures. This is a direct result of the federal government structure across States and the geographically-large land areas. If Australia is to improve service delivery at the regional level, it needs to build on the strengths of local government. Local government is often the only institution in many regions of Australia with the capacity to undertake such tasks and functions. Therefore, the capacity of local government must be enhanced so that neighbouring councils can work effectively together to deliver services at a regional level. Second, Australian local government has come a long way in the past two or three decades in terms of its capacity to deliver at the local and regional level, a fact that is increasingly recognised by State and Federal counterparts. However, securing partnerships at the national level between two or all three spheres of government still presents great challenges (Makgoba et al., 2005: 38). There are many service delivery challenges identified within the DM. Service delivery challenges involve the provision of electricity, a lack of adequate funding, water and sanitation, road maintenance, primary healthcare, environmental healthy, refuse removal, building regulations, and disaster management.

The Chile Solidario package comprises both new legislation and amendments to existing laws that will fundamentally transform how the government addresses poverty and increases social protection for the poor households (The World Bank Group 2005: 73). The system takes the family as the unit for action, and understands extreme poverty as a multidimensional problem that relates not only to the lack of income, but also to the scarcity of human and social capital and to the family's vulnerability to common events, such as sickness, accidents, and unemployment (Palma & Urzúa, 2005).

The Chile Solidario initiative, includes a package of legislative reforms to assist in Chile's poverty reduction and social protection policies and institutions. The package of reforms represents an effort by Chile's government to bring the 225 000 poorest households out of indigent poverty. The Chile Solidario package includes both new legislation and changes in current laws that will dramatically alter the Government's approach to confronting indigence and extending social protection. The changes to the social protection system are as significant as the reform of welfare in the United States of America (USA) in the 1990s.

The Chile Solidario policy initiative has several distinguishing features. The starting premise of the intervention is that the principal asset (and perhaps the only capital) held by indigent households, is their desire to live as a family and the complex web of intra-household mutual support that this entails. Thus, the preferential access to Chile's social protection system created the Chile Solidario reform package targets neediest 225 000 households/families rather than the 850 000 individuals currently classified as indigent.

Armed with the data identifying Chile's poorest, social workers go door-to-door, and invite indigent families to participate in a two-year program of social support. Potential participants are informed of the Chile Solidario initiative, and that by participating in the Puente programme, they will gain preferential access to Chile's principal social transfers and programmes. This is to say that in health, the households targeted by the Chile Solidario initiative are given priority access to primary health care under FONASA. In the area of employment, heads of households will be the priority beneficiaries of active employment programmes. In the area of education, schools attended by members of targeted households will receive special school retention vouchers recently introduced by the Ministry of Education (World Bank Group, 2005)

2.4.THE SHIFT TOWARDS A NEW INNOVATIVE SERVICE DELIVERY POLICY LANDSCAPE

To implement the "Better Life for All" promise, it is important for municipalities to not overlook the economic changes that are taking place in its locality, region, nation, and even internationally. The rise or decline of industries can have a marked impact on local income, employment, and tax revenue. Globalization or the global economy (nodes or points of contact which connect economies across the globe) or the internationalization of capital, production, services, and culture will continue to have a major impact in the metropolitan areas. The Growth, Employment and Redistribution (GEAR) strategy emphasizes an export-oriented economy that (it is hoped) will lead to increased international openness and competition with the major aim of achieving internationally competitive industries and enhance economic growth and well-being. On this note, local municipalities need to manage the consequences of globalisation and find balance between competition and co-operation strategies attracting investment based on promoting the comparative advantages of the area for competitive industries, as well as supporting the growth of local enterprises (RSA, 1998b).

Schilling (2013: 222) points out that investment in basic or applied research and development to define an organisation's strategic direction of local government in the global world is not static. His proposal is that research and development should be decentralised to district municipalities as they have first-hand experience in the community socio-economic needs. Schilling further argues that decentralised companies may be able to respond to technological or environmental changes because not all decisions require the intervention of top management. This means that district municipalities can be empowered to make decisions and change independently and (if necessary) very quickly (Schilling, 2013). Chambers (2013) also suggests that research and development expenditure in the across the globe is concentrated in the industrialised centres of the Western World and hence it might have been thought that rural poverty deserves attention or priority more than defence. It is argued that 50% of research and development funding goes to defence work and its science research. More attention will assist in obtaining the unbiased rural studies that have overcome the following challenges: spatial biases: urban, tarmac and roadside, project biases where the researcher are always pointed to area where something is happening and person biases where the researcher will receive information from the informant that is biased against poorer people (Chambers, 2013: 13).

Government should consider many sources of research, which is not limited to, but varies from in-house research, companies, non-profit organisations, government research institutes, science packs and hubs, as well as individuals towards a collective purpose. An important source of research and development is the formation of a network of all the above-mentioned sources (Schilling, 2013) to consider synergies and resources such as technology and skills. To this end, financial assistance must be sourced to develop such arrangements (Webster et al., 2012).

As Schilling (2013) has noted, in implementing these innovative strategies, it is important to use the S-curve approach with two types of innovation (i.e., incremental, and radical). The incremental technology/service/product might not be necessarily new, but is improved every time before maturity (Schilling, 2013: 49). The reasons why collaboration and networking of technology are important in implementing a strategy is because they allow for strategic alliances, joint ventures, and licensees to take place. Hence, outsourcing is an activity an organisation does when it does not have the capacity to deliver on a new strategy (Schilling, 2013: 157).

Accordingly, this research study seeks to find possible solutions to policy gaps and challenges. The literature reviewed presents many challenges that motivate the reason municipalities need to move to a new policy landscape that embraces innovation, research, and development. The location of the municipality in the global world does not matter, for all municipalities are facing similar challenges. These challenges vary from political instability, corruption, backlogs in the provision of sanitation, potable water, infrastructure, financial mismanagement, poor management strategies, governance structures, political interference, road maintenance, primary healthcare, environmental health, refuse removal, building regulations, disaster management and the rewarding of political loyalists. Based upon this literature, the study will evaluate service delivery efficiency in local governments, explore service delivery challenges in delivering key services, and suggest improvements for the medium-term expenditure period.

2.5.THE KEY LEGISLATIVE MANDATE GUIDING THE PROVISION OF BASIC SERVICES

There are a vast number of legislative mandates which govern the provision of efficient services. These are as follows:

- i. Municipal Finance Management Act (Act No. 56 of 2003);
- ii. Intergovernmental Relations Framework Act (Act No. 13 of 2005);
- iii. Municipal Property Rates Act (Act No. 06 of 2004);
- iv. Municipal Performance Regulations for Municipal Managers and Managers Directly accountable to Municipal Managers, 2006;
- v. Preferential Procurement Policy Framework Act (Act No. 5 of 2000) and Regulations;
- vi. Municipal Structures Act (Act No. 117 of 1998) and Regulations;
- vii. Constitution of the Republic of South Africa 1996 and Regulations;
- viii. The White Paper of Local Government; Municipal Electoral Act (Act No. 27 of 2000) and Regulations;
- ix. Local Government Turnaround Strategy;
- x. Division of Revenue Act (Act No. 6 of 2011);
- xi. Deliverance Agreement 2030;
- xii. Traditional Leadership and Governance Framework Act (Act No. 41 of 2003) and Regulations.

In the section which follows, some of the legislative mandates that guide the provision of service delivery will be discussed at length.

2.5.1. Local Government Turnaround Strategy

The Local Government Turnaround Strategy (LGTAS) emanated from the State of Local Government Report and the Local Government Indaba, endorsed by Cabinet in December 2009. The LGTAS emphasis was on the challenges undermining the Government Systems and their root causes. Some of these problems included: Weaknesses in the Local Government model, policy and legislative factors, political factors, weakness in the monitoring systems, shortage of capacity and skills, weak intergovernmental support and oversight, and issues associated with the intergovernmental fiscal system. Accordingly, Government has attempted to restore confidence to all the role players (RSA-CoGTA, 2009a: 4).

The local government Turnaround Strategy emphasized that local government is everyone's business, following this business process model:

- i. Provide access;
- ii. Determine problems;
- iii. Establish cause;
- iv. Address problems;
- v. Restore community confidence;
- vi. Improve local government performance;
- vii. Better Life for All.

To accelerate service delivery, the Local Government Turnaround Strategy (LSGTA) had targeted to decrease unemployment and poverty by half. This would also include the broadening of the participation in the local economy and create work opportunities for the people as they would be utilised in the development of the basic infrastructure. The point of attention was water, sanitation, electricity, refuse removal, housing, and other sectors. These sectors were also aligned and referenced to the 2014 minimum standards and service delivery targets set by National Government, which clarify the following:

- i. All households to have access to at least clean piped water 200m from households, all households to have access to at least ventilated pit latrine on site;

- ii. All households to be connected to refuse removal services at least once a week;
- iii. All existing informal settlements to be formalized with land-use plan for economic and social facilities and with provision of permanent basic services;
- iv. Standards for access for all other social, government and economic services must be clearly defined, planned, and implemented by each sector using IDP (RSA-CoGTA, 2009b: 7).

The data released by Stats SA indicates that more than 50% of the South African population is living in poverty even though municipalities are advocating the “Turnaround Strategy.” According to the Poverty Trends Report for 2006–2015 about 30.4 million people (55.5% of the population) are living in poverty compared to 27.3 million (53.2%) in 2011. The figures are calculated using the upper-bound poverty line of R992 per person per month, based on 2015 prices. The overall summary interprets that over 30.4 million South Africans were living in poverty in 2015. While the recent increase in the headcount is unfortunate, we are still better-off as a country compared to the poverty situation a decade earlier, when it was estimated that in 2006, close to two-thirds of South Africans (66.6% or roughly 31.6 million people) were living below the upper-bound poverty line. In the above figure, we see that while poverty is the highest among children (aged 0–17), poverty levels tend to drop as one gets older and only starts to increase again from the age of 55 onwards. The poverty gap, as well as the severity of poverty, shows a similar trend to the poverty headcount for the 0–17 age group. Poverty gap values highlight that not only are children more likely to be poor, but they are also residing in households that are further away from the poverty line. Growing up in poverty is one of the greatest threats to healthy childhood development. Unfortunately, in 2015 this was a reality for over 13 million children living in South Africa, according to the latest Living Conditions Survey data (StatsSA, 2017b)

Much has been done to reduce the head count poverty, where government has subsidized the supply of water, electricity, and food to indigent households (News24, 2017b). The provision of water increased by 2.3% between the years 2015–2016 nationally, with the highest provision of water recorded in Limpopo province (0.6%). Concerning the provision of electricity, the highest percentage is recorded in Mpumalanga province (4.6%) and KwaZulu-Natal (4.1%), with the lowest percentage recorded in the Western Cape (0.8%). The highest provision of water-borne sewerage is recorded in the Eastern Cape (7.2%), Limpopo (6.5%), with the lowest provision recorded in North West (1.2%). The data from StatsSA further illustrates an increase

in the provision of free basic services (FBS). About 114 616 more consumer units received free basic services water, 99 332 more consumer units received the provision of electricity, 225 098 consumer units are given to beneficiaries of free basic sewerage and sanitation compared to the year 2015. When breaking down the above numbers, it means about 75% indigent households benefited from the indigent support system from water, with 56.2% benefited from free basic electricity, and 68.6% from sewerage and sanitation provided by municipality (StatsSA, 2017a)

Tissington (2013) states that the provision of Free Basic Services via the local implementation of municipal indigent policies has been undermined by problems around deciding on which benefits should go to the beneficiaries. According to StatsSA (2011), about 3 million households were estimated to be indigent beneficiaries, but only 2.1 million households are benefiting from the programme. This study was done through obtaining the municipal indigent policies and the data was supplemented with the secondary data, which included the analysis of the government reports. The Socio-economic Rights Institutes made it clear that:

- i. The municipal indigent policies were not correctly structured;
- ii. The targeting methods were not developed in an effective way, in that the middle-income people do not benefit from the programme. A proposal is therefore made to develop a subsidy framework as part of the tariff policy that will be prepared by all municipalities in terms of the Systems Act;
- iii. There is a challenge of developing a uniform indigent definition and determination of indigent status published over the years;
- iv. The policy and the implementation guidelines do not possess a clear link with local economic development activities and no link is provided to the implementation of FBS with other national poverty programmes;
- v. The indigent policy information should be promulgated to vulnerable groups such as women, children, and people living with disabilities;
- vi. There is very often ineffective management of indigent registration and data maintenance as well as verifying the application details of households;
- vii. There is no indigent registration and FBS implementation blueprint to guide municipalities;

- viii. The use of property value threshold is problematic e.g., there may be a number of indigent households on a property of higher value, where a household may have become indigent but still resides in a property of higher value;
- ix. The overall service delivery of the FBS programme is affected by the poor and under-capitulated municipalities (Tissington, 2013).

2.5.2. Municipal Performance Regulations for Municipal Managers and Managers

The Government Gazetted regulations define important terms relevant between the parties, terms such as who is the employee, employer, employment contract, and performance agreement. This regulation aims at setting out how performance of municipal managers should be uniformly directed, monitored, and improved. This directly refers to both the employment contracts of municipal managers and managers directly accountable to municipal managers and their performance agreements. The employment contract normally outlines the terms of employment between the parties. A performance agreement also provides assurance to the municipal council of duties that should be performed by their municipal managers (MM) (RSA-DPLG, 2006).

2.5.3 Service Delivery Agreement

The delivery agreement is a public document that will help the public to judge the failures and success of the Government through the following seven outputs:

- i. Implementation of different approach to municipal financing, planning and support;
- ii. Improve access to basic services;
- iii. Implementation of the Community Works Programme;
- iv. Actions supportive to human settlements outcome;
- v. Deepen democracy through a refined Ward Committee model;
- vi. Administrative and financial capacity;
- vii. A single window of coordination (RSA-CoGTA, 2009a).

2.5.3.1. Outcome

This outcome places great emphasis on the Local Government as a key part of the reconstruction and development. This can only be realized through the responsive,

accountable, effective, and efficient Local Government system, which forms part of the developmental state. Therefore, the strategic output was that Local Government should:

- i. Implement a different approach to municipal planning and financing;
- ii. Improve the basic service;
- iii. Implement a community works programme, action, or be supportive of a human settlement outcome;
- iv. Deepen democracy through a refined ward community's model, administrative and financial capacity, and provide a single window of coordination.

This vision will address the responsive, accountability, effective and efficient Local Government. The expectation was to produce a more sustainable impact than previous government intervention programmes such as Project Consolidate and the 5-year Strategic Agenda (RSA-CoGTA, 2009a: 45).

2.6. THE CONDITION OF LOCAL GOVERNMENT AFFAIRS AND THE FACTORS LEADING TO POOR MUNICIPAL PERFORMANCE

The state of local government has presented various challenges. These include:

- i. Those plans that do not comply with the legislation mandates and performance management regulations;
- ii. Irregular expenditure;
- iii. Fruitless and wasteful expenditure;
- iv. Mismanagement and grand corruption⁵;
- v. Instability or vacancies in key positions or key officials lacking appropriate competencies;
- vi. Poor performance levels of municipal managers;
- vii. Human resource management and the use of consultants; and
- viii. The support of local government.

⁵ See: Transparency International. (2023). Grand corruption. <https://www.transparency.org/en/our-priorities/grand-corruption> [Accessed: 31.01.2023].

2.6.1. Plans That Do Not Comply with Legislation Mandates and Performance Management Regulations

For completed audits, the number of municipalities with material findings had slightly increased since the previous year from 79% to 81%, the increase being most evident at district municipalities (from 61% to 66%) and metros (from 4% to 6%). The compliance outcomes for municipalities in the Eastern Cape, Mpumalanga, and the Western Cape slightly improved, but those in Gauteng and KwaZulu-Natal regressed. The reasons for the regressions were the slow response and lack of accountability by senior management to address internal control deficiencies and to implement action plans. In addition, municipalities did not have mechanisms to identify applicable legislation and changes thereto or processes to ensure the monitoring of compliance. The audits in 2015–2016 did not include an assessment of the financial impact of the non-compliance by municipalities. Based on the nature of the compliance findings, it was determined that 200 (94%) of the municipalities with material findings on compliance in 2015–2016 had findings with a potential negative financial impact or findings that could cause a financial loss for the municipality or government. It is the role of the Municipal Manager (MM) and the council to investigate non-compliance and the impact thereof, which could include financial loss through excessive expenditure (e.g., uneconomical use of funds), fruitless and wasteful expenditure, lost revenue, failure to recover debt, and avoidable penalties and interest charges (AGSA, 2016: 37).

2.6.2. Financial Mismanagement

2.6.1. Irregular Expenditure

Irregular expenditure had increased over 50% since the previous year to R16.81 billion, the highest since tracking the values had begun. The amount could be even higher, as a third of the municipalities disclosed that the full amount was not known, and 24% were qualified as the amount they disclosed was incomplete. The top ten contributors to irregular expenditure were responsible for 42% of the irregular expenditure – the majority of which involved water and sanitation infrastructure projects and grant money. There is thus a need for increased oversight of this portfolio, which should be given priority attention.

The irregular expenditure does not necessarily represent wastage or mean that fraud has been committed – this needs to be confirmed through investigations executed by the council – but

losses could already have arisen or may still arise if follow-up investigations are not undertaken. The track record of local government in dealing with irregular expenditure to ensure that there is accountability is poor. The year-end balance of irregular expenditure that had accumulated over many years and had not been dealt with (through recovery, condonement or write-off) was R41.7 billion. The poor follow-up was not limited to irregular expenditure – 54% of the municipalities that incurred unauthorised, irregular and/or fruitless and wasteful expenditure in 2014–2015 had not completed all investigations by the end of 2015–2016.

This significant increase can be attributed overall to a weakening in Supply Chain Management (SCM) at municipalities, particularly in the areas of competitive bidding (46%) and obtaining three quotations (56%), which led to irregular expenditure. The management of contracts also regressed (44%) and there had been no improvement in addressing the concerns that had been raised year-after-year about contracts being awarded to employees, councillors, their families, and other State officials, as well as documents going missing when an audit procurement process was ordered. Municipalities were also dragging their feet in preparing for the implementation of the Supply Chain Management (SCM) reforms introduced by the National Treasury, which included a central supplier database and an eTender portal.

Although these reforms should have been implemented from 01 July 2016, some 63% of municipalities had either not started using the database or portal, or had not updated their SCM policies by then. In 2015, there were 1 648 instances of suppliers submitting false declarations of interest as part of the procurement processes reported, while 47% of the municipalities did not investigate any of the 2 015 cases reported to them in that year. Instances of employees not declaring interests had an even lower investigation rate, with 64% of the municipalities not investigating any of the cases. In 2015–2016, poor and non-compliant consequence management practices at 61% of the municipalities was reported – an increase from the 53% in the previous year (AGSA, 2016).

Municipalities in the Eastern Cape, North West, KwaZulu-Natal, and Mpumalanga were the main contributors to the major increase in irregular expenditure. These provinces also had the highest amounts of irregular expenditure in 2015–2016, as indicated below:

- i. Eastern Cape – R5 657 million (increased by 60%).
- ii. North West – R2 520 million (increased by 117%).
- iii. KwaZulu-Natal – R2 361 million (increased by 50%).

- iv. Mpumalanga – R2 279 million (increased by 162%).

Figures further demonstrate that 69% of the irregular expenditure was because of non-compliance in the current year, while 31% of the irregular expenditure was the result of acts of non-compliance in previous years.

This is typically due to one of the following reasons:

- i. Payments were made in the current year on a contract that was irregularly awarded in a previous year – if the non-compliance was not investigated and condoned, the payments on these multi-year contracts will continue to be viewed and disclosed as irregular expenditure.
- ii. Non-compliance in previous years was only identified in the current year and all the related expenditure (even from the previous years) was disclosed in the current year (AGSA 2016: 39).

2.6.2. Fruitless and Wasteful Expenditure

Fruitless and wasteful expenditure was 21% lower in 2015–2016 than in the previous year at R901 million with unauthorized at the same level as in the previous year at R12.77 billion. In total, 55% of the overspending related to non-cash items (estimates of depreciation or impairment that were not correctly budgeted for) reflecting in the poor quality of financial statements submitted for auditing. The continuing reliance on consultants for financial reporting services call into question whether municipalities' in-year reporting and management of finances are solid. Signs of poor financial management were apparent in the budget preparation and monitoring processes (resulting in unauthorised expenditure) and the financial viability of municipalities, which continued to weaken year on year.

In 2015–2016, the financial health of 65% of the municipalities was rated as either concerning or requiring intervention. The most concerning indicators over the past two years were municipalities spending more than the resources they had available, resulting to incurring a net deficit, current liabilities exceeding current assets at year end. In total, 27% of municipalities were in a particularly poor financial position by the end of 2015–2016, with material uncertainty about their ability to continue operating in the estimative future. As local government does not generate enough revenue to fund all its operations and capital projects,

national government provides conditional grants to municipalities for specific purposes (AGSA, 2016) which in summary means the municipality cannot afford to deviate from the Local Government Equitable Share (LES) of 1998 Municipal Property Rates Act (Act No. 6 of 2004) and the Municipal Finance Management Act (Act no. 56 of 2003). Fruitless and wasteful expenditure without financial statements were identified in Limpopo province and the Northern Cape in Thabazimbi, Magareng, Phokwane and Renosterberg municipalities (AGSA, 2016: 31).

2.6.3. Mismanagement of Grants

Municipalities annually receive conditional grants from the national revenue fund as approved in terms of the Division of Revenue Act (DoRA). Municipalities ‘may’ only use a conditional allocation for its stated purpose in accordance with the requirements of the framework for each grant and for projects or programmes included in their business plans. The audits include testing compliance with DoRA and the individual grant frameworks, assessing how the funding was used, and gauging the management of the projects funded by the grants (AGSA, 2016). Grants like a portion of the Free Basic Services on the equitable share that is not conditionalized and leaves an onus to the municipality to spend it on the programme where most of the cases the portion of the grants does not get spent for the intended (Tissington, 2013)

News24 (2017b) reported an improvement in the local government audit outcomes reports for the financial year 2015–2016, with municipalities achieving a clean audit. The reports indicated that about 49 municipalities achieved clean audits, with the highest province being in the Western Cape (80%), KwaZulu-Natal (18%) and the Eastern Cape (16%). The Western Cape increased their audit opinion from 73% to 80% from the previous financial year (News24, 2017b).

2.7. CORRUPTION

Municipalities with poor consequence management practices are often disposed to corruption or fraud, due to municipal officials not being accountable. According to the Office of the Auditor General, corruption is a systemic phenomenon, and can be translated into the following formula:

$$\text{Corruption} = \text{Monopoly} + \text{Discretion} - \text{Accountability}$$

$$C = M + D - A$$

2.7.1. Corruption = Monopoly + Discretion – Accountability

The formula $C = M + D - A$ prevails if a person or system has control over goods or services and has the discretion to decide whether someone receives such goods or services or how those goods will be delivered. Such situations reflect a lack of accountability, whereby others can see what that person is deciding. In such prevailing circumstances, corruption is often found (AGSA, 2016).

A study conducted in the Capricorn District Municipality in the Limpopo Province indicated that about 32% respondents believed that there was a need to provide adequate control to ensure that they complied with policies and procedures in the municipality. The highest percentage (5.7%) respondents believed that the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) encourages that the actions of public officials be in line with the values and principles of the public administration. The highest percentage of respondents in the study were those who believed that the Public Service Act (61%) and Public Finance Management Act (53%) dealt with ineffective and inefficient municipal officials when carrying out their duties. A very high number of officials within the municipality did not believe that the leadership and people in senior management positions were ethical leaders who demonstrated ethical leadership. On the other hand, perhaps the reflected statistics explains the high level of crime and corruption in the municipal area. While the municipal officials (58.9%) disagreed that their municipality had appointed ethical officers, about 50.9% of the respondents indicated that they often felt discouraged by reports of employee misconduct, with about 38.6% indicating that they did not know the legal rights of a whistle-blower (Disoloane, 2012)

2.8. INSTABILITY OR VACANCIES IN KEY POSITIONS OR KEY OFFICIALS LACKING APPROPRIATE COMPETENCIES

Vacancy levels and instability in key municipal positions did not receive the required attention in 2015–2016, although there was a definite move towards obtaining the minimum competency requirements for these positions.⁶ The high demand for consultants and support from National and Provincial Government, serves however as evidence of the remaining competency gap.

⁶ See Section 6.1.

Where competencies were confirmed, a lack of leadership and accountability existed to ensure that municipal officials performed the duties for which they were appointed. Nevertheless, the negative impact of instability and prolonged vacancies in key positions on the audit outcomes was often seen. All this leads to inadequate consequences for poor performance and transgressions (AGSA, 2016).

2.8.1. The Performance of Municipal Managers

The notion ‘performance’ has several dimensions and applications. Performance generally has two focus areas which are institutional/organizational excellence and human capital. Performance in the organization means that there should be an interactive process between programmes, projects, and the activities of an organization. This is an on-going process that determines the planning, managing, reviewing, rewarding and development of organizational performance (Van der Waldt, 2014).

All spheres of government are under continual stress to improve the performance and the quality of service delivery. The poor performance of municipalities is particularly under constant scrutiny (Van der Waldt, 2014). Consequently, South African municipalities need to develop measurable objectives related to performance measures and targets that capture strategically imperative aspects of performance. By doing this, performance will be easily monitored and aligned with municipal Integrated Development Plans (IDPs) (Tšeole, 2013).

The performance contract will not only be aligned with the IDP but also with Local Government Municipal performance regulation which states, in accordance with Section 57 that the employment contract of the appointed Municipal Manager or manager directly accountable for the Municipal Manager should subject the contract to the details of the duties, remuneration, benefits and other terms of employment. Over and above the performance agreement of the Municipal Manager and that of the manager accountable to the Municipal Manager, it should also set out the performance objectives and targets that must be achieved by the employee and the timeframe within which those targets must be achieved (RSA-DPLG, 2006).

The key performance areas must be clearly captured. These comprise of the following:

- i. Basic Service Delivery;

- ii. Municipal Infrastructure Development and Transformation;
- iii. Local Economic Development (LED);
- iv. Municipal financial viability and management;
- v. Good governance and public participation (RSA-DPLG, 2006).

Consequently, the performance of the Municipal Manager and that of the manager accountable to the Municipal Manager should be evaluated using the overall rating from 5 to 1, where:

- 5 = Outstanding performance.
- 4 = Performance significantly above expectations.
- 3 = Fully effective.
- 2 = Performance not fully active.
- 1 = Unacceptable performance.

All these reviews must go through a performance review and an evaluation panel (RSA-DPLG, 2006).

The municipal performance regulations insist that every MM must have a job description containing the job title, details, location, purpose, main accountabilities, inherent requirements of the job, provision for the amendment of the job description, and provisions relating to the job description (RSA-DPLG, 2006: 33)

A study by Van der Waldt (2014) included a question where respondents were asked to list the five most significant challenges, they had to deal with in the implementation of the Performance Management System (PMS) within their municipality. Some of the more important responses were as follows:

- i. There was no political will to make PMS a success;
- ii. The ‘chopping and changing’ of managers created a problem;
- iii. There were no institutional systems or structures to guide the implementation of performance management;
- iv. There was a general failure to improve on issues that led to non-performance;
- v. The municipalities have relied on consultants for PMS, and do not have dedicated internal personnel;
- vi. The municipality does not have an early warning system to identify underperformance;

- vii. The municipal system does not have the basic information to set targets;
- viii. Managers do not take PMS seriously;
- ix. Managers regard the PMS as something about performance bonuses;
- x. Managers do not address the poor work ethic, laziness, low morality, and the basic health of employees;
- xi. Inaccuracy of workplace skills plans.

Due to a lack of adequate mechanisms to monitor and evaluate performance in the municipality, and the lack necessary support structures such as finance, supply chain management, and human resources, which are inadequate mainly due to staff constraints, the municipality obtained a qualified audit opinion from the AG (Van der Waldt, 2014: 18).

To address the challenges of the PMS implementation, the study by Van der Waldt (2014) recommended that a performance culture should be implemented, since it plays a fundamental role in municipal excellence. Performance bonuses should also be an integral part of municipalities and there should be effective reporting mechanisms for PMS among officials and structures. Another important recommendation that was made is that it is important to link the organizational performance plan to an individual's performance plan. It is recommended that the entire PMS should be cascaded to all officials in the municipality – despite resistance by labour unions. All officials should have clear job descriptions and job specifications to facilitate the setting of performance targets and performance agreements between supervisors and themselves. A holistic training programme should be designed and implemented to support councillors, managers, and administrative staff on the principles and applications of the PMS. As for the institutional arrangements, it is strongly recommended that a dedicated PMS unit should be created within the organogram of the municipality (Van der Waldt, 2014: 19).

In the field of local government, it is commonplace that the political leadership (i.e., councillors who govern municipalities) need to realize that their task is to work hard in their municipality, to steer it forward, and ensure that it performs satisfactorily. In contrast, managers and employees are there to do their job and deliver the expected services. Any dishonest practice or incompetence on either side leads to damage and means that these goals will not be achieved. In this context, cooperation, collaboration, and continuous interaction among political and administrative leaders is of great importance (Mantzaris, 2014). This is evident on the status of performance that the AG (AGSA, 2016) has published which indicates a significant increase

in the number of municipalities with no material findings on the quality of their performance reports since 2014–2015. The main improvements during 2015–2016 occurred in the Free State and Gauteng, while Mpumalanga slightly regressed. Overall, 94 municipalities (36%) had no material findings in the current and previous year, which means that the controls and processes required to produce credible performance reports were in place to sustain the quality of performance reports. There had been a minor improvement in the submission of performance reports since 2014–2015 when 5% of municipalities had either not prepared performance reports or not submitted them on time for the audit. The improvement was more noticeable in the Northern Cape over the two-year period. The province remains the highest contributor in this regard, with 23% of their municipalities not preparing performance reports due to performance management systems not being in place and a lack of skills and competencies at senior management level to implement such systems and to produce credible performance reports. Some municipalities also focused more on the reporting of financial statements than on the reporting of performance information. The following are the municipalities per province who did not furnish the AG with a report in the previous financial year: (Eastern Cape) Tsolwana, ikwezi, (Northern Cape) Hantam, Khai-Ma, Mier, Richtersveld, Thembeihle, Ubuntu and (Western Cape) Oudtshoorn (AGSA, 2016).

2.9. THE HUMAN RESOURCE MANAGEMENT AND THE USE OF CONSULTANTS

2.9.1. The Vacancies and Stability

In the past two years, the average overall vacancy rate at year-end showed no movement – it being 20% in both 2015–2016 and 2014–2015. There was a slight regression in the senior management vacancy rate – from 19% in 2014–2015 to 23% in the current year. This is consistent with the overall observation that the instability and uncertainties in 2015–2016 caused by the elections and re-demarcation of municipal boundaries affected the vacancy rates and filling of positions at senior management level. As part of the audits, vacancies and resourcing of finance units were considered as inadequate capacity, negatively affecting the management, controls, and quality of financial reporting. The average vacancy rate in finance units at year-end remained the same as in 2014–2015 at 17%. The assessment made (based on vacancies and the skills of finance staff), was that the capacity of the finance units of 115 municipalities (44%) were either concerning or required intervention. Vacancies in key positions at year-end and the stability in those positions were also considered. These key

positions included MMs, CFOs, heads of SCM units and senior managers responsible for strategic planning and for monitoring and evaluation. A three-year overview was conducted of the number of municipalities where the positions of MMs, CFOs, and heads of the SCM units were vacant at year-end as well as the period the audit was conducted (AGSA, 2016).

2.9.2. The Competencies and Skills of Municipal Officials

The minimum competency levels for accounting officers, CFOs, senior managers, SCM officials and other finance officials are prescribed by the Municipal Regulations on Minimum Competency Levels issued by the National Treasury on 15 June 2007. These regulations define the minimum competency levels, considering the size and scope of municipalities, and cover proficiency in competency areas, higher education qualifications and work-related experience. The regulations provided for a phasing-in period for staff currently in those positions to obtain the minimum competency levels through academic studies and experience and by addressing any gaps in competencies through training and development. The phasing-in period ended on 01 January 2013 and, as per the regulations, MMs, CFOs, heads of SCM units, senior managers, SCM staff and other finance officials who failed to meet the minimum competency levels could not continue to fill the positions, which had an impact on the continued employment of these officials. After several extensions, the National Treasury granted municipalities a further extension on 03 February 2017, giving municipalities an additional 18 months to comply. The information on the competencies of key officials that follows is based on municipalities' own assessment of the achievement of the competency requirements by their key officials.

The three-year overview of the number of municipalities where key officials had failed to meet the prescribed minimum competency requirements at year-end. It also shows the number of municipalities where the officials' competencies were not assessed by the municipality as required by legislation, or where evidence of a competency assessment could not be obtained. There had been an improvement in the number of key officials with the required competency since the previous year, although only slightly so for municipal managers. Only a few officials in these positions were still not at the required level or had not been assessed.

The reason for the overall improvement was mainly the appointment of officials with the required minimum competency (in adherence to the legislation) and incumbents obtaining the competencies to avoid their employment being terminated, or not having their contracts renewed if they did not meet the minimum competencies. Considering the reliance

municipalities still place on auditors to identify and help with the correction of misstatements⁷ and on consultants to assist with financial reporting,⁸ the question arises whether financial skill management at municipalities remains a challenge. To answer this question, the following criteria were considered:

- i. Assessment of the capacity of the finance units;
- ii. Whether the CFO positions were filled;
- iii. Whether the municipalities' assessments had been received and if their CFO and financial officials had obtained the required minimum competencies (AGSA, 2016).

Perhaps, this challenge is linked to the uninterrupted use of consultants. In 2015–2016, local government spent an estimated R3 500 million on consultancy services in the following areas:

- i. Financial reporting services – R838 million (including R71 million paid by the provincial treasuries and provincial CoGTAs on behalf of municipalities);
- ii. Preparation of performance information – R33 million IT services– R590 million and other services – R2 038 million (AGSA, 2016).

2.10. HOW TO TACKLE THESE PROBLEMS

2.10.1. Key Interventions from Local Government Strategy

The LSGTA outlines the strategic objectives of the turnaround strategy (2009a) as follows:

- i. Ensure that municipalities meet the basic services needs of communities;
- ii. Building clean, effective, efficient, responsive systems which are accountable to Local Government;
- iii. Improving performance and professionals in municipalities;
- iv. Improving National and Provincial policy, oversight, and support;
- v. Strengthening partnerships between local government, communities, and civil society.

⁷ See Section 4.1.

⁸ See Section 6.2.

These strategic objects call for local government key interventions that requires partnership between government and society in protect and enhance the Local Government system by system and addressing relevant areas for improvement.

The three key spheres of government intervention are as follows:

- i. That National Government, including State enterprises, should organize themselves better in relation to Local Government;
- ii. Provinces should improve their support and oversight of Local Government;
- iii. Municipalities need to reflect on their own performance and identity their own tailor-made strategies.

These three spheres of government intervention will ensure that:

- i. Inter-Governmental Relations (IGR) will improve in practice;
- ii. Political parties will promote and enhance the institutional integrity of municipalities;
- iii. A good citizenship campaign will be designed and launched, which is at the core of *Ubuntu* (RSA-CoGTA, 2009a: 29).

2.10.2. Better Coordination of Service Delivery

The Vision of Outcome 9 is to address the coordination problems and strengthen cross-departmental initiatives (RSA-CoGTA, 2009a). Twelve outcomes have been identified by government:

- i. Improve the quality of basic education;
- ii. Ensure a long and healthy life for all South Africans;
- iii. All people in South Africa are to feel safe;
- iv. Decent employment through inclusive economic growth;
- v. A skilled and capable workforce to support an inclusive growth path;
- vi. An efficient, competitive, and responsive economic infrastructure network;
- vii. A vibrant, equitable, and sustainable rural communities with food security for all;
- viii. Sustainable human settlements and improved quality of household life;
- ix. A responsive, accountable, effective, and efficient local government system;
- x. Environmental assets and natural resources that are well protected and continually enhanced;

- xi. A better South Africa which contributes to a better and safer world; and
- xii. An efficient, effective, and development-oriented public service and an empowered, fair, and inclusive citizenship (RSA, 2022).

In this, the term ‘coordination’ becomes important in depicting the interconnections between the different spheres of government. This means there is a need for a coordinated service delivery approach within all government clusters and government entities to avoid duplication of work and misappropriation of funds. The above-mentioned outcomes are the responsibility of those government departments which are service-orientated, including: Department of Cooperative Governance, Department Social Development, Department of Human Settlements, Department of Basic Education, Department of Health, and Rural Development.

As a concept, ‘coordination’ means, to make various things work effectively as a whole, managing dependencies between activities and interdependencies among actors, and the regulation of diverse elements into an integrated and harmonious operation. This is a process that requires management and allows elements and actors to remain plural and different, while it aims for results that are harmonious and effective. In the context of governmental work, coordination does not mean central control, and it does not mean eliminating the autonomy of government ministries in developing policy. Instead, coordination is an interactive process, where the best results are achieved when it is viewed as a common search for optimal solutions through openness, sharing information, and cooperation, rather than through applying authority and control (Ben-Gera, 2009: 2). Accordingly, coordination means the sharing of information, resources, and responsibilities to achieve a particular outcome. Agency coordination means that government agencies can share information, knowledge, and expertise as an input for developing policies and strategies, and for programme or service delivery, evaluation, and adjustments. Government agencies can also share resources by pooling them between government departments without necessarily sharing work or personnel. Pooling resources or funds is primarily used to gain access to resources or funds for programme of service delivery (State Services Commission of New Zealand, 2013: 7).

The main reason that coordination is important in government is that it provides the means for the pooling of diverse thinking and skills to produce better results. Organizations that are working together are more likely to complete high quality analysis of issues and opportunities, better task completion, and achievement of strategy. Collaboration reduces duplication and

provide best service in a cost-effective manner (State Services Commission of New Zealand, 2013: 8). Government departments need to work together to achieve set priorities without the duplication of outputs, while also clarifying the roles and functions of each department.

Better coordination in the public service will result in the following benefits:

- i. A potentially better result for the population or entity of interest, helping to convey ‘big picture’ strategic issues such as sustainable development;
- ii. Helping to realize collaborations and maximize the cost effectiveness of policy and, bringing together organizations or key staff whose co-operation could prove beneficial in other areas;
- iii. Improving customer focus and consequently the quality and user-friendliness of services; and
- iv. Assisting prioritization, resolution of potential conflicts and trade-off decision-making, and developing goodwill with other agencies that are likely to be critical to future successes (State Services Commission of New Zealand, 2013).

There are major challenges that are caused by the lack of coordination of services in the public sector. Data has shown that there are various challenges regarding obtaining a better coordination within the public service. A study conducted by Christensen and Lægveid (2020) of the Norwegian public sector revealed several important areas of coordination. These are reflected in Table 2.1.

Table 0.1. Coordination Quality in Ministries and Central Agencies. Percentage Rating the Quality as Good or Very Good: 2006 and 2016

Coordination with/between	2006 %	2016 %
Coordination between governmental authorities within own ministerial area	59	61
National government bodies from different policy areas	38	39
Local and regional government bodies	33	33
Supra-national bodies/international organizations	51	48
Private and voluntary sector stakeholders	38	40
Average (N)	1818	1843

Source: Christensen and Lægveid (2020: 13)

Despite their mixed experience of coordination with the different institutions, Norwegian public sector executives assess coordination more favourably than their colleagues in other European countries. About 61% of the respondents responded that coordination was good in national government authorities within ministerial area. National government bodies from different policy areas ranged in percentage from between 38–39%. About 33% of respondents reported that local and regional government body’s coordination was good.

Supra-national bodies/international organizations have the second highest percentage of 51% and 48% of respondents reported the private and voluntary sector stakeholders. Although the picture this data paints is that the highest percentage is of the variable good, it does not take away the fact that the study also revealed a high percentage of respondents that reported coordination was neither poor nor good. In fact, this is one of the dimensions where deterioration is most clearly perceived in Norway, although compared to other countries, the deterioration in Norway is significantly lower (Christensen & Lægveid, 2020).

Factors for a successful coordination framework that ensures better coordination in the public service will result in aligning government priorities and delivering better results (State Services Commission of New Zealand, 2013), particularly those captured in the 12 government

outcomes. The New Zealand framework indicates that there are nine success factors which are grouped in three dimensions: mandate, systems, and behaviour.

- i.** Mandate: This speaks to the issue of leadership commitment, ministers, and stakeholders buy-in and defined and agreed joint outcomes.
- ii.** Systems: This consists of an appropriate and documented governance and accountability framework, sufficient and appropriate resources, and process to measure performance from established baseline.
- iii.** Behaviour: This is a dimension which speaks to the right representation, skills and competencies, and organizational culture that supports coordination and shared culture, language, and values (State Services Commission of New Zealand, 2013: 11).

These nine success factors will require a huge investment in creating a change management initiative, getting government officials to buy into this process. Government systems need to be integrated to ensure an integrated service delivery reporting system and delivery to relevant beneficiaries across all government departments.

There are two proposals discussed in this study and both combined can be recommended in making the South African public service to achieve a better coordination. Below are activities that should take place in the Cabinet when developing the coordination policy that will be used by government departments in this process. The Cabinet must:

- i.** Define priorities;
- ii.** Conduct policy and legislative planning;
- iii.** Prepare policy proposals;
- iv.** Conduct policy coordination consultations;
- v.** Ensure the implementation of the policy coordination; and
- vi.** Stipulate that monitoring and evaluation systems are put in place to secure this new government coordination policy implementation (Ben-Gera, 2009: 7).

The development of this policy must ensure coordination of activities across all clusters, to produce an integrated approach to government that is aimed at improving government's planning, decision making, and service delivery mandates.

Coordination Relations	Horizontal Coordination	Vertical Coordination
Internal coordination within central government	Coordination between ministries, agencies, or policy sectors	Coordination between parent ministry and subordinate agencies and bodies
External coordination across level of government/public private sector	Coordination with civil society organizations/private-sector interest organizations	Coordination a) upwards to international organizations, or b) downwards to local government

Table 0.2. Different Coordination Relations

Source: Christensen and Lægreid (2020: 6)

Figure 2.2 indicates the need for horizontal and vertical coordination in government. This shows the importance of the Government, business, and civil society. If the central public administration is taken as the unit of analysis, vertical internal organizational coordination means central efforts by political and administrative leaders to strengthen the coordination and control of subordinate levels/units in the central civil service, such as agencies. When vertical coordination is strong, it can be assumed that the authority of political and administrative leaders is also strong. Vertical inter-organizational coordination denotes coordination between the central administrative level and other geographical levels. In this type of coordination, both sectoral, political, and especially administrative leaders are important actors, but their authority is restrained, since central control must be balanced against regional and local autonomy and against supranational autonomy. Horizontal inter-organizational coordination concerns coordination between the State and organized interests (Christensen & Lægreid, 2020).

In conclusion, executives identifying with getting organizations to work together and to find joint solutions to solve problems of public concern will see fewer coordination problems. Good management in Government demands that people work together in pursuit of important and frequently cross-cutting goals, such as lower crime rates, improved education, and faster commutes, etc. Amazingly, despite many government officials complaining about the problem of silos in their sectors, many still exist. The problem with silos is that they cause people to focus only on the specific mission contained within their agency. What Pattison (2006) argues for is that fighting crime for example does not only involve the public safety department, but also human services agencies and education departments. If fighting crime is a priority, then

why are efforts towards that goal often scattered across separate agencies that do not necessarily collaborate and communicate with each other? Government must ensure that the structure and procedures necessary to see the big picture and accomplish the broad goals are in place and enabled. What is significant is creating bridges across silos, improving communication between departments, and ensuring that they are working efficiently toward the same goals. Eventually therefore, all public servants will share the same goal: to improve the quality of life of all citizens (Pattison, 2006). What is important again is the sharing of information, resources, and responsibilities within the public sector and ensure the implementation of the three dimensions: mandate, systems, and behaviour.

2.11. THE MUNICIPAL SYSTEMS ACT (ACT NO. 32 OF 2000)

The Municipal Systems Act (Act No. 32 of 2000) provides for the following:

- i. That the essential principles, mechanisms, and processes necessary to empower municipalities to progressively uplift their local communities' social and economic welfare are put in place;
- ii. It ensures common access to crucial services that are reasonable to all;
- iii. It defines the legal nature of a municipality as including the local community within the municipal area and its partnership with the municipality's political and administrative structures;
- iv. It affords the opportunity for municipal powers and functions to be exercised and performed to provide for community participation;
- v. It establishes the framework for core processes of planning, performance management, resource mobilisation and organisational change which underpin the notion of developmental local government;
- vi. It provides a framework for local public administration and human resource intensification;
- vii. It empowers the indigent population and ensures that municipalities put in place service tariffs and credit control policies that take their needs into account by providing a framework for the provision of services, service delivery contracts and municipal service districts;
- viii. It provides for credit control and debt collection; and

- ix. It establishes a framework for support, monitoring, and standard setting by other spheres of government to progressively build local government into an efficient, frontline development agency capable of integrating the activities of all spheres of government for the overall social and economic upliftment of communities in one accord with their local natural environment; to provide for legal matters relating to local government;
- x. Finally, it provides for matters incidental thereto (RSA, 2000).

Section 152(1) of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) makes provision of the following five objectives for effective and efficient local government service delivery:

- i. To provide democratic and accountable government for local communities;
- ii. To ensure the provision of services to communities in a sustainable manner;
- iii. To promote social and economic development;
- iv. To promote a safe and healthy environment; and
- v. To encourage the involvement of communities and community organizations in the matters of local government.

The literature above assessed national service provision in district municipalities and identified best practices, but failed to show practical implementation techniques for promoting investment, developing service delivery definitions, cost-definitions, alternative delivery mechanisms, and municipal support and funding models, which are highly recommended (Makgoba et al., 2005: 38).

This is the same for a study conducted by Christensen and Lægreid (2020) of the Norwegian public sector, which emphasizes the importance of collaboration among different actors. However, coordination by organization varies depending on structural specialization, purpose, process, clientele, or geography. Diese suggests that caution should be applied when using data and the matrix, where Coordination means different things for different respondents. Coordination for other respondents means getting another administrative sector to work with, for another is getting the team of experts to join their team, and this is prevalent in the South African local authorities.

On the other hand, Tissington (2013) provides a matrix of municipal indigent service provision, but primarily relies on government documents, due to challenges in data collection from municipalities, when collecting data using methods such as: face-to-face interviews, email, fax, website, hostile officials and telephonic interviews. Having said that, it's clear that even the perfect studies and literature reviews, which are keen to describe what seems to be the problem with implementing an effective service delivery, would have gaps that can induce future research.

2.12. CHAPTER SUMMARY

One of the objectives that this study seeks to achieve is to assess the challenges in delivering the services and its service delivery improvement plan over the medium-term expenditure period. Measures were put in place to bolster those rural areas where poverty and underdevelopment co-exist with weak municipal capacity. A system to support the implementation of the LSGAS was provided, focusing on institutional measures to facilitate and improve delivery of infrastructure and services, and structural, policy, legislatives, and capacity building measures over the longer term. An intervention framework was developed with minimum standards. To achieve the MDG priorities for the 2014 targets, the national expectations were to:

- i. Build monitoring mechanisms and distribute resources;
- ii. Assign duties to each domain of government;
- iii. Address spatial urban planning practices used under apartheid;
- iv. Remove restrictions on service delivery and fortify municipalities to carry out the agreed-upon Integrated Development Plan (IDP);
- v. Deepen people-centred governance through ward councils; and
- vi. Implement the Local Economic Development Plan (LED) (RSA-CoGTA, 2009b: 41; AGSA, 2016).

The former DCoG, Pravin Gordhan once stated that municipalities were dismally failing to do the basics for their communities (Matshediso, 2014). This reality led to the recent

establishment of the Back-to-Basics Campaign.⁹ The Back-to-Basics Campaign is meant to serve the community better by implementing the following five pillars:

- i. Putting people and their concerns first;
- ii. Supporting the delivery of municipal services to the right quality and standard;
- iii. Promoting good governance, transparency, and accountability;
- iv. Ensuring sound financial management and accounting; and
- v. Building institutional resilience and administrative capability (RSA-CoGTA, 2016).

With all the above stipulated initiatives it is still a question why local government is not as effective and efficient as it should be. It is anticipated that this study will research this challenge and uncover it to be addressed by the uMkhanyakude DM in KwaZulu-Natal.

⁹ See: Back-to-Basics Campaign. <https://www.cogta.gov.za/index.php/back-to-basics/> [Accessed: 31.01.2023].

CHAPTER 3: THEORETICAL FRAMEWORK

3.1. THEORETICAL FRAMEWORK

3.1.1. DECENTRALIZATION THEORY

The decentralization theory becomes appropriate for the study due to the provisions made by The Municipal Systems Act (Act No. 32 of 2000) and The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996). Decentralization theory is a fixed transformations procedure aimed at shifting duties, resources, power, and decision-making powers (Martinez-Vazquez, 2011) from higher to lower levels of government. In general, the decentralization reforms analysed here, perceived the downfall of the developmental State, and accompanied the rate towards free market economies distinguishing the last quarter of the twentieth-century. This process may take place in authoritarian and democratic contexts which does not mean the concept of decentralization and democratization should not be combined. Felletti (2004: 1) categorizes decentralization policies as belonging to one of three groups: (1) administrative, (2) fiscal, or (3) political, depending on the kind of power to be delegated.

Decentralization has been widely encouraged internationally, and was extensively used during the reforms of the 1990's, and ever since. It has been brandished as having the capability of strengthening the governmental State of developing countries struggling with low organizational capacity, negative community service provision, and grudging diatribe (Faguet et al., 2014: 1). Several countries are decentralizing the administrative, fiscal, and political functions of government to lower-level government, although this is highly politically motivated (Azfar et al., 2004: 1).

With governance, decentralization is frequently thought of as bringing government nearer to the people (Azfar et al., 2004). Yet, has decentralization lived up to its potential? (Faguet et al., 2014). Faguet et al. (2014) advise coverage then structural elements that policymakers can use to design sincerely decentralized institutions that make the State stronger, and which in turn promote its legitimacy. By increasing the 'thickness' of government structures in terms of its elected regional or local representation, decentralization can promote greater accountability and better services, by increasing the overall level of accountability to which government is subject. This serves to both increase the State's sensitivity in mitigation of

provincial complaints and conditions; yet enlarge its picks for reporting through overlapping accountability then multiple redundancy between the coverage realms. Simply put, in a decentralized system, citizens have the authority to petition because they can reach the government closer to them (Faguet et al., 2014: 2).

This theory is anticipated to increase the accountability and responsiveness of government to its citizens by bringing the decision makers closer to people. Good working relations foster good behaviour and performance in local institutions is encouraged. Where social trust and civic organizations are existing, local administrations bear strong intent to respond to local needs and effectively carry out their responsibilities without corruption. However, even though there is a motive to believe that decentralization can ensure social capital by bringing government closer to people, proponents of social capital are sceptical that government policy can work to create trust and build capital (Faguet et al., 2014: 16).

If the community takes pleasure in the decentralization of services, this means that government is accountable to its citizens and voters. The first leg of government accountability is the direct relationship between its citizens and politicians or policymakers. Unfortunately, reality differs from the theory. In a case study conducted in Latin America, a wave of democratization in the 1980s and 1990's modified most of the countries out of dictatorships after democratization. In its wake, spending on basic services grew substantially, then applications expanded. Yet in the last analysis, improved democracy within Latin America bore mixed results (World Bank Group, 2011: 26).

In principle, local government was designed to allow public participation, which in turn will enhance democracy for its citizens. Chapter 10 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) ensures that South African citizens not only have direct access to elected local government representatives, but that they can also participate in local governance (World Bank Group, 2011). The White Paper on Local Government (RSA, 1998b) also concurs with the 2011 Report of the World Bank (World Bank Group, 2011). The assumption is that the voter's choices through the proportional representation electoral system ultimately places the appointment of candidates in the hands of political parties, while ward councillors will place the blame without delay upon the electorate (World Bank Group, 2011: 26).

Under normal circumstances, where government actions are transparent and civil society is allowed to function freely, decentralization ought to make for greater accountability and discourage corruption. The promoters of decentralization argue that decentralization improves the allocation of resources, cost recovery, accountability and reduces corruption in service delivery (Azfar et al., 2004: 1). Another important aspect of decentralization is how the authority to tax and spend is distributed between the spheres of government. How the interplay between sub-national and central government operates since both hold supremacy to tax and spend is a game played by two levels of government. The challenge with overlapping tax bases is that a tax set by one layer of government creates ‘vertical externalities’ by way of lowering the tax base of the other layer which may lead to higher rates. The solution is to decentralize expenditure authority more completely. However, there are several justifications for fiscal federalism, such as the preference for low taxes and low spending over high taxes and large spending. Depending on the devolution of the ability to tax, these advantages would be lost if just expenditure obligations were devolved (Azfar et al., 2004: 26).

Martinez-Vazquez (2011) argues that decentralization has positively impacted education, and health sector outcomes by providing services that are responsive to the needs of people. Countries like Indonesia have noted improvements in their education system after decentralization, including female literacy rates, years of schooling, and lower dropout rates for primary and secondary education. Martinez-Vazquez (2011) also cites Columbia where decentralization improved public-school enrolment. Spain also increased government efficiency by decentralization. In the health sector however, there are mixed results. Countries like Argentina through revenue decentralization had a much-decreased infant mortality because the income was channelled at improving the health outcome in low- and middle-income countries (Martinez-Vazquez, 2011: 4). Regarding other services, while the results are mixed, they nevertheless lean to the positive side. Brazil experienced increased access to potable water and sewage services; likewise, South Korea (ROK) through decentralization found increases in efficiency in decentralized irrigation systems (Martinez-Vazquez, 2011).

The decentralization theory encouraged the development of the South African Municipal Housing Accreditation framework which states the following:

Municipalities will be able to carry out the housing functions and includes a programmatic approach to the implementation of accreditation within

municipalities; and Municipalities will be able to plan, manage and deliver efficiently and effectively sustainable and affordable housing within the area of jurisdiction which meets the needs of the communities they serve (USAID South Africa, 2006).

The shortcoming of the decentralisation theory is that there has been little pragmatic study in developing nations regarding the belief that decentralization enhances demand responsiveness of government services, hence the belief that service is brought closer to people. The emphasis is on the effects of decentralization on expenditure allocation or the delivery of public services, rather than whether resources are allocated in response to local demands. Furthermore, decentralization may exacerbate regional inequities in social spending if local governments are held accountable for money and delivery. Therefore, evidence on the impact of decentralization on accountability and corruption is flimsy, which suggests that corruption is greater amongst officials in decentralized than in centralized countries, in spite of many case studies of successful governance enhancements arising from decentralized systems. This also suggest that public services can suffer as a result of decentralization, at least in the short run. It is important to also note that the effectiveness of decentralized service delivery is influenced by the design and institutional structures in place. Hence, it is important to understand when decentralization is effective and when it is not (Azfar et al., 1999: 4) and put municipalities under administration in the case of South African practice (Daily Maverick, 2021b).

On the contrary, other theories such as the Community Development Theory and the People-centred Development Theory, do not tie down municipal community development. As Robinson and Green (2011b: 6) have noted, the community development theory has been influenced more by practice than theory; yet after more than fifty years, experience in the field has generated points where there is a growing number of general principles and theories about community intervention.

3.1.2. COMMUNITY DEVELOPMENT THEORY

Tan (2009) defines Community Development Theory as a process of focusing on the centrality of oppressed people while overcoming social problems. The employment of community structures to deal with social needs and empower groups of people as an organisation of a community of change agents. They develop local competencies and political actions for

change. Tan (2009) refers to John Perkins' "three R's" of community development, namely: Relocation, Redistribution, and Reconciliation.

- i. Relocation refers to the physical relocation of change agents in the community they are serving.
- ii. Redistribution emphasises the centrality of redistribution because it addresses the needs of the underclass to develop skills and business so that they can improve through hard work and industry;
- iii. Reconciliation affirms the belief in the dignity and worth of all persons and helps to repair a dehumanising past (Tan, 2009).

Raga et al. (2012) maintain that the mandate enshrined in the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) requires local government entities not to simply render basic services, but become agents of social and economic development towards communities.

3.1.3. People-Centred Development Theory

A people-centred development theory states that societal development is shaped largely by Western thought and experience and dictates the goals to which policy attention should be directed. It predicts that countries that faithfully chase its policy prescriptions will gradually grow their modern economic sectors until their entire populations become included and thus gain access to the benefits of modern consumer society (Harman, 1984: 9). This theory suggests such opportunities may become open to those nations that have not yet entered the industrial era (Korten & Klauss, 1984: 5). This theory is of the view that impending revolutionary change is plausible for three major reasons:

- i. The complex of societal problems confronting the developed world appears to require changes in cultural values for their satisfactory resolution.
- ii. The replacement for the industrial-State paradigm, embodying the requisite kinds of value shifts, appears to be rising spontaneously.
- iii. Various "lead indicators that have preceded other cultural-change periods in history have been prominent during the past decade or so" (Harman, 1984: 9).

In his attempt to explain people-centred development theory, Harman (1984) argues that it is characterised by the diminishing dominance of industrial production as a social function. This

is achieved by increasing the distinction of service and information-related activities as well as by increasing concern with value questions related to the quality of life. The difference of opinion is founded on how rapid and extreme this change in values, perceptions, and institutions will be. The present researcher forecasts that the shift is likely to be rapid, extreme, and hazardous. This forecast is indifferent to the view that the available alternative futures comprise modest deviations from 'long-term multi-fold trends,' with slow changes in social institutions and cultural values. That said, it is not yet possible to recognise which view is closer to being correct. It was important therefore for Harman (1984: 7) to examine those arguments suggesting that forces toward a sudden and extreme modification of the long-term multi-fold trend may lead to revolutionary social change by the 1990s – social change that would reduce the discrepancy between what is seemingly good business policy, and what would be good social policy (Harman, 1984: 9).

3.1.3. RESEARCH THEORY

Research theory is very important because it presents a systematic way of understanding events, behaviour, and situations. Community anti-poverty programmes are designed, selected, and implemented in response to different theories around the origin of poverty that “justify” the community development interventions (Bradshaw, 2006: 3). The above-mentioned theories explain the importance of community development through a decentralised approach. On the other hand, Community Development Theory is a process of focusing on the importance of oppressed people while disabling social problems through the employment of the community structures to deal with social needs and empower groups of people as an organisation of community agencies. As Harman (1984: 9) has noted, people-centred development theory states that societal development is shaped largely by Western thought and experience and is dictated by the goals to which policy attention was directed to community inclusion and access to the benefit of the modern consumer society. The focal points of the above-mentioned theories are community, community structures, agencies, and order of development. These theories are important in this research study because they seek to explain the service delivery situation and how decentralisation depicts the current condition of service delivery of uMkhanyakude DM.

3.1.4. CHAPTER SUMMARY

Decentralization theory, is applicable to the study because it demonstrates a shift in government power and decision making from higher to lower levels, and this is also encouraged by the implementation of Municipal Systems Act 32 of 2000 and Constitution of South Africa which ensures citizens have direct access to services, elected representatives participate in governance using the regulated structures of government.

Martinez-Vazquez (2011) firmly argues that decentralization has positively impact on direct services such as education and health sector outcomes by providing responsive services. In rural communities of South Africa, these are the two most important service where the communities needs rapid assistance with.

Once more, Decentralization as global strategy utilized to enhance the governance of developing nations by delegating administrative, fiscal, and political functions to lower level authorities. However there is still a need to improve financial controls and accountability (Azfar et al., 1999: 4) in order to enhance accountability, improve services, and increase sensitivity to complaints management, according to Faguet et al. (2014). Finally, because decentralisation is largely political motivated (Azfar et al., 2004: 1), there must be a framework in place to encourage administrators and politicians to work together.

CHAPTER 4: RESEARCH METHODOLOGY

4.1. INTRODUCTION

The diverse approaches to systematic inquiry developed within a paradigm with associated epistemological assumptions are referred to as research methodology (Johnson et al., 2007). The research methodology describes the detailed methods used to conduct the study, the specific instruments used, and the overall structure of the research draft. According to Tashakkori and Teddlie (2010), research methodology is what distinguishes social science from other disciplines. The methodologies used determine the strengths and weaknesses of any research study.

This chapter deliberates on the research design and methodology used in collecting and analysing data for this study which seeks to investigate the service delivery challenges in uMkhanyakude DM. The aim is to present the research strategy and techniques used in the research design to substantiate the choice of the research method, data collection process, and analysis which was implemented. This chapter builds on the research aims and the findings of the reviewed literature by considering several logical issues that provide a set of guiding assumptions to justify the research design. Additionally, the theoretical and practical deliberations are also explored which help determine the parameters of the research design. Finally, the general details and guiding principles for data collection and data analysis procedures will be described. A diagrammatic representation of the adopted research methodology is presented in Figure 4.1.

The chapter is divided into four major sections, followed by a summary. It will describe and discuss:

- i. The research design and the method followed.
- ii. The target population and size as well as the sample selection and the sampling method used.
- iii. The method used for data collection in researching the impact of the service delivery challenges.
- iv. The instruments used for the analysis of the data collected.

4.2.THE RESEARCH APPROACH

The overall objective of the study is to evaluate the local service delivery efficiency in uMkhanyakude DM. This study utilised a qualitative research approach to gain first-hand knowledge and in-depth information and statistical information obtained from the Census data.

Creswell (2003) defines three types of research approaches:

- i. Qualitative;
- ii. Quantitative;
- iii. Mixed methods.

The qualitative method employs word-based data, such as words and meanings to solve the research problem, whereas the quantitative method employs arithmetic data. The mixed method is a synthesis of the quantitative and qualitative approaches. According to Babbie and Mouton (2004), qualitative research investigates human behaviour from the viewpoint of the social actors themselves.

De Vos et al. (2013), defines qualitative research as a method which involves natural and interpretive approaches to the respondents' issues. The use of the qualitative research method allows the researcher to study situations in their own normal surroundings, as well as the fundamental beliefs and motives, to understand situations in terms of the meanings conveyed by actions. The qualitative research method is a preferred research method for this study because it allows for the discovering and understanding the meanings of individuals or groups ascribe to a social or human problem. It involves utilizing new data questions and procedures typically collected in the participant's location (Creswell, 2003: 4). For Schofield (1993), the core weakness of the qualitative research method is that the size of the sample may not be generalizable.

Qualitative studies aim at providing insight and understanding of complex psychosocial matters and are useful in answering humanistic "why" and "how" questions" (Green & Thorogood, 2014). Qualitative research illustrates data as a descriptive narration and attempts to understand phenomena in their "natural settings" (Polit & Beck, 2004). Qualitative researchers believe that the purpose of conducting a qualitative study is to gain insight, develop understanding, and get close to the data to understand the participants' points of view (Punch,

(2013). Qualitative research also seeks to preserve the reliability of narrative data and attempts to use the data to demonstrate unusual core themes rooted in contexts (Creswell, 2003). On the other hand, quantitative research utilises statistical results represented by statistical records and aims to test pre-determined hypotheses and produce generalizable results.

Fundamentally, the methods used to collect, analyse, and present the accumulated data provides a distinction between qualitative and quantitative. Eisner (2017) indicates that the qualitative method is a type of social inquiry that focuses on how people understand and make sense of their experiences and the world in which they live. It presents information with words, in a descriptive narrative. While it attempts to understand phenomena in their natural settings, as Mchunu (2013: 50 *Italics original*) points out, “this method is helpful for answering more mechanistic *what* questions.” This is relevant for this study as it is geared towards understanding and touching on the prospect of the service delivery challenges in uMkhanyakude DM, which is a highly complex subject.

According to Denzin and Lincoln (2000), qualitative research uses several methods, “as it involves an interpretive, naturalistic approach to its subject matter.” It involves the usage of different materials, case studies, personal experiences, introspective, life story interviews, observational, historical, interactional, and visual texts that describe experiences and meanings in the lives of individuals (Setsiba, 2012). The choice of a qualitative research design in this study was motivated by the need to gain a complete understanding of relatively unexplored phenomena that are rich in value.

Seeing the details of the research problem, a qualitative research method was approved for this study to collect in-depth data from the original and personal experiences of individuals relevant to the study. This allowed the researcher to address the research questions as the respondents were able to give more information in response to the research questions posed (Terre Blanche et al., 2006). Particularly, qualitative research methods seek to retrieve and interpret people’s feelings and experiences, thus allowing a deeper engagement in terms of open-ended interview questions and inductive explorations.

According to Denzin and Lincoln (2000), qualitative research is suitable in unravelling unanticipated issues and topics, which would not be possible if a structured design or questionnaire was employed. Additionally, qualitative approaches are more adaptable than quantitative methods because they allow for more spontaneity and adaptation of the researcher-

student relationship. For example, qualitative approaches permitted open-ended questions with different structures for each responder in this study. The respondents were permitted to react in their own words to open-ended questions, and their comments were more subjective than simple “yes” or “no” responses (Willig, 2022). To put it another way, the qualitative research approach produced a detailed textual description of respondents’ attitudes toward the research problem. Moreover, the qualitative method was deemed the most appropriate approach for this study, since it helped to uncover the personal impressions and experiences of the community in their uMkhanyakude surroundings. The method was also vital in establishing the views and opinions of the affected respondents regarding the impact of their access to service delivery. Information was asked from the uMkhanyakude municipality officials since they are the drivers of service delivery in the district and locals as the recipients of the service. The purpose was to generate a rich text or thick descriptive data from an individual’s written or spoken words or observed behaviour (Berg & Lund, 2017).

4.3. RESEARCH DESIGN

Research design is an overall plan that a researcher employs to integrate the various components of a study in a coherent and logical manner, thereby ensuring the researcher’s ability to effectively address the study problem; it also serves as the blueprint for data collection, measurement, and analysis (de Vaus, 2001). According to De Vos et al. (2011: 73), research design is a set of logical arrangements from which perspective researchers can choose one that is appropriate for their specific research objectives. Researchers narrow their focus for the sake of the study at hand.

The structural scaffold that allows a researcher to address research questions in an appropriate, efficient, and effective manner is known as research design (Creswell, 2013). The research design, which serves as the foundation for any scientific research, consists of various approaches to be used in solving the research problem, information about the research problem, and the time frame for the study. According to Creswell and Poth (2018), research design can be defined as the set of guidelines followed by a researcher in addressing the research problem. It is regarded as the blueprint on how the researcher will conduct a study (Merriam & Tisdell, 2016). In other words, the research design defines the researcher’s focus on the product and all the steps in the process to achieve the anticipated outcomes. Page and Meyer (2000) define

a research plan as a researcher’s strategy for recruiting participants and then extracting relevant information from them to arrive at reasonable conclusions about the research problem.

This study investigated the service delivery challenges in uMkhanyakude DM, South Africa hence the exploratory research design. The method enabled the researcher to explore the first-hand experiences of the interviewees with respect to their challenges in accessing service delivery, as well as obtaining their opinions and emotions. The researcher was successful in answering the research questions that guided the study, thus serving the purpose for which the research was conducted (Dlamini, 2014).

Sekaran and Bougie (2013), argue that the exploratory research is adopted when there is little or no information available about the issue under study. It also allows the researcher to delve deeply and probe into the problem under investigation because it asks open-ended questions to the interviewees, requiring them to provide detailed and specific responses that contribute to answering the research questions.

According to Runeson and Höst (2009), exploratory research is the first stage in a series of studies. Hence, the “what” questions would establish a preliminary and exploratory study, and the “why” questions could then appear in subsequent studies via explanatory, descriptive, and so on.

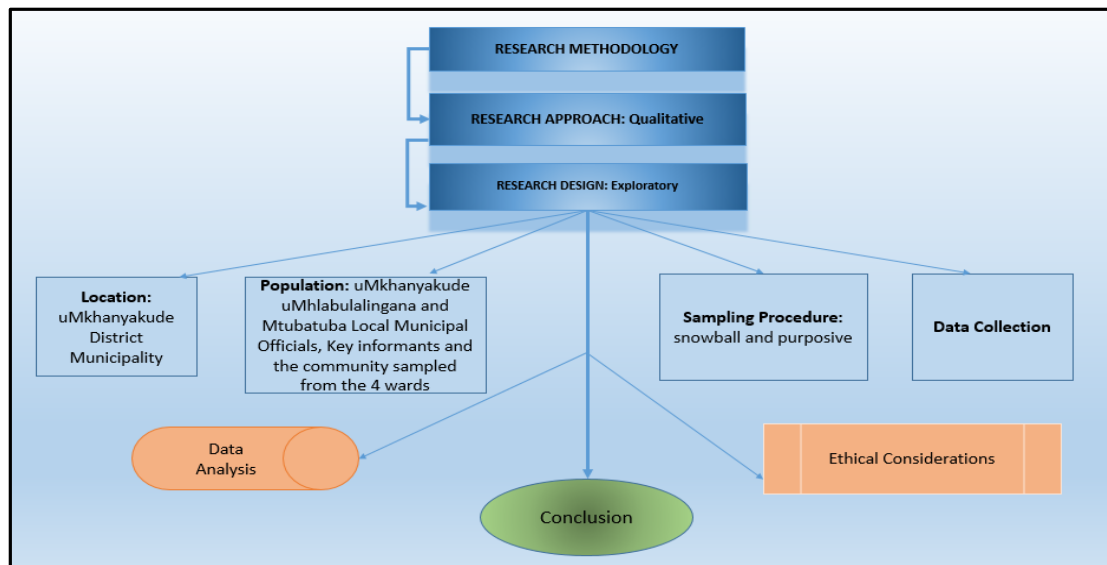


Table 0.1. Schematic representation of the research methodology adopted for the study

Source: Adapted from Creswell (2014)

Yawa (2010) argues that a research design has two meanings. The first meaning concerns a procedural strategy. This is adopted by the researcher to answer questions of validity, objectively, accurately, and economically. This is connected to the testing of the hypothesis and it is appropriate only in quantitative paradigm. The second meaning, which is relevant in this study, is a meticulous plan that guides the researcher in collecting, analysing, and interpreting observed facts. It is the naturalistic approach to research and it emphasizes the significance of the subjective experience of the individuals being studied, focusing on qualitative analysis (Fossey et al., 2002). Accordingly, this study design presents a description of the study area, which is followed by entry into the location, the population, sampling techniques, data collection and the instrument used, data analyses, and ethical considerations, all of which form essential parts of the process.

4.4. LOCATION OF THE STUDY

The research was carried out in uMkhanyakude DM and the two (2) sampled local municipalities of uMtubatuba and uMhlabuyalingana, as well as four (4) additional wards in uMhlabuyalingana and uMtubatuba Local Municipalities. According to Neuman (2011), a location is a place where a researcher conducts a study and where the events and activities take place. Figure 4.2 depicts the proper location of the study. Figure 4.3 and Figure 4.4 depict the demarcation of wards in uMhlabuyalingana and uMtubatuba Local Municipalities. The uMkhanyakude DM consists of 5 local municipalities divided into the following wards: uMhlabuyalingana (18 wards), Jozin (20 wards), Hlabisa (8 wards), uMtubatuba (20 wards), and The Big Five False Bay LM (4 wards).

Umkhanyakude District Municipality



	Jozini Local Municipality		uMhlabuyalingana Local Municipality
	Hlabisa Local Municipality		Big 5 False Bay Local Municipality
		Mtubatuba Local Municipality	

Table 0.2. Map of uMkhanyakude District Municipality showing study locations

Source: Trade & Investment KwaZulu-Natal (2016)

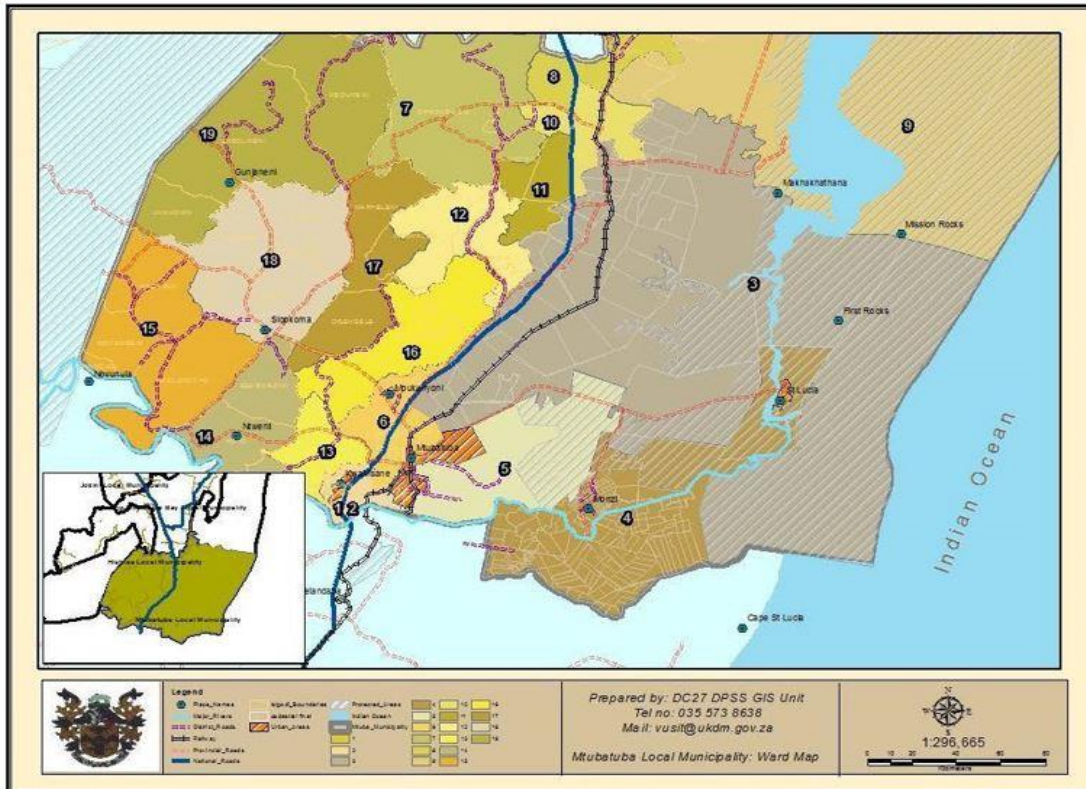


Table 0.3. Map of uMtubatuba LM showing the location of wards

Source: uMtubatuba LM (2020: 15)

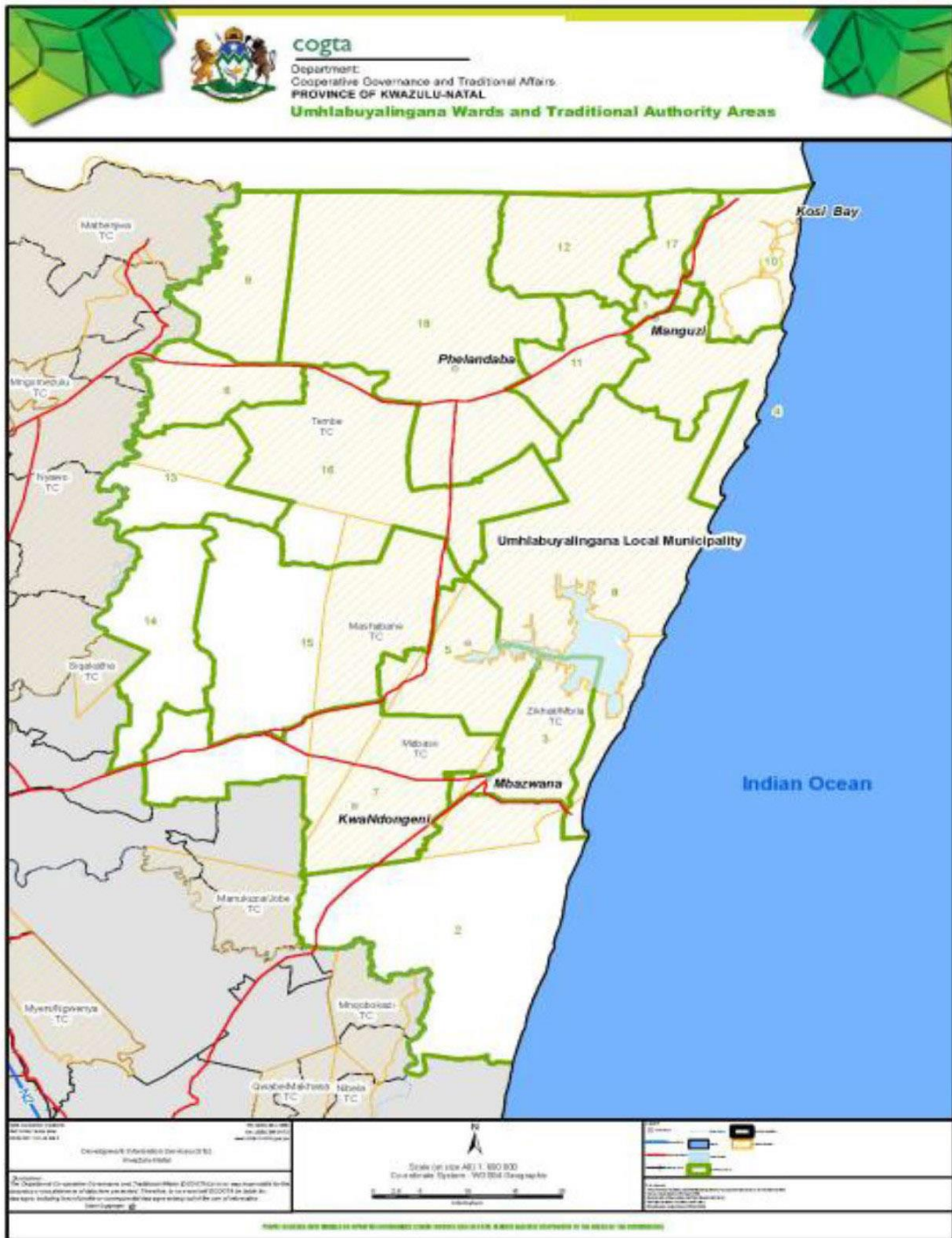


Table 0.4. Map of uMhlabuyalingana LM showing the location of wards

Source: uMhlabuyalingana LM (2018: 2)

4.5.ENTRY INTO THE STUDY AREA

The researcher requested study approval from uMkhanyakude DM and the two local municipalities of uMtubatuba and uMhlabuyalingana, because this study required the participation of municipal officials and the community living in the wards administered by the ward committees. To do this, the researcher wrote study requisition application letters to officials within the municipalities, who responded with permission grant letters to perform the study. The researcher emphasized the suggested study's research problem and objectives in the letter. The communication unit then sent an internal communication to the personnel for corporation and preliminary meetings on the day of data collecting.

After obtaining the gatekeeper's permission from the uMkhanyakude DM managers, the research commenced with preliminary meetings with the *Amakhosi*,¹⁰ *Izinduna*,¹¹ and Ward Councillors in charge of the community and municipalities. The aim was to verbally explain the importance of the study before the interviews took place, and that their participation in the study was voluntary whereby the respondents could withdraw at any given time.

According to Mack et al. (2005), the ethical guidelines in qualitative research regulate the interaction between researchers and the people they study. The chief task is to inform people about the research in a way they can understand what is mostly a multistep process. Approaching community leaders and explaining the research to them is paramount to the research matter. The community leaders will be empowered to facilitate a community forum where fascinated people can learn about the study and ask questions, if any. Then the researchers can spend a week or two talking with people and collecting data. This is why it is necessary to obtain formal permission from community leaders or gatekeepers before the research study can commence (Mack et al., 2005).

¹⁰ Amakhosi are "senior traditional leaders, who are usually male and commonly identified through a combination of kinship principles involving primogeniture, marriage and position of the mother, and other considerations by the appointing family council" (Houston & Mbele, 2011: 11).

¹¹ Izinduna are headmen, i.e., the leaders acting as assistants of Amakhosi. They operate over izigodi, the administrative sub-categories of the chiefdoms (izizwe)" (Houston & Mbele, 2011: 11).

4.6. RESEARCH POPULATION

A population is a sampling frame and the totality of events, persons, case records and other sampling units which the research problem is concerned with (McBurney, 2001: 248). According to Brynard and Hanekom (1997: 45), a population refers to the focus group/area that a researcher wishes to target to learn the truth about that specific group/area, such as primary school learners, public institutions, etc. In research, a population is an abstract concept that refers to a big group of many cases from which a researcher selects a sample and to which sample results are applied (Neuman, 2011). He goes on to define study target population as the actual broad group of numerous cases from which a researcher chooses a sample and to which sample results are generalized. A researcher specifies the unit being tested, the exact geographical area, and the population's temporal bounds to define a research target population.

A population is a collection of people with similar characteristics that a researcher is interested in studying (Salaria, 2010). Individuals in a certain group or a subset of the group can also be affected. Huysamen (1997: 2) agrees with Salaria (2012) that the population refers to the whole collection of individuals who share similar characteristics. According to Grinnell and Williams (1990: 124), a population is the total number of people or items studied. For scholars such as De Vos et al. (2011: 2), a population is the entire collection of entities that contains all the measurements that the researcher is interested in.

The population is defined as the sum of all things, subjects, or people that meets a set of criteria (Mbokane, 2004). The uMkhanyakude DM consists of 5 local municipalities divided into the following wards: uMhlabuyalingana (18 wards), Jozini (20 wards), Hlabisa (8 wards), uMtubatuba (20 wards), and The Big Five False Bay LM (4 wards). The uMkhanyakude DM has been identified as one of the municipalities with more service delivery challenges and backlogs, with Jozini and uMhlabuyalingana being the most affected.

Data was collected using an interview schedule within the uMkhanyakude DM as the leading municipality and two other local municipalities, uMhlabuyalingana and uMtubatuba. uMhlabuyalingana has been identified as a vulnerable LM, with uMtubatuba as the second-highest-performing LM. A most-vulnerable and the second-highest-performing municipality were chosen based on the municipal spatial classification (RSA-CoGTA, 2011: 15). The Big Five False Bay, Hlabisa, Jozini and uMhlabuyalingana are profiled as most-vulnerable local

municipalities, with uMtubatuba as the second-highest-performing municipality (RSA-CoGTA, 2011: 16).

The data obtained assisted in comparing the accessibility to service delivery of communities as being either performing or vulnerable. This kind of data assisted to assess the service delivery gap among similar vulnerable municipalities and the second-highest performing municipality within the uMkhanyakude DM. It captured the socio-economic differences and capacity challenges of each of the local municipalities.

One of the objectives of a study conducted by Makale (2015) was to determine multi-faceted rural structures compared to urban structures. The argument is that the application of a one-size-fits-all approach by government leads to many failed development projects, in particularly in rural areas. Makale (2015) recommends that project timelines should be stretched for projects in rural areas to accommodate additional activities necessary to acquire consent from the community leaders which are often lengthy processes. The results of Makale's (2015) study illustrated that the wards within the rural North West and Northern Cape provinces, illustrate much better access to services compared to other rural provinces. This is a similar approach the present research embarked upon when seeking to establish the service delivery gaps among similar vulnerable municipalities and one second-highest-performing municipality within the uMkhanyakude DM.

According to Grinnell and Williams (1990), a researcher's target population is the entirety of people or objects that a study is concerned with. The study population also refers to the entire group of people, events, or objects that the researcher is interested in, from which a sample can be taken and from which the sample's results can be generalized. The fundamental goal of the research was to provide universally applicable answers or solutions to pertinent topics. Because studying the complete population to come to a generalisation was nearly impossible and unnecessary, the study's population refers to a group of persons with the same characteristics as the researcher (Salaria, 2010). As a result, the study's target population had to be representative enough to allow for reasonable extrapolations. The demographic of the study was designed with the concept that people who knew what the researcher was looking into would be the most likely to accomplish the study's goals. Furthermore, everyone in the identified population had to share at least one unique trait connected to the research issue (Du Plooy-Cilliers et al., 2014).

The main target population was that of municipal officials responsible for the management, strategic development, research, and development, monitoring and evaluation, finance, business process management, human capacity development/human resources, communication and stakeholder liaison, implementation of service delivery projects, and local municipal coordination. Two councillors per municipality were ultimately selected, making a total of ten (10) interviews per municipality.¹²

4.7. SAMPLING PROCEDURE

4.7.1. Sampling

Sampling is the process of selecting appropriate respondents from the target population to participate in the study. In other words, it involves the selection of those individuals that accurately represent the general population and thus they can be depended upon to achieve the set the objectives of the study (Fraenkel et al., 2012). It is the process of narrowing down the number of examples that a researcher chooses from a wide pool of cases that are representative of the population (Neuman, 2011). According to Neuman (2011), snowball sampling also called chain-referral sampling, or reputational sampling is a non-random sampling technique which is used for sampling cases in a network (Neuman, 2011).

According to Berg and Lund (2017), the snowballing method identifies cases in the interest of people who know individuals who can contribute to the field of study. Accordingly, officials from municipality were selected from the units that were determined in advance. The focus was on those municipal officials responsible for the strategic development, research, and development, monitoring and evaluation, finance, business process management, human capacity development/human resources, communication and stakeholder liaison, implementation of service delivery projects, local municipal coordination and two councillors per municipality. The participants would find it easy to refer the researcher to other candidates until data capacity was attained – as was the case with this present study. This sampling method is based on the likeness of a snowball that starts small, but grows larger and larger as it rotates and picks up more snow (Neuman, 2011).

¹² See Appendix I.

The realisation of fieldwork depends on the determination of the appropriate sampling technique, to obtain accurate and reliable data (Nurdiani, 2014). The researchers are responsible for selecting the sampling method focusing on the reasons for using each method (Mack et al., 2005). While the snowball sampling technique has its advantages and disadvantages in its application (Nurdiani, 2014), it nevertheless allows the researcher to deliberately choose informants according to the qualities they possess. The non-random procedure enables the researcher to decide what needs to be known and sets out to find people who can provide the information by virtue of their knowledge or experience (Tongco, 2007).

According to Trochim (2001), a qualitative study is one that is designed to strive for transparency by paying attention to sampling (i.e., who, how, where the sample is derived). The process also weeds out anyone not fully qualified for participation or that might introduce elements of bias, while excluding any technique or line of questioning that might be impossible to analyse.

According to Showkat & Parveen (2017), the two basic types of sampling processes are probability sampling and non-probability sampling. With probability sampling, all samples from the target population have an equal chance of being chosen. As a result, it is preferable for research in which the samples conclusions will be applied to a larger population (Sekaran & Bougie, 2013). Individuals from the target population have no known chance of being chosen as study participants in non-probability sampling. The present researcher used a non-probability sampling strategy in this investigation.

3.7.2. The Non-probability Sample

The present researcher generated the necessary data for the study using a feedback mechanism; hence non-probability sampling was appropriate for this investigation. However, with a high level of confidence, the results obtained cannot be considered an exact representation of the total population. Nevertheless, the sample method was more convenient because it was less time consuming and less expensive, even though it did not hold true. The convenience sampling and purposive sampling techniques are two broad categories of non-probability sampling techniques.

According to Marshall (1996), purposive sampling is the most prevalent sampling strategy in qualitative research, in which the researcher deliberately selects the most productive aspects

from the research population to answer the research question. The sampling method necessitates clear selection criteria and sample specifications to gather meaningful data. Purposive sampling is also further divided into judgmental sampling and quota sampling (Sekaran & Bougie, 2013).

Purposive sampling technique was adopted for this study since it allows the researcher to use judgement in choosing people that were presented or available that best met the research objectives (Fink, 2003).

4.7.1.1. Advantages of Non-probability Sampling

According to Stewart (2006), non-probability sampling allows the researcher to capture a wide range of facets, select elements deliberately and/or consciously, and in a controlled manner with prior design and purpose, while elements of a population will not have an equal chance of being selected from the sampling frame. Thus, the selected sample does not have generalisation beyond itself as a critical item and exists in the phenomenological paradigm because of its concentration on specific cases and in-depth analysis will be specific.

For this present study, the researcher used a qualitative research method, and there was no purpose of generalizing the findings to the total community from which the respondents were drawn. Therefore, the non-probability sampling technique was appropriate for this study. Furthermore, because questions were asked of persons with extensive experience on the research subject, the sample technique was convenient, judgemental, and allowed for maximum variety. It was also a time-saving and successful strategy.

4.7.1.2. Sample Size

The sample structure for this study was carved from uMkhanyakude DM and two local municipalities: uMhlabuyalingana and uMtubatuba local municipalities. Since the study adopted a qualitative research method, the research samples were drawn from the target population via non-probability, snowball sampling (Strydom, 2005). The researcher focused on the service delivery challenges of the district and its local municipalities specifically; the data was collected from the pre-determined units and community wards. Moreover, the sample size for this study was determined *a priori* based on the guidelines found in monographs detailing interview-based studies, considering the intricate nature of the non-probability

sampling technique used, and the homogeneity of the study's multi-sited population (Guest et al., 2006; Hagaman & Wutich, 2016; Vasileiou et al., 2018). Moreover, the attainment of thematic saturation after twenty-two (22) interviews, justified the adequacy of the defined sample size.

4.8. DATA COLLECTION PROCESS

This research project utilised the interview schedule as a data collection tool because it allowed a set of questions with structured answers to guide the researcher in testing the hypothesis.

Data was collected using an interview schedule within the uMkhanyakude DM as the leading municipality, and two other local municipalities, uMhlabuyalingana and uMtubatuba. uMhlabuyalingana is among the most-vulnerable local municipalities, with uMtubatuba as the second-highest performing municipality. A most-vulnerable and the second-highest-performing municipality were chosen based on the municipal spatial classification (RSA-CoGTA, 2011: 15). The Big Five, False Bay, Hlabisa, Jozini and uMhlabuyalingana are profiled as being the most-vulnerable local municipalities, and uMtubatuba as the second-highest-performing municipality (RSA-CoGTA, 2011: 16).

The advantages of the interview schedule are more than the disadvantages. They were as follows:

- i. The interview schedule yielded more responses;
- ii. Accurate information can be collected, free from biasness;
- iii. It allows for personal contact between the investigator and respondent;
- iv. Difficult situations can be studied;
- v. It can be used for educated as well as uneducated respondents.

The disadvantages of the interview schedule are as follows:

- i. It is costly to use;
- ii. It is more time consuming;
- iii. It requires skilled and experienced investigators;
- iv. In the case of more interviewers, less uniformity is found (Luenendonk, 2019).

The indicated disadvantages of the interview schedule were not seen as problems for the researcher because there are fewer interviews planned, time and cost were factored into the schedule, and the researchers possessed interview experience.

During the data gathering phase, phenomenological research is constrained by several criteria. In this regard, it is of crucial importance to distinguish between statistical and qualitative validity. Phenomenological research can be reliable in identifying factors and their effects in particular cases, but it must be tentative in estimating how prevalent those factors are relative to the population that the participants or cases came from (Lester, 1999). The researcher should thus ensure that participants are engaged for an extended period of time, preserve all notebooks, digital/analogue storage devices, and diaries used during data collection, and do validity checks (Lacey & Luff, 2001). All these safeguards will ensure that the information gathered is reliable.

Based on the exploratory nature of this study and the established problem statement, which is the service delivery challenge in the district municipality, the researcher used the interview schedule to collect data which was administered in a structural setting. The data collection strategy ensured the correctness of the interview transcriptions, which also allowed the researcher to capture the feelings of the respondents in relation to the study topics. This aided the researcher's ability to provide some explanations for the underlying indexes (Geertz, 1973).

During the data collection procedure, the researcher conducted scheduled interviews in which questions were asked in accordance with the study's objectives and the research paradigm adopted. The researcher posed the questions with care, frequently verifying to see if the answers corresponded to what was to be measured in accordance with the study's objectives. The researcher asked questions which depict the personal experiences of the respondents in the district and local municipalities, as well as their perception of service delivery.

The researcher was able to explore and ask follow-up questions because the respondents were able to narrate a complete account about their experiences. The responses to the questions accurately revealed the coping mechanisms that the respondents attempted to use. Further questions were asked to follow-up on the fascinating data that the researcher was unaware of and that could be valuable to the study. The responders were able to provide information that the researcher had not requested, but was relevant to the study.

With reference to the research paradigm adopted, the researcher conducted interviews in which questions were asked in keeping with the research aims and objectives of the study. The researcher asked the questions with care, double-checking that the answers corresponded to what was being measured in accordance with the study's objectives. This allowed the researcher to delve deeper into the lived experiences and obstacles experienced by the municipal officials in terms of delivery and the community in terms of access to service delivery. This form of interaction was executed through focus groups and one-to-one interviews. The interview schedule comprised of open-ended questions to allow the interviewee to express their feelings, experiences, and ideas freely, without limitations (Gill & Johnson, 2002: 104).

4.9. INTERVIEW SCHEDULE

According to Dlamini (2014), the interview schedule is a written collection of self-administered field questions that the researcher utilizes to ask participants to obtain relevant information for the study. The questionnaire's questions were also directed by the literature review, the sort of respondents expected in the field, and research theory in order to answer the research's primary questions. To ensure validity, the questionnaire was phrased in an understandable manner for the responders. Uncertainties and questions were clarified until the question was completely understood and occasionally interpreted in a native Zulu language. The analysis revealed that the answers were comparable in terms of themes as the researcher continued to collect. Again, it became clear that this questionnaire may be "test-retested," or given to the responder a second time to check for consistency in the answers, and still get the same results in terms of reliability.

As a result, data from the respondents was collected using an interview schedule. The interview schedules were structured in the following manner:

- i. The interview schedule for the municipal officials consisted of eighteen (18) questions segmented into three (3) sections:
 - a. Section A: Biographical information;
 - b. Section B: Employment status;
 - c. Section C: In-depth questions on the access to service delivery of potable water, electricity, sanitation, and refuse removal.
- ii. The interview schedule for the local community members consisted of twenty-one (21) questions segmented into three (3) sections:

- a. Section A: Biographical information;
 - b. Section B: Employment status;
 - c. Section C: In-depth questions on the access to service delivery of potable water, electricity, sanitation, and refuse removal.
- iii. The interview schedule for municipal officials consisted of eighteen (18) questions segmented into three (3) sections:
- a. Section A: Biographical Information;
 - b. Section B: Employment status;
 - c. Section C: In-depth questions on the functioning of the municipalities.
- iv. The schedule for the key informants consisted of twenty-two (22) questions segmented into three (3) sections:
- a. Section A: Biographical information;
 - b. Section B: Employment status;
 - c. Section C: In-depth questions on the access to service delivery of potable water, electricity, sanitation, and refuse removal.

The interview questions were based on the study's principal objectives.¹³ detailed in Chapter 2 of this thesis.¹⁴

The open-ended and closed-ended questions were posed, with the only major difference being the respondents' role in answering these questions. The closed-ended questions limited the respondents' responses to the set of options provided in the questions, whereas open-ended questions permitted respondents to express their opinions without restriction or researcher influence (Foddy, 1993). Consequently, this study embraced the closed-ended and open-ended questions to investigate the respondents to enable the respondents to expand on their understanding of the prior question's responses while enabling the researcher to study the service delivery challenges within the uMkhanyakude DM.

The highlights of the interview schedule that assisted in addressing the research questions for the study in terms of the three sections were as follows:

¹³ See Chapter 2.

¹⁴ See Appendix IV for the interview schedule.

- i. Section A: The biographical section measured that age, gender, population group income level and educational aspect of the municipal official and the community members. This section revealed the societal composition of the respondents who participated in the study.
- ii. Section B: The employment section measured the level of economic activities in the community area.
- iii. Section C: The in-depth service delivery questionnaire measured the access to service delivery as well as the quality therefore.

4.9.1. STRUCTURED INTERVIEWS

Formal interviews were beneficial in this study because participants in each group answered the same set of questions, allowing the researcher to compare their responses. In qualitative research, the most common method of gathering data or information is by using interviews. Every word people use to narrate their story is a microcosm of their mental state. All interviews are interactional activities, and they are inextricably linked to the construction of meanings that ostensibly dwell within the participants themselves (Holstein & Gubrium, 2004). According to Ormston et al. (2014), qualitative interviews are attempts to understand the world from the participant's perspective, to unravel the significance of people's experiences, and to discover their lived world before scientific explanations.

4.10. DATA ANALYSIS

The data collected is usually chaotic and disorganised. Data analysis was conducted to reduce the chaos and organise it into functional chunks. Data analysis is a process of bringing order, structure, and meaning to the mass of collected data (De Vos et al., 2011). The qualitative method revolves around describing the characteristics. In this present study, data was analysed through thematic presentations. Thus, data editing, was done before the actual analysis. For the qualitative data, collected through key informants, structured interviews and literature search, matrices were created using content thematic analysis. The researcher identified words, sentences, certain patterns, and themes from the respondents. The data was then transcribed and went through an editing process. The scissor-and-sort technique was then used to analyse data. In applying this technique, the researcher transcribed the interview data. All transcripts were read and then reread to identify common words, experiences and perceptions that were coded. The researcher then went through the transcript to identify sections that were relevant

to the research questions. Subsequently, these relevant sections formed part of the data analysis process.

4.11. MAXIMUM RESPONSE

The researcher elicited informed engagement in the study by describing the goal of the interview schedule to the respondents. This introduced them to the research subject and elicited maximum response. In this case, there were two basic tactics used when asking someone to volunteer their time. First, the researcher respected the privacy of the participants. Because of the nature of the study, the respondents were apprehensive about answering the interview schedules in front of their co-workers for fear of being labelled as whistle-blowers. Second, throughout the interview, the researcher provided a clear summary of each question's objective. Consequently, the researcher achieved a maximum response rate from the twenty-two (22) interviews conducted.

4.12. VALIDITY AND RELIABILITY

Validity is defined as the process by which a researcher checks the accuracy of a study's conclusions using important tools such as authenticity, credibility, trustworthiness, transferability, and dependability (Creswell, 2014). On the other hand, reliability is a system put in place to check for consistency in the methods and approaches used. In this study, the triangulation of different data sources was used to harness the data collection instruments mentioned above. According to Maree (2007), the personal involvement and in-depth responses of the study participants contributes to ensure a good level of validity and reliability in qualitative data collecting.

Credibility of data refers to the research strategy that is dependable and trustworthy. The researcher can guarantee credibility by:

- i. Ensuring that only people who had first-hand experience with the research problem were invited to participate in the interviews;
- ii. That a conducive environment was created to enable the respondents to provide legitimate replies to the questions without influencing or inflating their responses.
- iii. Asking follow-up questions in cases where the participants' responses were ambiguous or vague, to obtain more detail and accuracy.

Transferability is the degree to which qualitative research findings can be extended to other contexts with similar characteristics. A thick description, or a detailed enunciation of the research methodologies used, as well as the assumptions made that were crucial to the study, has been defined as the most prescriptive method for ensuring transferability. As a result, the researcher ensured the transferability of the study's findings by providing a detailed description of key assumptions, research methodologies, and limitations (Lincoln & Guba, 1985).

Dependability is defined as the research findings' consistency over time (Korstjens & Moser, 2018). It is made possible by describing the research plans, techniques, and methodologies, as well as their justification and implementation. As a result, the dependability of this qualitative research was ensured by providing a rigorous description of the research techniques used, allowing the findings to be easily repeated by any researcher interested in a comparable research subject. The research design and its applications were both highlighted to achieve dependability.

Although reliability and validity are concepts used for testing or evaluating quantitative research, the idea is most often used in all kinds of research (Golafshani, 2003: 601). To ensure reliability in qualitative research, an examination of trustworthiness is crucial. Seale (1999: 467) asserts that while establishing good quality studies through reliability and validity in qualitative research, the "trustworthiness of a research report lies at the heart of issues conventionally discussed as validity and reliability." According to Lincoln and Guba (1985), there can be no validity without reliability, where a demonstration of the former's validity is sufficient to establish the latter's reliability. Healy and Perry (2000) assert that the quality of a study in each paradigm should be judged by its own paradigm's terms. Lincoln and Guba (1985) stress that in qualitative paradigms, the terms credibility, neutrality or confirmability, consistency or dependability and applicability or transferability are the essential criteria for quality.

4.13. ETHICAL CONSIDERATIONS

The researcher requested consent in conducting the survey and opted not to utilise under-age children as they require a special permission from parents. The researcher also requested permission to conduct the study from the gatekeeper of the district municipality. The respondents were treated as anonymous. The information that the respondents provided was used solely for scholarly research purposes.

Because qualitative research is intimate space, it is important to maintain clear limits on what the researcher is told by participants and what they tell to participants. The qualitative researcher takes a lot of information from participants and therefore can feel the need to give similar information in return. The respondents can become upset and untrusting about unimportant comments being shared with them. Consequently, the researcher needs to develop strategies for protecting confidentiality (Mack et al., 2005).

The participation of the research participants was entirely voluntary. They were informed that they had a choice to participate or not to participate, and they were never penalized for taking such an action. The opinions of the interviewee were presented anonymously. Neither their names nor identity were disclosed in any form in the study. Each respondent was made aware that after a period of five years, in line with the rules of the university, all raw research data will be disposed of by shredding and burning. All this information was contained in an Informed Consent Form co-signed by the research supervisor. The respondents who agreed to participate signed a declaration attached to the questionnaire.

The researcher considered the possibility of physical harm and psychological discomfort as the result of the nature of the questions being asked. An opportunity was provided for each participant to ask questions and to air their feelings. In a study conducted by Mbokane (2004) on the utilisation of contraceptives by women who requested termination of pregnancy, each participant received information that was intended to improve their knowledge and empower them to make better informed health decisions in future. A vigilant explanation was provided to each of the participants about their right to refuse to participate in the study, and that their participation or refusal would not influence the level of care provided to them. The risk proportion was the anticipated psychological discomfort resulting from the questions asked. The advantage was the enhanced body of knowledge of dealing with the health challenges experienced by women in the area of Mbokane's study. This information could be utilised to reduce the number of women requesting termination of pregnancy services in the future (Mbokane, 2004).

The present research employed the principle of justice which focuses on the right to fair treatment and the right to privacy. The right to fair treatment means that the participants were discreetly treated by valuing their beliefs, habits, culture, and lifestyle. The right to privacy was respected because the researcher interviewed participants individually in a private setting.

Anonymity was safeguarded by ensuring that no completed structured interview schedule could be attached to any specific participant. The completed interview schedules were only accessible to the researcher and the supervisor and were kept in a locked safe at the university by the researcher (Mbokane, 2004). Over and above this, the gate-keeper letter requesting permission to conduct the study and the objective of the study was submitted to the municipality managers for the uMkhanyakude DM and uMhlabuyalingana and uMtubatuba local municipalities. Permission was granted in writing and the researcher Issued Informed Consent Forms to all the participants, which explained the research intentions and the importance of the respondents' participation in the success of the research.

According to Monette et al. (2008: 52), informed consent refers informs potential research volunteers on all aspects of the study that might have an impact on their decision to participate. Neuman (2011: 149) emphasises that the informed consent should be done at the beginning of the study so that the participants can voluntarily participate. In terms of this present research, informed consent was issued to all the participants to make an informed decision as the potential research participants. The informed consent stipulated the background and goals of the study. The participants were also made aware that the study was voluntary and any participant who wanted to pull out for any reason could do so at any given moment in the process. The information gathered during the data collection process was kept in strict confidence and was solely used for academic purposes. Anonymity ensured that the research participants' identities were kept anonymous (Bless et al., 2006: 181). The respondent may be considered anonymous when the researcher does not match a given response with a given respondent (Babbie & Mouton, 2010: 523). Secrecy is more a contract between two or more people that restricts others' access to private information (Strydom, 2005) and this is an integral part of the research ethics.

Ethics are a set of principles suggested by an individual or group. These principles serve as rules and behavioural expectations about the correct conduct towards experimental subjects or respondents, employees, sponsors and other researchers, assistants, and students (Strydom, 2005). According to Adshead (2008), three universal principles characterize the ethical assessment system:

- i. Autonomy;
- ii. Beneficence (and non-maleficence);

iii. Fairness.

These standard ethical guidelines were followed in this study. The specifics of how they were implemented were as follows:

- i. Autonomy was upheld by respecting study participants' rights and ensuring them that their participation was entirely voluntary. Hence, they were not obliged to answer any question considered to be impertinent. Additionally, an informed consent letter was served to the respondents before the interview sessions began.¹⁵
- ii. Beneficence (and non-maleficence) was achieved when the researcher emphasized the intrinsic advantage of the research to both the respondents and the larger community, according to ethical principles. According to Frankena (1973 cited in Motloba, 2019), the researcher is required by beneficence and non-maleficence to state that the study's goal is to eliminate and avoid harm, in this case, youth unemployment. Surprisingly, the pledge of confidentiality and anonymity extends to the preservation of respondents' privacy and identity (i.e., autonomy).
- iii. Fairness ensured that all respondents were handled with respect and care, and no names were included in the data analysis to safeguard the respondents' anonymity, while a confidentiality clause was placed into the interview schedule.

4.14. DATA ANALYSIS

De Vos et al. (2011) defined the data analysis as the process of bringing order, structure, and meaning to the mass of collected data. This procedure entails combing the obtained data to identify trends and themes that the researcher will use to explain the respondents' perspectives on the access to service delivery.

According to Fereday and Muir-Cochrane (2006), thematic analysis is used to generate matrices for qualitative data obtained through key informants, structured interviews, and literature searches. Data analysis was thus conducted through thematic analysis using the NVivo software program. The NVivo software allowed the textual data to be entered, and codes (or nodes as referred to in NVivo) were produced. After that, based on the code's reflection of the researched problem, the initial codes were compared, resulting in their

¹⁵ See: Appendix 4.

grouping into smaller related units. As a result, repeating patterns emerged and these were identified as themes (Ryan & Bernard, 2003). To put it another way, crucial themes were derived using inductive thematic analysis and the constant comparison technique. When a new theme arose, the researcher double-checked the previously reviewed examples. The researcher was able to examine for patterns that ran across all the cases, as well as individual differences and similarities, using the cross-case analysis (Mumford, 2000), then finally, the themes were compared to existing literature.

4.15. CHAPTER SUMMARY

This chapter presents the research methodology employed to validate the research instrument. The non-probability and snowball sampling methods, as well as the data gathering and analysis strategy, were also provided, along with justifications and a description of the inherent advantages of their use. The ethical principles adhered to in terms of beneficence and non-malevolence was also emphasized. The study’s research design and methodology assisted in meeting the study’s objectives and answering the research questions. An in-depth knowledge was collected on the service delivery challenge facing uMkhanyakude DM and the community in terms of access.

According to the uMkhanyakude District Municipal IDP 2020/2021 (cited in RSA-CoGTA, 2020: 8), the uMkhanyakude DM consists of 5 local municipalities divided into the following wards: uMhlabuyalingana (18 wards), Jozini (20 wards), Hlabisa (8 wards), and uMtubatuba (20 wards), The Big Five False Bay LM (4 wards). See Figure 3.5.

	Local Municipality	No of Households	No of Wards	No of Traditional Leaders
1.	Umhlabuyalingana	39 614	18	4
2.	Jozini	44 584	20	7
3.	Mtubatuba	25 255	20	1
4.	Big 5 Hlabisa	41 792	13	6
	UKDM	151 245	71	18

Table 0.5. Households, Wards, and Traditional Leaders

Source: Adapted from RSA-CoGTA (2020: 8)

The uMkhanyakude DM has been identified as one of the municipalities with more service delivery challenges and backlogs, with Jozini and uMhlabuyalingana being the most affected. Data was collected using an interview schedule within the uMkhanyakude DM as the leading municipality and two other local municipalities, uMhlabuyalingana and uMtubatuba, according to the classification provided by the Department of Cooperative Governance and Traditional Affairs [RSA-CoGTA, 2020]. The classification illustrates that The Big Five False Bay, Hlabisa, Jozini and uMhlabuyalingana are vulnerable local municipalities with uMtubatuba as the second-highest performing. A most-vulnerable and the second-highest-performing municipality were chosen based on the municipal spatial classification (RSA-CoGTA, 2011: 15). The Big Five False Bay, Hlabisa, Jozini and uMhlabuyalingana are profiled as most-vulnerable local municipalities, and uMtubatuba as the second-highest-performing municipality (RSA-CoGTA, 2011: 16).

The data obtained assisted in comparing the accessibility to service delivery of communities as being either performing or vulnerable. This kind of data also assessed the service delivery gap among a vulnerable LM, and the second-highest performing municipality within the uMkhanyakude DM. It also captured the socio-economic differences and capacity challenges of each of the local municipalities.

The study utilised probability sampling techniques, called systematic random sampling and cluster (area) sampling. As Kalton (1983: 17) has noted, systematic random sampling is a technique that gives each element of population a chance of being selected through systematic intervals. Systematic random sampling is often used to select large samples from a long list. In terms of this present research study, the total population of the sampled wards was divided into the total number of sampled respondents to obtain the intervals. In addition, a pre-test was conducted to establish the feasibility of the sampling technique before modification.

Cluster (area) random sampling is a sampling method where different groups within a population are used as a sample. This is different from stratified sampling in that it uses the entire group or cluster as a sample, rather than randomly-selected members of all groups (Kalton, 1983: 28). The main advantage of cluster (area) random sampling is that it generates a sampling frame for clusters which is economical. In addition, a sampling frame is often a readily available at the cluster level. As a cost-effective form of sampling, it takes less time for listing and implementation and is also suitable for surveying institutions. Consequently, it

was utilised in sampling respondents in the selected municipalities. The limitation of this sampling technique is that it may not reflect the diversity of the community, where other elements in the same cluster may also share similar characteristics. Although it provided less information per observation, standard errors of estimates can be high compared to other sampling designs with the same sample size (Ahmed, 2009).

Cluster (area) random sampling was used to select fifty (50) respondents within the age cohort of 18-85 years within two local municipalities, where the “total labour force comprises people ages 15 and older as per the ILO definition of the economically active population” (World Bank Group, 2011: 7). In terms of this present study, research was conducted on persons aged 18-85 years to avoid requesting informed consent from parents for utilising under-age children which can become a difficult exercise (Skånfors, 2009). The researcher administered fifty (50) isiZulu translated interview schedules to the community to obtain their perception of the service delivery efficiency in their municipal area. The researcher also administered interview schedules to two local municipalities (uMhlabuyalingana and uMtubatuba). The interview schedule for the municipal officials was administered in three municipal areas with uMkhanyakude being the leading municipality and the two local municipalities of uMtubatuba and uMhlabuyalingana polled to assess the capacity problems they may report.

The researcher covered two wards per municipality which makes four wards in total. One ward was close to the city centre and one a distance from the city centre. The two wards per municipality were selected to obtain a representative sample for a large population while minimising on costs. The accurate selection of respondents randomly was more important than increasing the sample size. The data obtained from the wards that were close and far to the city centre enabled the researcher to determine the service delivery gap extant within uMkhanyakude DM and the community living under one local municipality. The research results were compared to assist the researcher to obtain a widespread overview of the service delivery challenges and productivity issues from different components that make up a municipality within both vulnerable and non-vulnerable municipalities/wards.

5.1.INTRODUCTION

The main objective of the study was to undertake an evaluation of the delivery of services by South African municipalities using uMkhanyakude DM as a case study between the periods of 1999 - 2011. The timescale under investigation is the democratic era of government following the April 1994 elections in South Africa. The research study however does not ignore the inherent challenges of the previous apartheid era faced by rural and urban local municipalities alike.

The researcher began by rigorously analysing data obtained from the Census 2011 with 2016 boundaries available on SuperWEB2 as a data mining process. The data was evaluated to be able to answer the key objective of assessing service delivery efficiency of uMkhanyakude District Municipality from the period of 1996 -2011. The StatsSA data was found to be easy to understand, prepared and deployed since it adhere to South African Statistical Quality Assessment Framework (SASQAF) that emphasise that the statically output data should be comparable with that of other institutions (StatsSA, 2010), in this case the interview schedule responses from this research.

In drafting the interview schedule, the researcher took into consideration the fact that different stakeholders would have different perceptions on the subject matter under investigation. The interview schedule was divided into two stakeholders whose *locus standi* is not in question. An interview schedule was developed for key stakeholders and for general community members.

During the instrument analysis phase, it was decided not to measure the income levels of the individual respondents due to it being a sensitive issue. The rationale for not undertaking such a review was informed by Davern et al. (2005) who have shown that probing for possible sources of income can prove burdensome to the respondents. Such income streams include income earned through employment, stock and shareholdings, interest from banking accounts and investments, income generated from government transfer programmes, income derived from businesses in which the respondent is self-employed, and consultation fees. The

respondent might have lost revenue from stock and share transactions and privately-owned business losses and so forth.

A second challenge in measuring the income levels of prospective respondents is that people do not like to reveal how much they earn. As a result, such questions become a disturbing issue for many respondents. It is common knowledge that the sensitive nature of such questions, can create a sizable proportion of missing data in most surveys. Hence, as Davern et al. (2005) estimate, around 10%–15% of income data is lost, due respondents refusing to answer questions related to income levels and sources of income.

5.2. CENSUS 2011 DATA AND THE DESIGN OF THE INTERVIEW SCHEDULE

Data retrieved from Census 2011 was able to provide a snapshot of the income profile for uMkhanyakude DM and the sampled local municipalities and wards. The sampled local municipalities were:

- i. uMhlabuyalingana LM. This is regarded as a non-performing municipality together with its wards. Two wards were sampled by the researcher, one which was close to the city centre and the other which was a distance away.
- ii. uMtubatuba LM. This is regarded as a better performing municipality, and is more urban. Two wards were sampled by the researcher, one which was close to the city centre and the other which was a distance away.

The comparisons of data assisted in measuring the access to service delivery by the households that were located close the city centre, and others that were far from the municipality.

While the research instrument did not investigate the employment status of the respondents, Census 2011 data was able to provide a picture of the employment status and sector of employment.

A brief analysis of the interview schedule revealed the following:

- i. Question 5 of the interview schedule was tailor-made to lead the respondents to another question that probed for alternative sources of water if the respondent did not have access to potable water. This information was supplemented by the Census 2011 data.

- ii. Question 6 of the interview schedule was also designed to allow the respondents to identify the type of sanitation in use, in case the community members were not using the toilet in the house or yard. This was also further clarified by Census 2011 data.
- iii. Question 7 of the interview schedule was also designed to allow the respondents to indicate the type of refuse disposal method used in the household and further information would be obtained from Census 2011 data.
- iv. Question 8 of the interview schedule provided the respondent with an opportunity to identify their source of energy if they did not use electricity. It should be noted that below every question there were additional notes after the researcher had probed the respondents, where some of the respondents were willing to offer additional information without any additional probing. The general picture of the province and the local municipality gave a clear picture on the access to electricity.
- v. Question 11 of the interview schedule asked whether the community had a relationship with the municipality and they were expected to give details either way.
- vi. Question 13 of the interview schedule provided the respondents with an opportunity of describing whether the distance to the service delivery centre was acceptable. The interview schedule for the key informants was designed to corroborate whether the information provided by the community was true or not.
- vii. Question 6 of the interview schedule probed whether there was another source of water, if the respondents did not have access to potable water.
- viii. Question 7 of the interview schedule allowed the respondents to identify and describe the available type of sanitation in case the officials were not using the toilet in the house or yard.
- ix. Question 8 of the interview schedule enabled the respondents to indicate the type of refuse disposal method used in the household.
- x. Question 9 of the interview schedule provided an opportunity to the respondents to describe their source of energy if they did not use electricity.
- xi. Question 14 of the interview schedule dealt with the distance issue with specific focus on whether the distance to the service delivery centre was acceptable.

In the context of the above, it became imperative for the researcher to provide a snap-shot of the area under investigation. The researcher also deemed it necessary to provide photographs of the services provided by the local municipalities. Furthermore, photographs of the

researcher during the fieldwork were provided as concrete evidence of the fieldwork undertaken. The researcher opted not to attach the photographs as an addendum at the end of the research study, as it often has the tendency of disrupting the reader. The ethical issues were also taken into consideration when selecting the photographs to be included in the text.

5.3.MAPS AND PICTURES



Figure 0.1.uMkhanyakude District Municipality (DC27) indicating the amalgamation of the Hlabisa and False Bay municipalities

Source: Municipalities of South Africa (2023¹⁶)

¹⁶ See: <https://municipalities.co.za/map/121/umkhanyakude-district-municipality> [Accessed: 22/02/2023].

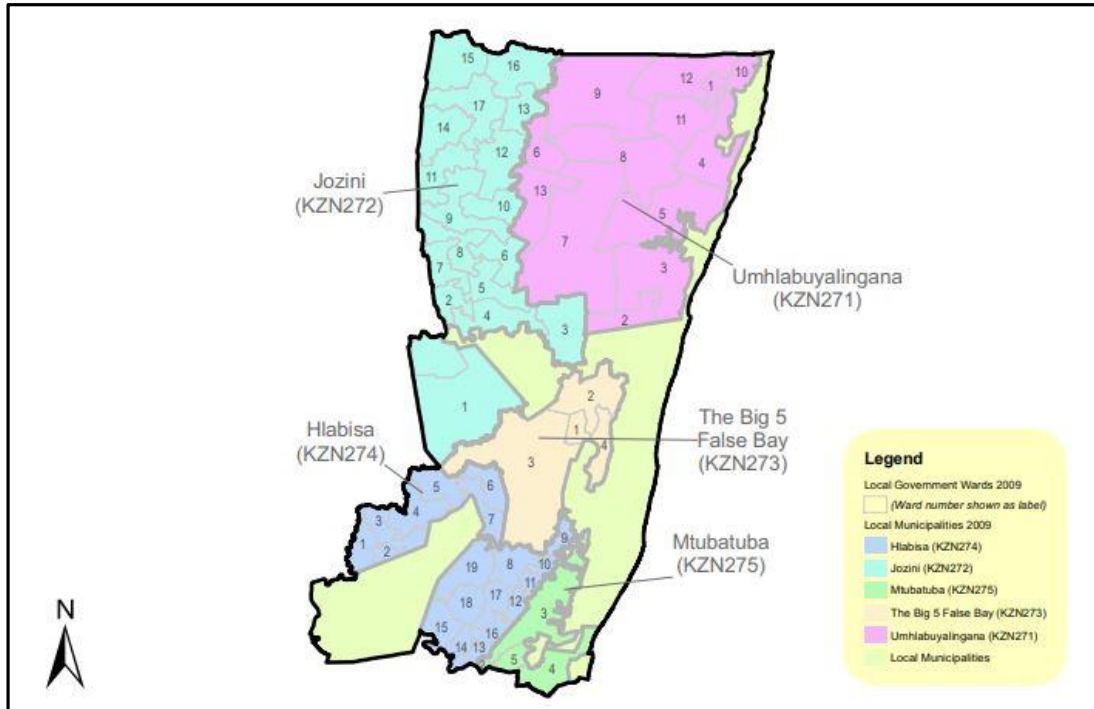


Figure 0.2. uMkhanyakude District Municipality and the location of Local Government Wards

Source: KZN DepEd (2010: 4)

5.3.1. uMhlabuyalingana Local Municipality

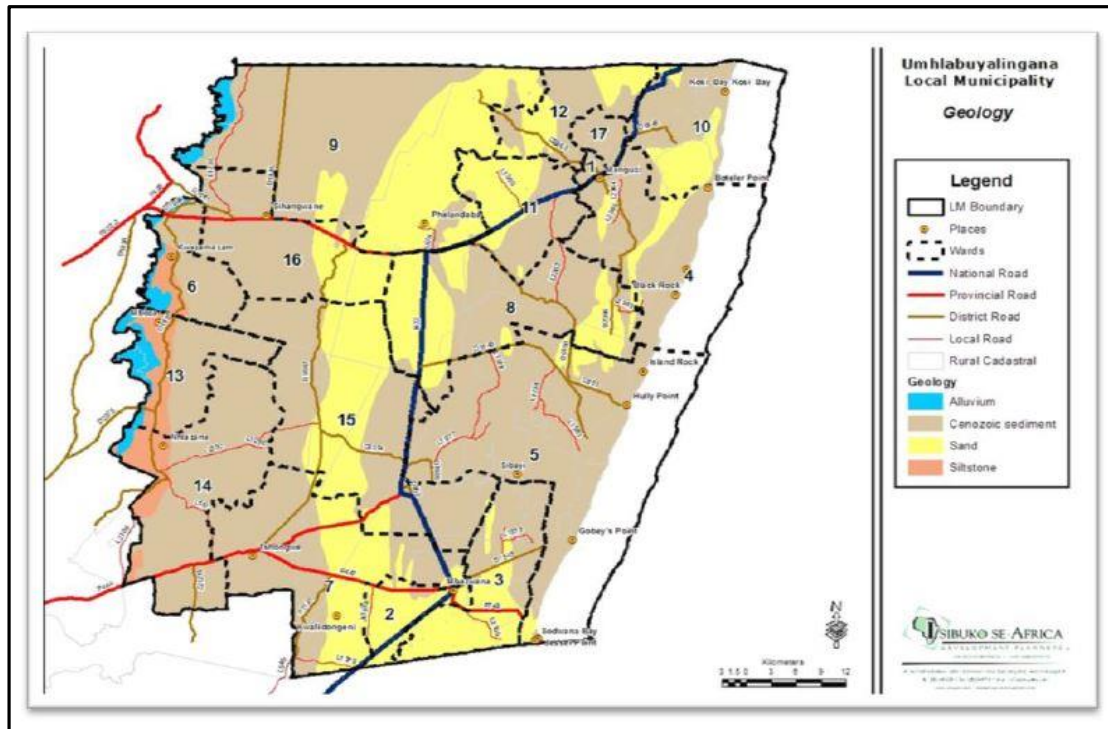


Figure 0.3. uMhlabuyalingana LM and the location of Local Government Wards

Source: uMhlabuyalingana LM (2023: 35)

The map of uMhlabuyalingana LM in Figure 5.3. provides a clear indication of the Local Government Wards located in the area. The city centre is where the public hospital is located. Accordingly, the Wards used for data collection was Ward 10 which is close to the city centre, and Ward 16 which is far away from the city centre. Figure 5.3. also reveals that the municipality is geographically located on the border between Mozambique and South Africa. Therefore, the proximity of the border also has a significant impact on service delivery, as the municipality might find itself providing services to non-South African citizens and residents.



Figure 0.4. Water preservation used by households in Ward 11, uMhlabuyalingana LM

Source: Photograph taken by Researcher, 02 February, 2022

It is common knowledge that water availability especially in the rural areas is a key challenge facing many district municipalities. In most instances, the supply of water can be interrupted for weeks, months and even years, where local municipalities must devise new ways of preserving water. Figure 5.4., 5.5. and Figure 5.6. depict the water preservation method utilised in the uMhlabuyalingana LM when piped water is interrupted in the area. As shown in Figure

5.5. the provision of piped water supplied for this household ended five years ago, whereby it is now fully-reliant upon local storage methods, such as are reflected in Figure 5.4 and Figure 5.6.



Figure 0.5.Evidence of dry taps in Ward 11, uMhlabuyalingana LM

Source: Photograph taken by Researcher, 02 February, 2022



Figure 0.6. Water preservation for the community in Ward 11, uMhlabuyalingana LM

Source: Photograph taken by Researcher, 02 February, 2022

With the water taps running dry, the only option at the disposal for many poor rural communities is to invest in UV-stabilized polymer plastic water tanks (e.g., Jojo Tanks) which

are designed for the storage of water. This is an expensive option, resulting in some communities being incapable of purchasing them. Water preservation in these tanks also depends on an adequate rainfall and the supply of piped water from the local municipality. With the rising demand for water usage, not every area in the local municipality receives an adequate water supply. This type of water preservation can only be used by households which can afford to erect such an infrastructure.



Figure 0.7. The disrepair of a pit latrine installed 2010 in Ward 11, uMhlabuyalingana LM

Source: Photograph taken by Researcher, 02 February, 2022



Figure 0.8. The disrepair of a pit latrine installed 2010 in Ward 11, uMhlabuyalingana LM

Source: Photograph taken by Researcher, 02 February, 2022

Since 2010, there has been no installation of toilet facilities in the community by the municipality. As depicted in Figure 5.7. and Figure 5.8. the existing pit latrines are old and full, and the infrastructure very weak. Accordingly, they are no longer fit for purpose.



Figure 0.9. Poor quality gravel roads, Ward 17, uMhlabuyalingana LM

Source: Photograph taken by Researcher, 02 February, 2022

The municipality is deeply rural and is categorised as a traditional authority area. As depicted in Figure 5.9, the betrayal of social change in the rural areas can be observed from the poor-quality gravel road infrastructure. Indeed, it is very evident that as the third decade of democracy is approached, very little investment has been channelled to the building, grading of roads in the rural areas. Paved (asphalt) roads are still a utopian dream for many communities, this pointing indisputably to the negation of the responsibilities of the municipalities concerned.



Figure 0.10. The scene following the service delivery protests by the uMhlabuyalingana community

Source: Photograph taken by Researcher, 13 April, 2020



Figure 0.11.The scene following the service delivery protest by the community in Jozini LM

Source: Photograph taken by Researcher, 13 April, 2020



Figure 0.12. Road block to uMhlabuyalingana during the service delivery protests

Source: Photograph taken by Researcher, 13 April, 2020



Figure 0.13.The scene overhead following the service delivery protests by the community in Jozini LM

Source: Photograph taken by Researcher, 13 April, 2020



Figure 0.14. Jozini Township burning during the service delivery protests

Source: Photograph taken by Researcher, 13 April, 2020

Figure 5.13 to Figure 5.14. illustrates the level of dissatisfaction at the lack of service delivery by the community members within the Jozini LM area. The local people are now threatening to withhold their vote in the upcoming elections due to the increase in cross-border crimes being experienced in the area. They blame the government for not tightening up security at the border controls, which has been identified as one of the main reasons for continuous cars and stock theft. Most residents have experienced robberies which are blamed on foreigners from Mozambique entering South Africa with ease, through what are porous borders. Considering this reality, the community has resorted to closing the roads in anger. As reported in the media, residents with SUV vehicles and livestock live in fear of being attacked or hijacked at any time (SABC News, 2022).



Figure 0.16. The researcher engaging with a street vendor in Ward 10, uMtubatuba LM

Source: Photograph taken by Researcher, 04 February, 2022



Figure 0.17.A street vendor in Ward 10, uMtubatuba LM

Source: Photograph taken by Researcher, 04 February, 2022

The livelihoods of the uMtubatuba LM residents are mainly based on street trading. Indeed, the lack of jobs and infrastructure negatively impacts development to the extent that it drives many of its residents to adopt survivalist strategies by eking out a living in the informal sector. The majority of these are women. Youth unemployment in the local municipality is rife and

there is also much competition for the scarce resources from foreigners, especially from Mozambique.



Figure 0.18. A street vendor in Ward 10, uMtubatuba LM

Source: Photograph taken by Researcher, 04 February, 2022



Figure 0.19. Outside Ward 10, uMtubatuba LM

Source: Photograph taken by Researcher, 04 February, 2022

The female street vendors in Ward 10 are in most need of a market infrastructure for their small businesses. As Research Participant Boma¹⁷ could state, during the raining season they

¹⁷ To ensure that research ethics are maintained, the names of the persons profiled in this study are not the real names of the participants. These are pseudonyms, used by the researcher to protect the identity of the participants.

continue to sell their goods in the street without shelter. She indicated that the municipality had constructed a market far from them and whenever they want to go there, they need to spend their meagre profits on taxi fares. This is evident in Figure 5.16. to 5.18.

5.4. CENSUS DATA

The data generated from Census 2011 enabled the researcher to analyse the service delivery gaps existing in uMhlabuyalingana LM and uMtubatuba LM. However, the data generated from Census 2011 did not make much impact because the deficiencies in service delivery have existed since 1994. Indeed, much improvement in the two local municipality’s infrastructural development should have taken place in the intervening decades; instead, a decrease in development has taken place.

5.4.1. uMkhanyakude District Municipality

This sub-section will discuss the uMkhanyakude DM community profile, the prevailing socio-economic conditions, the level of access to service delivery to potable water, electricity supply, toilet facilities, and refuse removal. The sub-section is further broken down into two local municipalities: uMhlabuyalingana and uMtubatuba, together and their sampled wards.

5.4.1.1. Population Size by Sex

Table 0.1. Total Population by Sex

Sex by Geography 2011		Sex by Geography 2011		
Filters: Default Summation : Person adjusted		Filters: Default Summation : Person adjusted		
Wafers: Cell count: 6 (2 x 3 x 1) total.		Wafers: Cell count: 6 (2 x 3 x 1) total.		
<< Geography 2011	DC27: Umkhanyakude	<< Geography 2011	DC27: Umkhanyakude	Total
Sex		Sex		
Male	46.12%	Male	288,646	288,646
Female	53.88%	Female	337,200	337,200
Total	100.00%	Total	625,846	625,846

According to Census 2011, uMkhanyakude DM has a total population of 625.846, with more females (53%) than males (46%). This deficit could be attributed to men migrating to the city in search of jobs and a better life.

5.4.1.2. Population Groups

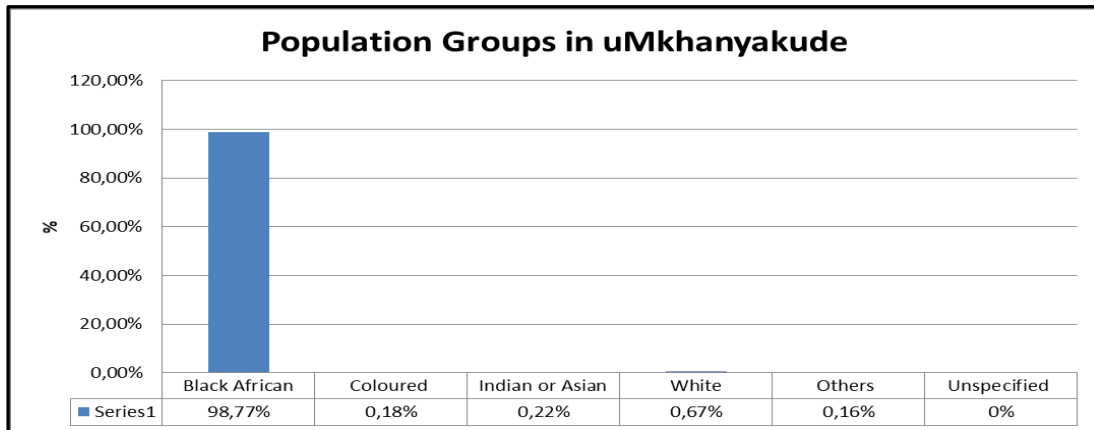


Figure 0.20. Population Groups

The total population of uMkhanyakude DM is made up of Black African (98%), followed by White (0.67%), while and the least population group is Coloureds (0.18%).

5.4.1.3. Highest Levels of Education

Table 0.2. Highest levels of Education

Wafers:
Cell count: 28 (2 x 14 x 1) total.

<< Geography 2011	DC27: Umkhanyakude
Highest level of education	
Certificate(s)	0.81%
Diploma(s)	1.05%
Edu 0-7	34.82%
Edu 8-11	21.63%
matric	13.05%
Higher Diploma	0.49%
bachelors degree	0.32%
honours degree	0.14%
higher degree (masters; doctorate)	0.08%
no schooling	12.97%
other	0.06%
Unspecified	0.00%
Not applicable	15.07%
Total	100.00%

Table 5.2. illustrates the highest levels of education for the community members of uMkhanyakude DM comprises of Primary education (34.82%) and Secondary education (21.63%), with the least being those who hold Higher degrees (0.08%).

5.4.1.4. Income Levels

Table 0.3. Income Level for Population

<< Geography 2011	DC27: Umkhanyakude
Income category	
No income	41.44%
R 1 - R 4800	32.73%
R 4801 - R 9600	3.60%
R 9601 - R 19200	9.14%
R 19201 - R 38400	2.11%
R 38401 - R 76800	1.33%
R 76801 - R 153600	1.33%
R 153601 - R 307200	0.77%
R 307201 - R 614400	0.20%
R 614401 - R 1228800	0.03%
R 1228801 - R 2457600	0.03%
R2457601 or more	0.03%
Unspecified	6.58%
Not applicable	0.68%
Total	100.00%

Table 5.3. illustrates the income levels for the population residing in uMkhanyakude DM. A large percentage is allocated to respondents have no income (41.44%), followed by respondents who are earning between the ranges of R1–R4800 (32.73%). Table 5.4. also illustrates a handful of the population who are receiving social grants.

5.4.1.5. Employment Status

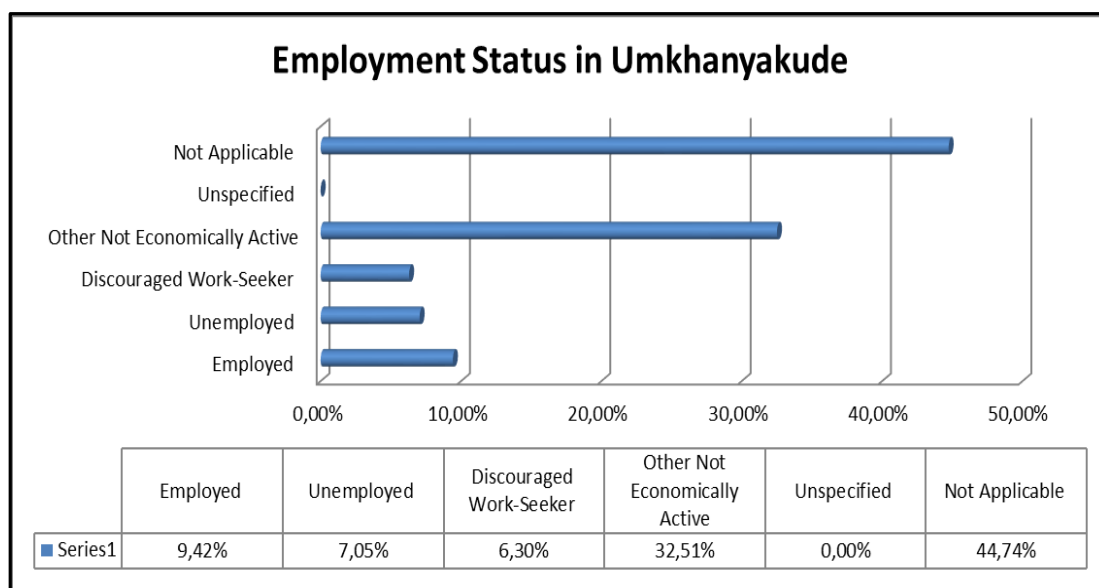


Figure 0.21. Employment Status

The graph above illustrates that the largest percentage of respondents in uMkhanyakude DM that are not economical active (32.51%), with 44.74% being reported as not applicable.

5.4.1.6. Employment by Sector

Table 0.4. Employment Sector

Type of sector by Geography 2011

Filters:
Default Summation : Person adjusted

Wafers:
Cell count: 14 (2 x 7 x 1) total.

<< Geography 2011	DC27: Umkhanyakude	Total
Type of sector		
In the formal sector	6.68%	6.68%
In the informal sector	1.75%	1.75%
Private household	0.87%	0.87%
Do not know	0.35%	0.35%
Unspecified	0.00%	0.00%
Not applicable	90.35%	90.35%
Total	100.00%	100.00%

Table 5.4. illustrates that the 6.68% of the population are employed in the formal sector, with 1.75% employed in the informal sector, and 0.87% in a private household. There is a large percentage (90.35%) reported as not applicable.

5.4.1.7.Type of Enumeration Areas

Table 0.5.Type of Enumeration Areas

EA type by Geography 2011	
Filters: Default Summation : Person adjusted	
Wafers: Cell count: 22 (2 x 11 x 1) total.	
<< Geography 2011 :: DC27: Umkhanyakude	
EA type ::	◆
Formal residential	6.15%
Informal residential	0.12%
Traditional residential	92.03%
Farms	0.89%
Parks and recreation	0.16%
Collective living quarter	0.12%
Industrial	0.02%
Small holdings	0.19%
Vacant	0.14%
Commercial	0.17%
Total	100.00%

As illustrated in Table 5.5. some 92.03% of uMkhanyakude DM is geographically within a traditional area with less or no farms, parks, collective living quarters, industrial, smallholdings, and commercial areas. Only 6.15% of the area is spatially planned, demarcated, and zoned.

5.4.1.8. Access to Piped Water

Table 0.6. Access to Piped Water

Piped water by Geography 2011					
Filters: Default Summation : household adjusted					
Wafers:					
Cell count: 60 (6 x 10 x 1) total.					
<< Geography 2011 >>	<u>KZN271:</u> <u>Umhlabuyalingana</u>	<u>KZN272:</u> <u>Jozini</u>	<u>KZN273: The Big 5</u> <u>False Bay</u>	<u>KZN274:</u> <u>Hlabisa</u>	<u>KZN275:</u> <u>Mtubatuba</u>
Piped water					
Piped (tap) water inside the dwelling	5.45%	10.92%	22.93%	12.92%	22.04%
Piped (tap) water inside the yard	25.02%	19.35%	21.49%	22.30%	28.80%
Piped (tap) water on community stand: distance less than 200m from dwelling	16.10%	15.54%	27.54%	5.25%	10.21%
Piped (tap) water to community stand: distance less than 200m and 500m from dwelling	5.62%	5.16%	17.88%	1.96%	2.93%
Piped (tap) water to community stand: distance less than 500m and 1000m from dwelling	2.54%	3.34%	3.80%	1.07%	2.52%
Piped (tap) water on community stand: distance greater than 1000m (1 km) from dwelling	2.73%	3.68%	1.20%	0.85%	2.15%
No access to piped (tap) water	42.07%	41.52%	4.08%	53.93%	30.36%
Unspecified	0.47%	0.48%	1.08%	1.72%	0.99%
Not applicable	0.00%	0.00%	0.00%	0.00%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Table 5.6. Illustrates that within uMkhanyakude DM, that uMtubatuba LM has the highest percentage of households with piped water outside a dwelling (28.80%), and inside the dwelling (22.04%). Table 5.6. also illustrates that the uMkhanyakude DM has a serious problem regarding access to piped water. False Bay LM is the lowest in terms of households that do not have access to piped water (4.08%), whereas Hlabisa LM is the highest in terms of having no access to piped water (53.93%).

5.4.1.9. Source of Water Supply

Table 0.7. Source of Water Supply

Source of water by Geography 2011					
Filters: Default Summation : household adjusted					
Wafers:					
Cell count: 72 (6 x 12 x 1) total, 66 (6 x 11 x 1) displayed.					
<< Geography 2011	KZN271: Umhlabuyalingana	KZN272: Jozini	KZN273: The Big 5 False Bay	KZN274: Hlabisa	KZN275: Mtubatuba
Source of water					
Regional/local water scheme (operated by a Water Service Authority or provider)	41.31%	43.89%	63.18%	24.19%	43.39%
Borehole	29.17%	9.51%	11.71%	11.06%	7.10%
Spring	1.56%	2.94%	1.06%	6.43%	1.64%
Rain-water tank	2.81%	2.00%	5.69%	2.10%	2.93%
Dam / pool / stagnant water	2.75%	6.35%	7.16%	7.97%	11.81%
River/stream	12.52%	25.86%	3.33%	37.54%	18.21%
Water vendor	1.25%	1.21%	1.18%	1.11%	1.46%
Water tanker	2.28%	3.79%	2.68%	3.20%	4.89%
Other	6.34%	4.45%	4.01%	6.40%	8.58%
Unspecified	0.00%	0.00%	0.00%	0.00%	0.00%
Not applicable	0.00%	0.00%	0.00%	0.00%	0.00%

Table 5.7. illustrates that the highest source of water is the regional/local water scheme (operated by a water Service Authority or Provider) for the entire uMkhanyakude DM, followed by springs and boreholes in some local municipalities. False Bay LM as a tourism area has the highest percentage of water provision in terms of a regional/local water scheme (63%), and Hlabisa LM has the least (24.19%). These figures provide clear indications of inequalities in terms of infrastructure provision.

5.4.1.10. Toilet Facility

Table 0.8. Toilet Facility

Toilet facilities by Geography 2011					
Filters: Default Summation : household adjusted					
Wafers:					
Cell count: 66 (6 x 11 x 1) total.					
<< Geography 2011 >>	KZN271: Umhlabuyalingana	KZN272: Jozini	KZN273: The Big 5 False Bay	KZN274: Hlabisa	KZN275: Mtubatuba
Toilet facilities					
None	18.16%	22.98%	15.10%	6.86%	18.05%
Flush toilet (connected to sewerage system)	2.99%	9.65%	20.79%	4.36%	17.16%
Flush toilet (with septic tank)	2.60%	2.55%	9.39%	3.24%	3.32%
Chemical toilet	16.35%	20.07%	8.32%	27.62%	8.74%
Pit latrine with ventilation (VIP)	39.88%	17.85%	35.25%	39.11%	11.54%
Pit latrine without ventilation	15.76%	20.78%	7.29%	13.83%	26.88%
Bucket latrine	1.39%	1.39%	0.86%	1.73%	0.78%
Other	2.40%	4.26%	1.93%	1.54%	12.54%
Unspecified	0.47%	0.48%	1.08%	1.72%	0.99%
Not applicable	0.00%	0.00%	0.00%	0.00%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Table 5.8. illustrates that the installation of pit latrines with ventilation (VP) is the highest percentage for uMhlabuyalingana LM (39.88%), Hlabisa (39.11%) and False Bay (35.25%). UMkhanyakude DM still have households that are without toilet facilities, the highest percentage of such households being in Jozini (22.96%), followed by uMtubatuba (18.05%), and False Bay (15.10%).

5.4.1.11. Energy for Cooking

Table 0.9. Energy for Cooking

Energy or fuel for cooking by Geography 2011					
Filters: Default Summation : household adjusted					
Wafers:					
Cell count: 72 (6 x 12 x 1) total.					
<< Geography 2011	KZN271: Umhlabuyalingana	KZN272: Jozini	KZN273: The Big 5 False Bay	KZN274: Hlabisa	KZN275: Mtubatuba
Energy or fuel for cooking					
Electricity	12.40%	25.56%	37.97%	37.58%	55.64%
Gas	7.67%	8.97%	7.70%	9.03%	5.86%
Paraffin	0.30%	0.56%	2.59%	2.95%	2.41%
Wood	78.46%	63.34%	49.36%	47.33%	33.67%
Coal	0.25%	0.38%	0.13%	0.35%	0.27%
Animal dung	0.05%	0.08%	0.05%	0.11%	0.08%
Solar	0.04%	0.08%	0.13%	0.27%	0.20%
Other	0.06%	0.15%	0.52%	0.34%	0.47%
None	0.30%	0.40%	0.46%	0.31%	0.39%
Unspecified	0.47%	0.48%	1.08%	1.72%	0.99%
Not applicable	0.00%	0.00%	0.00%	0.00%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

As illustrated in Table 5.9. A high percentage of households in uMkhanyakude DM still use wood as a source of cooking. UMhlabuyalingana LM is the highest with 78.46%, followed by Jozini LM (63.34%), False Bay (49.36%) and Hlabisa (47.33%). UMtubatuba LM has the highest provision of electricity for cooking and there is still more service delivery expected in terms of electrification of the area.

5.4.1.12. Energy for Heating

Table 0.10. Energy for Heating

Energy or fuel for heating by Geography 2011					
Filters: Default Summation : household adjusted					
Wafers: Cell count: 72 (6 x 12 x 1) total.					
<< Geography 2011	<u>KZN271: Umhlabuyalingana</u>	<u>KZN272: Jozini</u>	<u>KZN273: The Big 5 False Bay</u>	<u>KZN274: Hlabisa</u>	<u>KZN275: Mtubatuba</u>
Energy or fuel for heating					
Electricity	9.28%	23.14%	30.34%	28.67%	43.47%
Gas	1.87%	3.80%	4.56%	2.36%	2.70%
Paraffin	0.46%	0.78%	0.55%	1.05%	1.19%
Wood	53.19%	52.48%	33.00%	45.18%	22.48%
Coal	3.24%	1.30%	3.52%	2.64%	2.12%
Animal dung	0.09%	0.23%	1.62%	0.17%	0.17%
Solar	0.71%	0.40%	0.23%	0.36%	0.41%
Other	0.00%	0.02%	0.04%	0.02%	0.02%
None	30.68%	17.38%	25.06%	17.84%	26.45%
Unspecified	0.47%	0.48%	1.08%	1.72%	0.99%
Not applicable	0.00%	0.00%	0.00%	0.00%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Table 5.10. illustrates the source of heating for most residents in uMkhanyakude DM is that of wood. This is evident in uMhlabuyalingana (53.19%), followed by Jozini (52.46%) and Hlabisa (45.18%). A large percentage of the households indicated that they did not have a source for heating their homes. Electricity is only high in uMtubatuba LM (43.47%).

5.4.1.13. Energy for Lighting

Table 0.11. Energy for Lighting

Energy or fuel for lighting by Geography 2011					
Filters: Default Summation : household adjusted					
Wafers:					
Cell count: 60 (6 x 10 x 1) total.					
<< Geography 2011	KZN271: Umhlabuyalingana	KZN272: Jozini	KZN273: The Big 5 False Bay	KZN274: Hlabisa	KZN275: Mtubatuba
Energy or fuel for lighting					
Electricity	14.78%	29.03%	43.18%	55.23%	64.97%
Gas	0.50%	0.79%	0.36%	0.49%	0.61%
Paraffin	0.77%	0.56%	0.44%	0.56%	0.60%
Candles	77.52%	64.15%	51.22%	37.31%	30.73%
Solar	4.38%	3.49%	2.20%	3.67%	1.04%
Other	0.00%	0.00%	0.00%	0.00%	0.00%
None	1.58%	1.50%	1.52%	1.02%	1.06%
Unspecified	0.47%	0.48%	1.08%	1.72%	0.99%
Not applicable	0.00%	0.00%	0.00%	0.00%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Table 5.11. illustrates that the source of lighting for most residents in uMkhanyakude DM is that of candles. This is evident in uMhlabuyalingana (77.52%), followed by Jozini (64.15%) and False Bay (51.22%). UMtubatuba (64.97%) is the highest in terms of access to electricity for lighting and lowest in terms of the use of candles which indicates there is better infrastructure that is not enjoyed by those municipalities in the rural areas.

5.4.1.14. Refuse Disposal

Table 0.12. Refuse Disposal

Refuse or rubbish by Geography 2011					
Filters: Default Summation : household adjusted					
Wafers:					
Cell count: 54 (6 x 9 x 1) total.					
<< Geography 2011	KZN271: Umhlabuyalingana	KZN272: Jozini	KZN273: The Big 5 False Bay	KZN274: Hlabisa	KZN275: Mtubatuba
Refuse or rubbish					
Removed by local authority at least once a week	1.49%	10.95%	18.36%	5.34%	13.41%
Removed by local authority less often	0.91%	0.94%	6.30%	2.16%	1.37%
Communal refuse dump	0.99%	1.37%	3.49%	1.19%	1.68%
Own refuse dump	84.81%	68.86%	59.89%	71.50%	69.46%
No rubbish disposal	9.92%	15.66%	9.21%	17.03%	9.64%
Other	1.41%	1.73%	1.66%	1.06%	3.46%
Unspecified	0.47%	0.48%	1.08%	1.72%	0.99%
Not applicable	0.00%	0.00%	0.00%	0.00%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Table 5.12. illustrates that all residents in uMkhanyakude DM utilize their own refuse disposal sites. UMhlabuyalingana is the highest (84.81%), as well as that of Jozini LM (68.88%). While waste removal by the local authority is slightly up in False Bay LM (18.38%), the main method used by residents in the municipality is still their own refuse disposal sites (59.89%).

5.4.1.15. Enumeration Area Type

Table 0.13.Enumeration Area Type

EA type by Geography 2011					
Filters: Default Summation : household adjusted					
Wafers:					
Cell count: 66 (6 x 11 x 1) total.					
<< Geography 2011	KZN271: Umhlabuyalingana	KZN272: Jozini	KZN273: The Big 5 False Bay	KZN274: Hlabisa	KZN275: Mtubatuba
EA type					
Formal residential	0.00%	11.92%	17.28%	7.65%	19.09%
Informal residential	0.00%	0.33%	1.64%	0.00%	0.11%
Traditional residential	99.18%	86.16%	59.46%	89.10%	74.66%
Farms	0.00%	0.36%	21.15%	1.90%	3.26%
Parks and recreation	0.56%	0.32%	0.47%	1.35%	0.39%
Collective living quarter	0.23%	0.16%	0.00%	0.00%	0.21%
Industrial	0.00%	0.12%	0.00%	0.00%	0.00%
Small holdings	0.00%	0.00%	0.00%	0.00%	2.27%
Vacant	0.03%	0.63%	0.00%	0.00%	0.00%
Commercial	0.00%	0.00%	0.00%	0.00%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Table 5.13. illustrates that uMkhanyakude DM is in traditional tribal area with no or limited formal residences, informal resident, farms, park and recreation, collective living quarter, industrial, smallholdings, vacant or commercial land. False Bay LM (21.15%) has farms followed by uMtubatuba (3.26%). While uMhlabuyalingana LM has the highest number of parks and recreation areas, this achievement is still a low percentage compared to the number of households within the municipality.

5.4.1.16. Type of Main Dwelling

Table 0.14.Type of Main Dwelling

<< Geography 2011	KZN271: Umhlabuyalingana	KZN272: Jozini	KZN273: The Big 5 False Bay	KZN274: Hlabisa	KZN275: Mtubatuba
Type of main dwelling - main					
House or brick/concrete block structure on a separate stand or yard	53.18%	67.02%	62.74%	53.53%	65.38%
Traditional dwelling/hut/structure made of traditional materials	40.23%	21.20%	15.51%	30.91%	14.34%
Flat or apartment in a block of flats	2.80%	7.07%	4.68%	7.61%	8.25%
Cluster house in complex	0.15%	0.23%	0.47%	0.46%	0.46%
Town house (semi-detached house in complex)	0.11%	0.10%	0.17%	0.29%	0.29%
Semi-detached house	0.04%	0.22%	0.44%	0.04%	0.07%
House/flat/room in back yard	0.26%	0.79%	1.42%	0.49%	3.17%
Informal dwelling/shack in back yard	0.30%	0.56%	0.68%	0.45%	1.94%
Informal dwelling/shack NOT in back yard; e.g. in an informal/squatter settlement or on farm	0.07%	0.40%	0.41%	0.28%	1.93%
Room/flatlet on a property or a larger dwelling/servants' quarters/granny flat	0.11%	0.36%	1.03%	0.32%	0.27%
Caravan or tent	0.16%	0.25%	0.42%	0.49%	0.08%
Other	0.82%	0.94%	1.13%	0.59%	0.59%
Unspecified	0.47%	0.48%	1.08%	1.72%	0.99%
Not applicable	1.29%	0.38%	9.80%	2.81%	2.23%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Table 5.14. illustrates that all local municipalities under uMkhanyakude DM have a high percentage of homes are brick/concrete structures on a stand or yard. This is followed by traditional dwelling/huts/structure made of traditional materials. The informal dwelling/shack not in back yard; e.g., in an informal/squatter settlement or on a farm is the lowest type of dwelling used by households within the district. UMhlabuyalingana (0.07%), followed by Hlabisa (0.40%), Jozini (0.40%), False Bay (0.41%), with uMtubatuba being the highest (1.94%).

5.4.1.17. Tenure Status

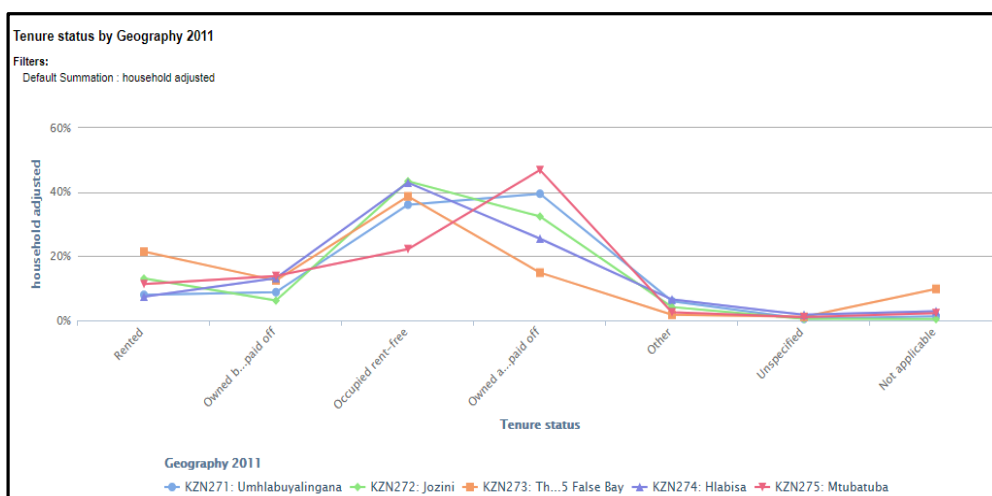


Figure 0.22. Tenure Status

Table 0.15. Tenure Status

<< Geography 2011	KZN271: Umhlabuyalingana	KZN272: Jozini	KZN273: The Big 5 False Bay	KZN274: Hlabisa	KZN275: Mtubatuba
Tenure status					
Rented	7.95%	13.05%	21.42%	7.38%	11.35%
Owned but not yet paid off	8.78%	6.17%	12.45%	13.17%	13.85%
Occupied rent-free	36.05%	43.37%	38.64%	42.93%	22.18%
Owned and fully paid off	39.47%	32.40%	14.87%	25.47%	46.88%
Other	5.98%	4.15%	1.73%	6.51%	2.52%
Unspecified	0.47%	0.48%	1.08%	1.72%	0.99%
Not applicable	1.29%	0.38%	9.80%	2.81%	2.23%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Table 5.15. illustrates that most of the municipalities have a high tenure status for owned and fully paid and occupied rent free. The difference is evident on the tenure status for rented properties in False Bay (21.42%) followed by uMtubatuba LM (11.35%), with Hlabisa LM being the least (7.38%).

5.4.1.18. Summary

In summary, the statistics illustrate that uMtubatuba LM is doing better in terms of access to piped water inside a dwelling (22.04%) and outside a dwelling (28.80%). Access to electricity

for cooking is also high from uMtubatuba LM (55.64%), which is also high regarding access to electricity for heating (43.47%) and lighting (64.97%). Concerning source of water, the regional/local water scheme (operated by the Water Service Authority or Provider), Hlabisa LM is high with 43.39%. Unfortunately, there is nothing to report with respect to the development of the toilet facilities for the entire municipality; accordingly, the statistics on pit latrine facilities remain high.

5.4.2. uMhlabuyalingana Local Municipality

5.4.2.1. Population Size by Sex

Table 0.16. Population Size by Sex

Sex by Geography 2011		Sex by Geography 2011		
Filters: Default Summation : Person adjusted		Filters: Default Summation : Person adjusted		
Wafers: Cell count: 6 (2 x 3 x 1) total.		Wafers: Cell count: 6 (2 x 3 x 1) total.		
<< Geography 2011 ::	<u>KZN271: Umhlabuyalingana</u>	<< Geography 2011 ::	<u>KZN271: Umhlabuyalingana</u>	Total
Sex ::	⬆	Sex ::	⬆	⬆
Female	54.21%	Male	71,769	71,769
Male	45.79%	Female	84,967	84,967
Total	100.00%	Total	156,736	156,736

Table 5.16. Illustrates that there are more females than males in uMhlabuyalingana LM and the total population (male and female) is about 156 376.

5.4.2.2. Population Groups

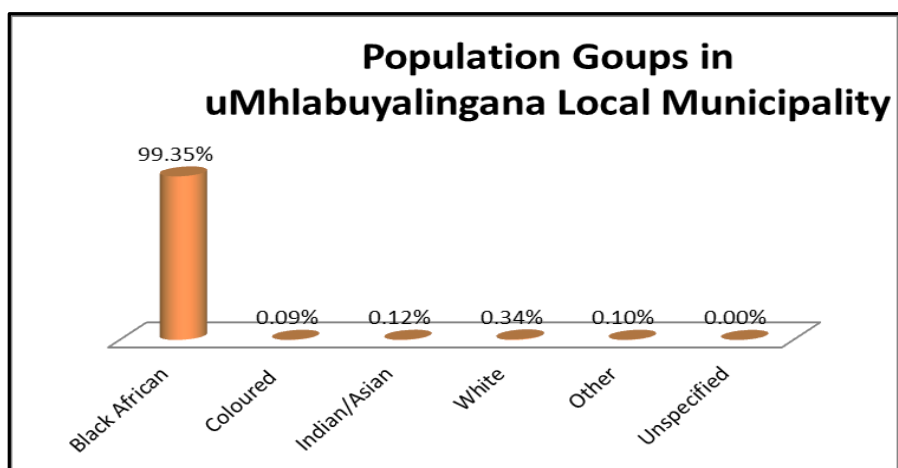


Figure 0.23. Population Groups

As illustrated in Figure 5.23. the total population of 99.35% is Black African, followed by White (0.34%), with the least population group in the uMhlabuyalingana LM is Indian/Asian (0.12%).

5.4.2.3. Highest Level of Education

Table 0.17. Highest Level of Education

Wafers:	
Cell count: 28 (2 x 14 x 1) total.	
<< Geography 2011 :: KZN271: Umhlabuyalingana	
Highest level of education	⬇
Certificate(s)	0.72%
Diploma(s)	1.04%
Edu 0-7	35.41%
Edu 8-11	20.67%
matric	11.35%
Higher Diploma	0.41%
bachelors degree	0.26%
honours degree	0.11%
higher degree (masters; doctorate)	0.07%
no schooling	15.56%
other	0.06%
Unspecified	0.00%
Not applicable	14.73%
Total	100.00%

As illustrated in Table 5.17. the highest levels of education for the community of uMhlabuyalingana LM is in primary education (35.41%), with secondary education (20.67%). The least recorded percentages were residents with postgraduate degrees (Masters and Doctorates) stood at 0.07%. This is a similar picture to that of the district level; hence, it would be interesting to also look at the ward level. The majority of the population do not further their education beyond the primary and high school level.

5.4.2.4. Income Levels

Table 0.18. Income Levels

Cell count: 30 (2 x 15 x 1) total.	
<< Geography 2011	KZN271: Umhlabuyalingana
Income category	
No income	42.86%
R 1 - R 4800	37.18%
R 4801 - R 9600	2.81%
R 9601 - R 19200	8.62%
R 19201 - R 38400	1.63%
R 38401 - R 76800	1.24%
R 76801 - R 153600	1.13%
R 153601 - R 307200	0.59%
R 307201 - R 614400	0.11%
R 614401 - R 1228800	0.02%
R 1228801 - R 2457600	0.03%
R2457601 or more	0.01%
Unspecified	3.22%
Not applicable	0.56%
Total	100.00%

Table 5.18. illustrates the income levels for the population residing in uMhlabuyalingana LM. A large percentage of the residents have no income (42.86%), followed by those who are earning between the ranges R1–R4800 (37.18%). Only a 0.01% of the residents are in the

bracket of R2457601+ (0.01%) which is the highest income bracket. There is a clear inequality in the ward where a minority are in very high-income brackets, and the majority are receiving no income whatsoever.

5.4.2.5. Employment Status

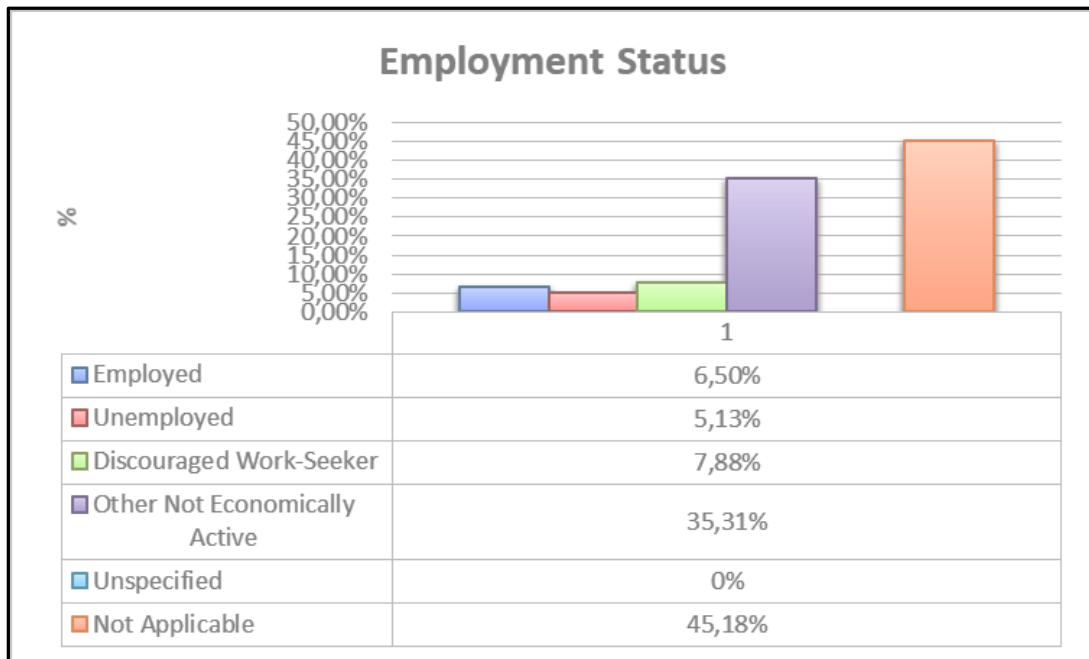


Figure 0.24. Employment Status

Figure 5.24. Illustrates that the largest percentage of the population in uMhlabuyalingana LM are not economically active (35.31%), whereas 45.18% were reported as not applicable.

5.4.5.6. Employment Sector

Table 0.19. Employment Sector

Type of sector by Geography	
Filters: Default Summation : Person weighted	
Wafers: Cell count: 14 (2 x 7 x 1) total.	
<< Geography	KZN271: Umhlabuyalingana
Type of sector	
In the formal sector	5.48%
In the informal sector	1.52%
Private household	0.60%
Do not know	0.24%
Unspecified	0.00%
Not applicable	92.16%
Total	100.00%

Table 5.19. illustrates that 5.48% of the population are employed in the formal sector, some 1.52% in the informal sector (1.52%), and 0.60% in private households. Some 92.16% of the respondents were reported as not applicable, meaning they were not employed.

5.4.5.7.Enumeration Area Type

Table 0.20.Enumeration Area Type

EA type by Geography 2011		
Filters: Default Summation : household adjusted		
Wafers: Cell count: 22 (2 x 11 x 1) total.		
<< Geography 2011	<u>KZN271: Umhlabuyalingana</u>	Total
EA type		
Formal residential	0.00%	0.00%
Informal residential	0.00%	0.00%
Traditional residential	99.18%	99.18%
Farms	0.00%	0.00%
Parks and recreation	0.56%	0.56%
Collective living quarter	0.23%	0.23%
Industrial	0.00%	0.00%
Small holdings	0.00%	0.00%
Vacant	0.03%	0.03%
Commercial	0.00%	0.00%
Total	100.00%	100.00%

Table 5.20 illustrates that 99% of the uMhlabuyalingana LM is in a traditional area without farms, parks, industrial, smallholdings, or commercial areas, and where the land is not spatially planned, demarcated, or zoned.

5.4.5.8.Tenure Status

Table 0.21.Tenure Status

Tenure status by Geography 2011		
Filters: Default Summation : household adjusted		
Wafers: Cell count: 16 (2 x 8 x 1) total.		
<< Geography 2011	<u>KZN271: Umhlabuyalingana</u>	Total
Tenure status		
Rented	7.95%	7.95%
Owned but not yet paid off	8.78%	8.78%
Occupied rent-free	36.05%	36.05%
Owned and fully paid off	39.47%	39.47%
Other	5.98%	5.98%
Unspecified	0.47%	0.47%
Not applicable	1.29%	1.29%
Total	100.00%	100.00%

Table 5.21. Illustrates that most of the municipalities have a high tenure status for owned and fully paid-off properties (39.47%), with those being occupied rent free (36.05%) and the least percentage being designated other (5.98%).

5.4.5.9. Access to Piped Water

Table 0.22. Access to Piped Water

Piped water by Geography 2011		
Filters: Default Summation : household adjusted		
Wafers:		
Cell count: 20 (2 x 10 x 1) total.		
<< Geography 2011	KZN271: Umhlabuyalingana	Total
Piped water		
Piped (tap) water inside the dwelling	5.45%	5.45%
Piped (tap) water inside the yard	25.02%	25.02%
Piped (tap) water on community stand: distance less than 200m from dwelling	16.10%	16.10%
Piped (tap) water to community stand: distance less than 200m and 500m from dwelling	5.62%	5.62%
Piped (tap) water to community stand: distance less than 500m and 1000m from dwelling	2.54%	2.54%
Piped (tap) water on community stand: distance greater than 1000m (1 km) from dwelling	2.73%	2.73%
No access to piped (tap) water	42.07%	42.07%
Unspecified	0.47%	0.47%
Not applicable	0.00%	0.00%
Total	100.00%	100.00%

As illustrated in Table 5.22. a total of 42.07% of the households in the uMhlabuyalingana LM do not have access to piped water. This is followed by piped water being available inside a dwelling (5.45%), or outside on the property or yard of a dwelling (25.02%). When measuring the distance, the data reveals that there are households who are travelling less than 200 metres from a dwelling (16.10%), a distance less than 200 and 500 metres from a dwelling (5.62%), a distance less than 500 and 1000 metres from a dwelling (2.54%), and a distance greater than 1 kilometre from a dwelling (2.73%).

As Table 5.23. illustrates, there has been a marked decrease in the percentage of households without access to piped water. In 1996 (85%), 2001 (68%), and 2011 (42%). These consistent decreases are to be celebrated as significant progress in terms of the right to water as confirmed in Chapter 2 of the Constitution of the Republic of South Africa, 1996.

Table 0.23. Access to Piped Water from 1996–2011

Wafers:
Cell count: 48 (4 x 12 x 1) total, 40 (4 x 10 x 1) displayed.

		Census Year	1996	2001	2011	Total
<< South Africa by 2011 Municipal Boundaries	Access to piped water					
KZN271: Umhlabuyalingana	Piped water inside the dwelling		2.27%	1.65%	5.31%	3.36%
	Piped water inside the yard		3.64%	11.24%	24.54%	15.04%
	Piped water from access point outside the yard		8.39%	18.90%	27.40%	19.95%
	No access to piped water		85.00%	68.21%	42.74%	61.49%
	Unspecified		0.71%	0.00%	0.00%	0.17%
	Piped water inside the dwelling		2.27%	1.65%	5.31%	3.36%
	Piped water inside the yard		3.64%	11.24%	24.54%	15.04%

5.4.5.10. Source of Water

Table 0.24. Source of Water

Source of water by Geography 2011

Filters:
Default Summation : household adjusted

Wafers:
Cell count: 24 (2 x 12 x 1) total.

<< Geography 2011	KZN271: Umhlabuyalingana	Total
Source of water		
Regional/local water scheme (operated by a Water Service Authority or provider)	41.31%	41.31%
Borehole	29.17%	29.17%
Spring	1.56%	1.56%
Rain-water tank	2.81%	2.81%
Dam / pool / stagnant water	2.75%	2.75%
River/stream	12.52%	12.52%
Water vendor	1.25%	1.25%
Water tanker	2.28%	2.28%
Other	6.34%	6.34%
Unspecified	0.00%	0.00%
Not applicable	0.00%	0.00%
Total	100.00%	100.00%

Table 5.24. illustrates the highest source of water in the uMhlabuyalingana LM is the regional/local water scheme (operated by water Service Authority or Provider) (41.31%) for the entire local municipality. This is followed by streams and boreholes (29.17%) for some municipalities. There is still an increase in the number of the households who access water from rivers/streams (12.52%), with the smallest percentage being those households that source their water from a spring (2.81%).

5.4.5.11. Toilet Facility

Table 0.25. Toilet Facility

Toilet facilities by Geography 2011		
Filters: Default Summation : household adjusted		
Wafers: Cell count: 22 (2 x 11 x 1) total.		
<< Geography 2011	<u>KZN271: Umhlabuyalingana</u>	Total
Toilet facilities		
None	18.16%	18.16%
Flush toilet (connected to sewerage system)	2.99%	2.99%
Flush toilet (with septic tank)	2.60%	2.60%
Chemical toilet	16.35%	16.35%
Pit latrine with ventilation (VIP)	39.88%	39.88%
Pit latrine without ventilation	15.76%	15.76%
Bucket latrine	1.39%	1.39%
Other	2.40%	2.40%
Unspecified	0.47%	0.47%
Not applicable	0.00%	0.00%
Total	100.00%	100.00%

Table 5.25. illustrates that in the uMhlabuyalingana LM, the use of pit latrines with ventilation (VIP) is the highest percentage (39.88%), followed by chemical toilets (16.35%), with 15.76% being toilets without ventilation. About 18.16% of households are without any toilet facilities, with 1.39% of households still using the bucket latrine system which is unacceptable in the democratic era of South Africa.

5.4.5.12. Energy for Cooking

Table 0.26. Energy for Cooking

Energy or fuel for cooking by Geography 2011		
Filters: Default Summation : household adjusted		
Wafers:		
Cell count: 24 (2 x 12 x 1) total.		
<< Geography 2011	<u>KZN271: Umhlabuyalingana</u>	Total
Energy or fuel for cooking		
Electricity	12.40%	12.40%
Gas	7.67%	7.67%
Paraffin	0.30%	0.30%
Wood	78.46%	78.46%
Coal	0.25%	0.25%
Animal dung	0.05%	0.05%
Solar	0.04%	0.04%
Other	0.06%	0.06%
None	0.30%	0.30%
Unspecified	0.47%	0.47%
Not applicable	0.00%	0.00%
Total	100.00%	100.00%

Table 5.26. illustrates that a high percentage of households in the uMhlabuyalingana LM still use wood as a source of cooking 78.46%, followed by electricity (12.40%), gas (7.67%), with the least being solar (0.04%). Table 5.24. illustrates that the trends have remained the same from 1996 until 2011.

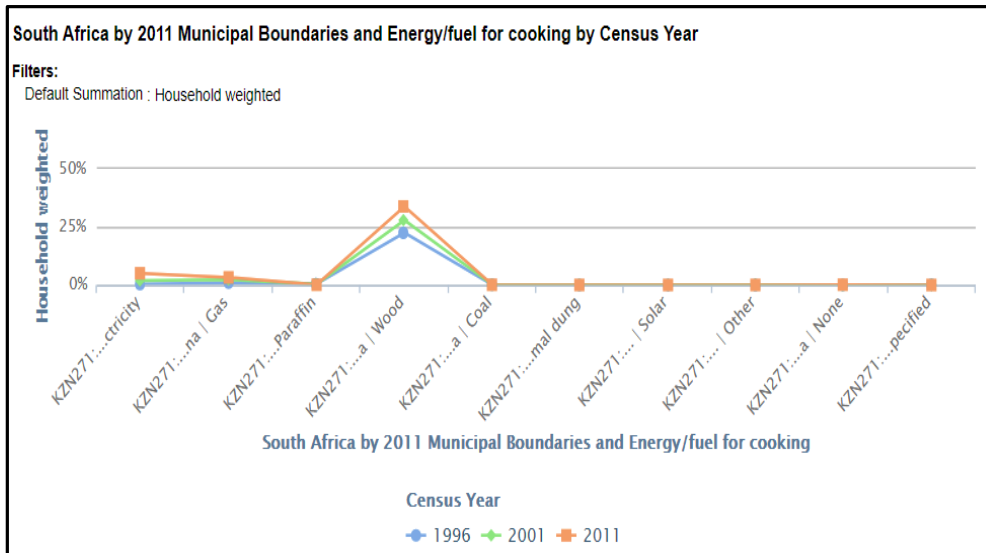


Figure 0.25. Energy for Cooking from 1996–2011

5.4.5.13. Energy for Heating

Table 0.27. Energy for Heating

Energy or fuel for heating by Geography 2011

Filters:
Default Summation : household adjusted

Wafers:
Cell count: 24 (2 x 12 x 1) total.

<< Geography 2011 >>	KZN271: Umhlabuyalingana	Total
Energy or fuel for heating >>		
Electricity	9.28%	9.28%
Gas	1.87%	1.87%
Paraffin	0.46%	0.46%
Wood	53.19%	53.19%
Coal	3.24%	3.24%
Animal dung	0.09%	0.09%
Solar	0.71%	0.71%
Other	0.00%	0.00%
None	30.68%	30.68%
Unspecified	0.47%	0.47%
Not applicable	0.00%	0.00%
Total	100.00%	100.00%

Table 5.27. illustrates that for households in uMhlabuyalingana LM, the highest source of heating is wood (53.19%), followed by the response none (30.68%). The least percentage are those households using gas (1.87%). The trends depicted in Figure 4.25. from 1996 to 2011 have not changed.

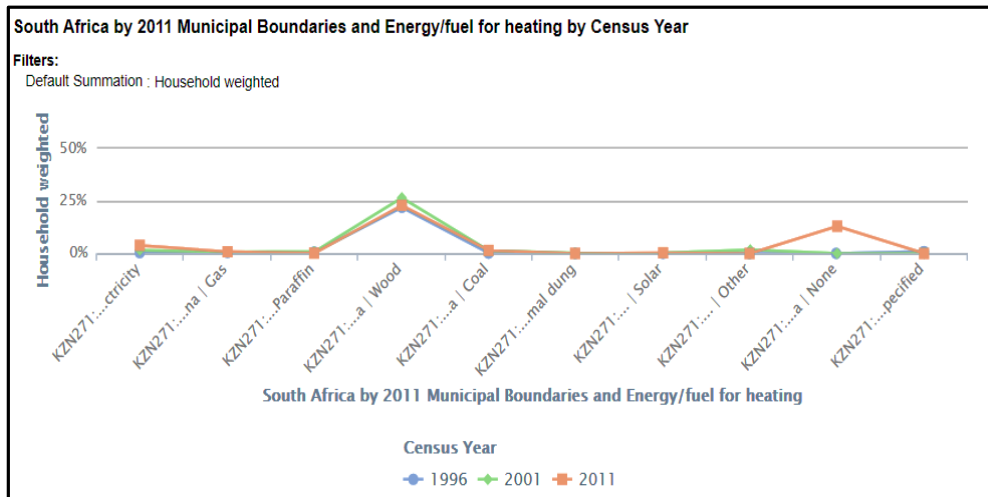


Figure 0.26. Energy for Heating from 1996–2011

5.4.5.14. Energy for Lighting

Table 0.28. Energy for Lighting

Energy or fuel for lighting by Geography 2011		
Filters: Default Summation : household adjusted		
Wafers:		
Cell count: 20 (2 x 10 x 1) total.		
<< Geography 2011 >>	KZN271: Umhlabuyalingana	Total
Energy or fuel for lighting >>		
Electricity	14.78%	14.78%
Gas	0.50%	0.50%
Paraffin	0.77%	0.77%
Candles	77.52%	77.52%
Solar	4.38%	4.38%
Other	0.00%	0.00%
None	1.58%	1.58%
Unspecified	0.47%	0.47%
Not applicable	0.00%	0.00%
Total	100.00%	100.00%

As Table 5.28. illustrates, the highest source of lighting in the uMhlabuyalingana LM is that of candles (77.52%), followed by electricity (14.78%) with gas being the least (0.50%). This reveals that many households are still dependent on primitive ways of lighting their homes. The overall trends from 1996 to 2011 depicted in Figure 5.26. have not changed, other than there has been an increase in the use of candles.

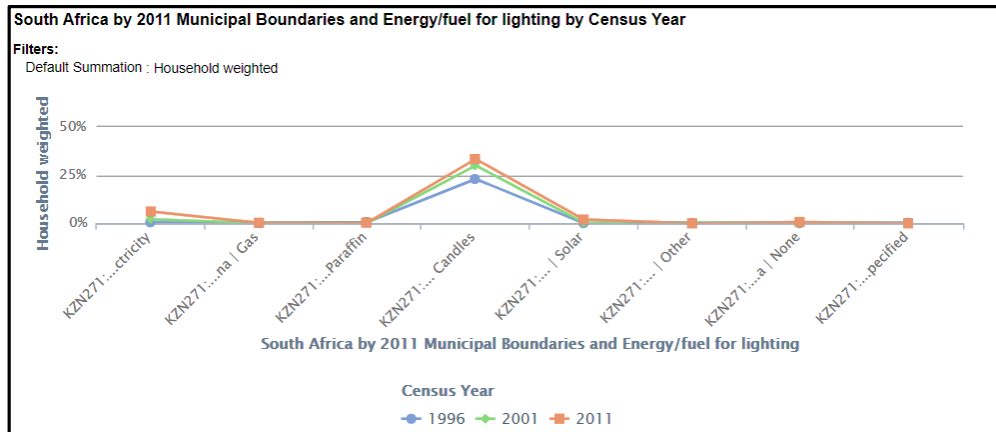


Figure 0.27. Energy for lighting from 1996–2011

5.4.5.15. Refuse Removal

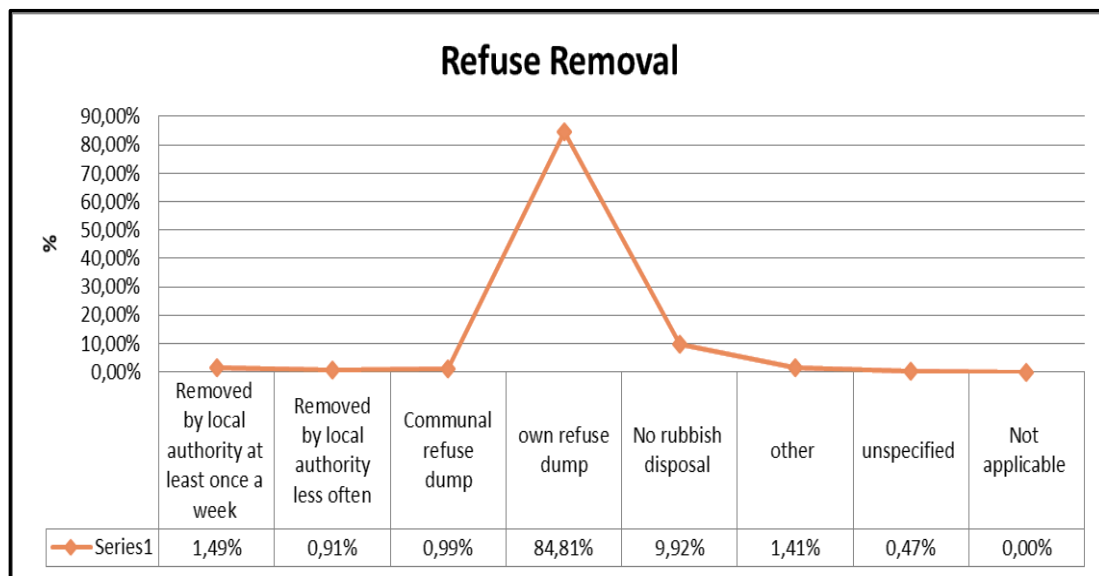


Figure 0.28. Refuse Removal

As illustrated in Figure 5.28. most households in the uMhlabuyalingana LM utilize their own refuse disposal sites (84.81%), followed by no refuse disposal (9.92%), with 0.47% being unspecified. Even though there have been boundary changes, the trends captured in Table 5.29.

for 1996 to 2011 reveal that there is a slight increase in households using their own refuse disposal sites (85.25%).

Table 0.29. Refuse Removal from 1996–2011

		Census Year	1996	2001	2011	Total
<< South Africa by 2011 Municipal Boundaries		Refuse removal				
KZN271: Umhlabuyalingana	Removed by local authority at least once a week		0.53%	1.53%	1.39%	1.23%
	Removed by local authority less often		0.33%	1.03%	0.88%	0.79%
	Communal refuse dump		2.08%	0.54%	1.00%	1.11%
	Own refuse dump		59.09%	71.66%	85.25%	74.36%
	No rubbish disposal		36.34%	25.24%	10.05%	21.49%
	Other		0.07%	0.00%	1.43%	0.62%
	Unspecified		1.57%	0.00%	0.00%	0.38%
	Removed by local authority at least once a week		0.53%	1.53%	1.39%	1.23%
	Removed by local authority less often		0.33%	1.03%	0.88%	0.79%
	Communal refuse dump		2.08%	0.54%	1.00%	1.11%

5.4.5.16. Summary

According to the data retrieved from the Census 2011, households in the uMhlabuyalingana LM predominantly still use wood for cooking and heating, and candles for lighting. There is still a need for service delivery improvement in cases where a municipality has a high number of households without any access to toilet facilities, and they must strive to remove the use of the bucket latrine system. In terms of trend analysis, the uMhlabuyalingana LM has not changed when it comes to service delivery.

5.4.3. uMhlabuyalingana Local Municipality Ward 10 and 16 Service Delivery Profile

The data captured below will assist in comparing the access to service delivery in uMhlabuyalingana LM, between Ward 10 that is close to the Municipality and the city Centre, and Ward 16 that is a distance away.

5.4.3.1. Population Size by Sex

Table 0.30. Population Size by Sex

Gender by Geography			
Filters: Default Summation : Person weighted			
Wafers: Cell count: 9 (3 x 3 x 1) total.			
<< Geography	52701016: Ward 16	52701010: Ward 10	Total
Gender			
Male	23.17%	22.08%	45.25%
Female	28.47%	26.28%	54.75%
Total	51.64%	48.36%	100.00%

Table 5.30. illustrates the total population for uMhlabuyalingana LM Ward 10 is 7 189, comprising of 22.08% males and 26.28% females. The total population for Ward 16 is 7 676 with more females (54.75%) than males (45.25%).

5.4.3.2. Population Groups

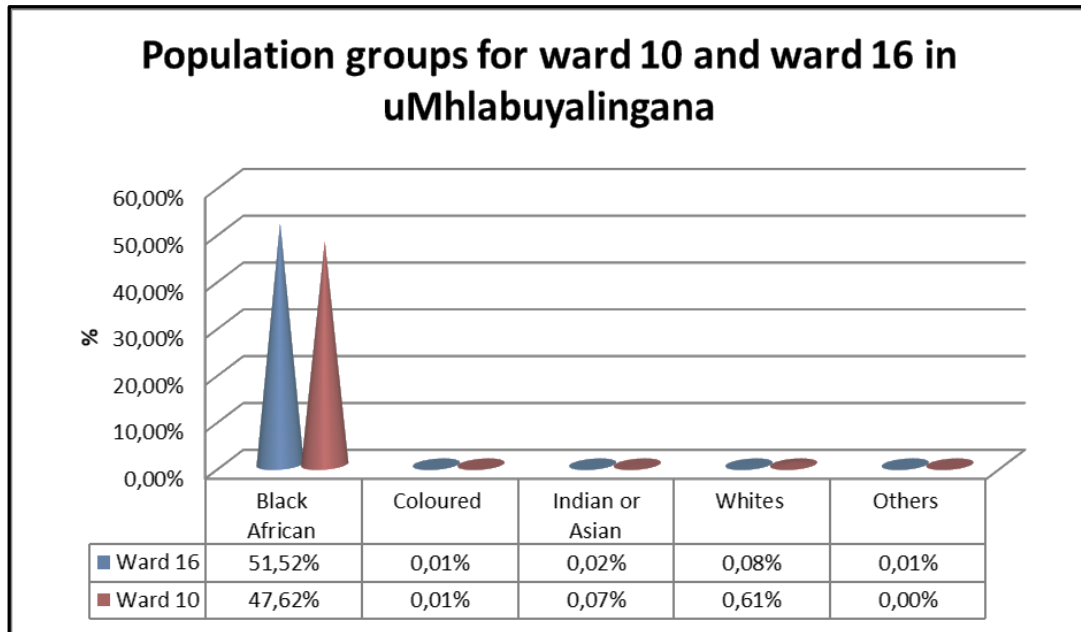


Figure 0.29. Population Groups

As depicted in Figure 5.29. a total of 99.14% of the population is Black African, followed by White (0.69%), while the least population group in Ward 10 and Ward 16 is Coloured (0.02%).

5.4.3.3.Highest Level of Education

Table 0.31.Highest Level of Education

Wafers:			
Cell count: 42 (3 x 14 x 1) total.			
<< Geography 2011	52701010: Ward 10	52701016: Ward 16	Total
Highest level of education			
Certificate(s)	0.17%	0.37%	0.54%
Diploma(s)	0.44%	0.17%	0.61%
Edu 0-7	16.52%	19.96%	36.48%
Edu 8-11	10.52%	10.21%	20.74%
matric	6.53%	4.70%	11.24%
Higher Diploma	0.28%	0.02%	0.30%
bachelors degree	0.05%	0.00%	0.05%
honours degree	0.01%	0.03%	0.04%
higher degree (masters; doctorate)	0.05%	0.00%	0.05%
no schooling	7.36%	8.45%	15.82%
other	0.04%	0.01%	0.05%
Unspecified	0.00%	0.00%	0.00%
Not applicable	6.58%	7.81%	14.39%
Total	48.28%	51.72%	100.00%

Table 5.31. illustrates the highest levels of education for the community of uMhlabuyalingana LM, Ward 10 and 16, primary education is at 36.46%, and secondary education at 20.74%. The least percentage of respondents with post-graduate qualifications in the form of a Masters or Doctorate degree was at 0.04%. Those who received no schooling stood at 15.82%.

5.4.3.4. Income Levels

Table 0.32. Income Levels

Wafers:			
Cell count: 45 (3 x 15 x 1) total.			
<< Geography 2011	52701011: Ward 11	52701016: Ward 16	Total
Income category			
No income	25.52%	19.47%	44.99%
R 1 - R 4800	17.46%	18.88%	36.34%
R 4801 - R 9600	1.98%	0.84%	2.83%
R 9601 - R 19200	4.74%	3.26%	8.00%
R 19201 - R 38400	0.91%	0.32%	1.23%
R 38401 - R 76800	1.08%	0.31%	1.39%
R 76801 - R 153600	0.83%	0.22%	1.05%
R 153601 - R 307200	0.66%	0.03%	0.69%
R 307201 - R 614400	0.12%	0.00%	0.12%
R 614401 - R 1228800	0.03%	0.00%	0.03%
R 1228801 - R 2457600	0.05%	0.00%	0.05%
R2457601 or more	0.03%	0.00%	0.03%
Unspecified	2.12%	1.13%	3.25%
Not applicable	0.00%	0.00%	0.00%
Total	55.54%	44.46%	100.00%

Table 5.32. illustrates the income levels for the population residing in the uMhlabuyalingana LM, Ward 10 and 16. The largest percentage is allocated to respondents who reported having no income (44.99%), followed by respondents who were earning between the ranges of R1–R4800 (36.34%). Table 5.32. also illustrates a handful of respondents who are receiving grants to support their livelihoods. Only 0.03% of the individuals are in the income bracket of R2457601+ which is the highest income bracket. There is clear income inequality in these two wards where a minority of the residents are in a very-high income bracket and the majority are not receiving any form of income.

5.4.3.5. Employment Status

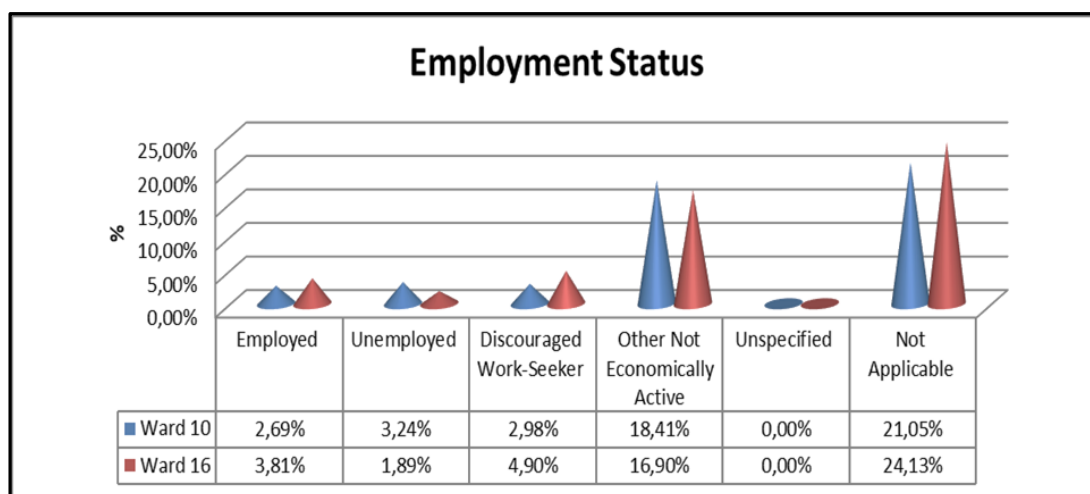


Figure 0.30. Employment Status

Figure 5.30. illustrates the highest percentage of residents economically not active in the uMhlabuyalingana LM, Ward 10 (18.41) and Ward 16 (16.90%). Those respondents who indicated not applicable were Ward 10 (21.05%), and Ward 16 (24.13%).

5.4.3.6. Employment Sector

Table 0.33. Employment Sector

Type of sector by Geography			
Filters: Default Summation : Person weighted			
Wafers:			
Cell count: 21 (3 x 7 x 1) total.			
<< Geography	52701010: Ward 10	52701016: Ward 16	Total
Type of sector			
In the formal sector	2.03%	3.08%	5.10%
In the informal sector	0.48%	0.69%	1.17%
Private household	0.22%	0.15%	0.38%
Do not know	0.05%	0.01%	0.06%
Unspecified	0.00%	0.00%	0.00%
Not applicable	45.58%	47.71%	93.28%
Total	48.36%	51.64%	100.00%

Table 5.33. illustrates that the 5.10% of the population in the uMhlabuyalingana LM, Ward 10 and 16 is employed in the formal sector, with 1.17% employed in the informal sector, and 0.38% in private households. A large percentage of the respondents across both Wards (93.28%) reported: not applicable, meaning they were unemployed.

5.4.3.7.Enumeration Type

Table 0.34.Enumeration Type

EA type by Geography 2011			
Filters: Default Summation : household adjusted			
Wafers: Cell count: 33 (3 x 11 x 1) total.			
<< Geography 2011	52701010: Ward 10	52701016: Ward 16	Total
EA type			
Formal residential	0.00%	0.00%	0.00%
Informal residential	0.00%	0.00%	0.00%
Traditional residential	47.71%	48.93%	96.64%
Farms	0.00%	0.00%	0.00%
Parks and recreation	0.90%	0.00%	0.90%
Collective living quarter	2.29%	0.00%	2.29%
Industrial	0.00%	0.00%	0.00%
Small holdings	0.00%	0.00%	0.00%
Vacant	0.16%	0.00%	0.16%
Commercial	0.00%	0.00%	0.00%
Total	51.07%	48.93%	100.00%

Table 5.34. illustrates that 96.64% of the residents in uMhlabuyalingana LM, Ward 10 and 16 live in traditional residences. The area is designated traditional, and is without farms, parks, industrial buildings, smallholdings, or commercial areas, and where the land is not spatially planned, demarcated, or zoned.

5.4.3.8.Tenure Status

Table 0.35.Tenure Status

Tenure status by Geography 2011			
Filters: Default Summation : household adjusted			
Wafers: Cell count: 24 (3 x 8 x 1) total.			
<< Geography 2011	52701010: Ward 10	52701016: Ward 16	Total
Tenure status			
Rented	3.31%	2.34%	2.84%
Owned but not yet paid off	9.87%	1.31%	5.68%
Occupied rent-free	47.61%	17.09%	32.67%
Owned and fully paid off	30.21%	75.62%	52.43%
Other	7.12%	3.17%	5.18%
Unspecified	0.18%	0.00%	0.09%
Not applicable	1.71%	0.47%	1.10%
Total	100.00%	100.00%	100.00%

Table 5.35. illustrates residents in uMhlabuyalingana LM, Ward 10 and 16 have a high tenure status for owned and fully paid-off properties (52.43%) with properties occupied rent free (32.67%), with the least percentage being rented properties (2.84%).

5.4.3.9.Access to Piped Water

Table 0.36.Access to Piped Water

Piped water by Geography 2011		
Filters: Default Summation : household adjusted		
Wafers: Cell count: 30 (3 x 10 x 1) total.		
<< Geography 2011	52701016: Ward 16	52701010: Ward 10
Piped water		
Piped (tap) water inside the dwelling	2.06%	5.30%
Piped (tap) water inside the yard	18.73%	27.92%
Piped (tap) water on community stand: distance less than 200m from dwelling	40.15%	3.46%
Piped (tap) water to community stand: distance less than 200m and 500m from dwelling	22.81%	1.04%
Piped (tap) water to community stand: distance less than 500m and 1000m from dwelling	7.60%	0.83%
Piped (tap) water on community stand: distance greater than 1000m (1 km) from dwelling	5.71%	0.60%
No access to piped (tap) water	2.95%	60.67%
Unspecified	0.00%	0.18%
Not applicable	0.00%	0.00%
Total	100.00%	100.00%

As illustrated in Table 5.36. a total of 40.15% households in uMhlabuyalingana LM, Ward 16 have access to piped water at a distance less than 200 metres from their dwellings. This is followed by households within the same Ward that have access to piped water less than 200m and 500m from their dwelling (22.81%), with the least percentage for households with access to water inside their dwelling (2.06%).

5.4.3.10. Source of Water

Table 0.37. Source of Water

Source of water by Geography 2011			
Filters: Default Summation : household adjusted			
Wafers: Cell count: 36 (3 x 12 x 1) total.			
<< Geography 2011	52701010: Ward 10	52701016: Ward 16	Total
Source of water			
Regional/local water scheme (operated by a Water Service Authority or provider)	14.18%	43.53%	57.71%
Borehole	30.33%	1.72%	32.05%
Spring	0.27%	0.07%	0.34%
Rain-water tank	0.55%	0.35%	0.90%
Dam / pool / stagnant water	1.03%	0.41%	1.44%
River/stream	2.45%	0.44%	2.89%
Water vendor	0.13%	0.29%	0.42%
Water tanker	0.67%	0.25%	0.92%
Other	1.47%	1.85%	3.32%
Unspecified	0.00%	0.00%	0.00%
Not applicable	0.00%	0.00%	0.00%
Total	51.07%	48.93%	100.00%

Table 5.37. Illustrates the greatest source of water in uMhlabuyalingana LM Ward 10 and Ward 16 is the regional/local water scheme (operated by a Water Service Authority or Provider) (57.71%), followed by boreholes (32.05%). There are still households who access water from the rivers/streams (2.89%) and other sources (3.32%), with the smallest percentage being those households which source their water from dams (1.44%).

5.4.3.11.Toilet Facility

Table 0.38.Toilet Facility

Toilet facilities by Geography 2011			
Filters: Default Summation : household adjusted			
Wafers: Cell count: 33 (3 x 11 x 1) total.			
<< Geography 2011	52701010: Ward 10	52701016: Ward 16	Total
Toilet facilities			
None	20.51%	3.27%	23.78%
Flush toilet (connected to sewerage system)	2.64%	0.31%	2.96%
Flush toilet (with septic tank)	0.91%	0.20%	1.11%
Chemical toilet	3.32%	4.35%	7.66%
Pit latrine with ventilation (VIP)	8.91%	39.61%	48.51%
Pit latrine without ventilation	7.40%	0.96%	8.36%
Bucket latrine	0.24%	0.13%	0.37%
Other	7.05%	0.12%	7.16%
Unspecified	0.09%	0.00%	0.09%
Not applicable	0.00%	0.00%	0.00%
Total	51.07%	48.93%	100.00%

Table 5.38. illustrates that in uMhlabuyalingana LM Ward 10 and Ward 16, access to a pit latrine with ventilation (VIP) is the highest percentage (48.51%), followed by households with no access to a toilet facility (23.78%), and 8.36% of households that have access to a pit latrine without ventilation. Finally, 0.37% of households in these two Wards still use the bucket latrine system which is unacceptable in the democratic era of South Africa

5.4.3.12. Energy for Cooking

Table 0.39. Energy for Cooking

Energy or fuel for cooking by Geography 2011			
Filters: Default Summation : household adjusted			
Wafers: Cell count: 36 (3 x 12 x 1) total.			
≤≤ Geography 2011	52701010: Ward 10	52701016: Ward 16	Total
Energy or fuel for cooking			
Electricity	3.18%	1.53%	4.71%
Gas	3.33%	1.23%	4.56%
Paraffin	0.15%	0.03%	0.18%
Wood	43.98%	46.13%	90.11%
Coal	0.14%	0.00%	0.14%
Animal dung	0.03%	0.00%	0.03%
Solar	0.00%	0.00%	0.00%
Other	0.03%	0.00%	0.03%
None	0.14%	0.00%	0.14%
Unspecified	0.09%	0.00%	0.09%
Not applicable	0.00%	0.00%	0.00%
Total	51.07%	48.93%	100.00%

Table 5.39. illustrates that a total of 90.11% of households in uMhlabuyalingana LM Ward 10 and Ward 16, still use wood for cooking, followed by electricity (4.71%), with a very low percentage of households still using coal (0.14%).

5.4.3.13. Energy for Heating

Table 0.40. Energy for Heating

Energy or fuel for heating by Geography 2011			
Filters: Default Summation : household adjusted			
Wafers: Cell count: 36 (3 x 12 x 1) total.			
<< Geography 2011	52701010: Ward 10	52701016: Ward 16	Total
Energy or fuel for heating			
Electricity	2.47%	1.24%	3.71%
Gas	0.36%	0.44%	0.80%
Paraffin	0.00%	0.00%	0.00%
Wood	24.38%	46.92%	71.30%
Coal	0.97%	0.06%	1.03%
Animal dung	0.00%	0.00%	0.00%
Solar	0.13%	0.00%	0.13%
Other	0.00%	0.00%	0.00%
None	22.66%	0.27%	22.93%
Unspecified	0.09%	0.00%	0.09%
Not applicable	0.00%	0.00%	0.00%
Total	51.07%	48.93%	100.00%

Table 5.40 illustrates that highest source of heating for households in uMhlabuyalingana LM Ward 10 and Ward 16 is wood (71.30%), followed by the response: None (22.93%), with very few households using solar (0.13%).

5.4.3.14. Energy for Lighting

Table 0.41. Energy for Lighting

Energy or fuel for lighting by Geography 2011			
Filters: Default Summation : household adjusted			
Wafers:			
Cell count: 30 (3 x 10 x 1) total.			
<< Geography 2011	52701010: Ward 10	52701016: Ward 16	Total
Energy or fuel for lighting			
Electricity	3.89%	1.82%	5.71%
Gas	0.10%	0.10%	0.20%
Paraffin	0.17%	0.29%	0.46%
Candles	44.23%	41.49%	85.73%
Solar	2.30%	4.73%	7.04%
Other	0.00%	0.00%	0.00%
None	0.29%	0.48%	0.77%
Unspecified	0.09%	0.00%	0.09%
Not applicable	0.00%	0.00%	0.00%
Total	51.07%	48.93%	100.00%

Table 5.41. illustrates that for households in uMhlabuyalingana LM Ward 10 and Ward 16 the highest source of lighting is candles (85.73%), followed by solar (7.04%), with gas (5.71%) being the least. Ward 10 has the higher number of households using electricity, candles, and other variables, each averaging in the same range.

5.4.3.15. Refuse Disposal

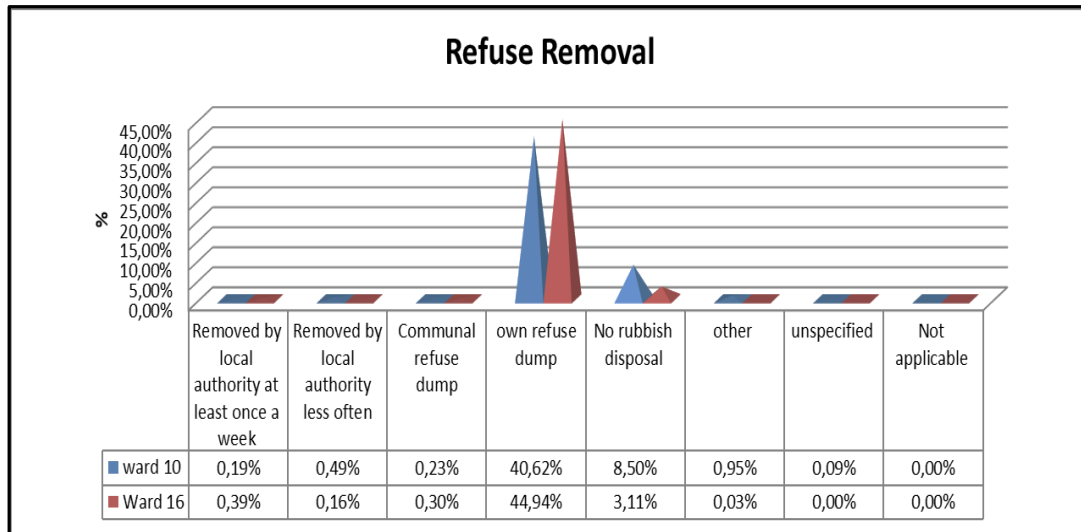


Figure 0.31 Refuse Disposal

Figure 5.31. graphically depicts households in uMhlabuyalingana LM Ward 10 and Ward 16 are mostly utilizing their own refuse disposal sites (85.56%) followed by no refuse disposal (11.61%) followed by other means of disposing (0.98%).

5.4.3.16. Summary

The wards that are far from the city centre and those that are near differ by margins in terms of service delivery in uMhlabuyalingana LM therefore. This conclusion drawn from Census 2011 data is of serious concern. Census 2011 data also reveals that access to electricity for cooking is a problem in the sampled wards. It is indeed disturbing to see that Ward 10 that is close to the Municipality and the city Centre, have households that have no access to water (60%), compared to Ward 16 is a distance away from the city centre.

5.4.4. uMtubatuba Local Municipality

The data illustrated in this subsection will describe and discuss the Census 2011 data with respect to access to service delivery of all the wards that fall under uMtubatuba LM.

5.4.4.1. Population Size by Sex

Table 0.42. Population Size by Sex

Gender by Geography			Sex by Geography 2011		
Filters: Default Summation : Person weighted			Filters: Default Summation : Person adjusted		
Wafers: Cell count: 6 (2 x 3 x 1) total.			Wafers: Cell count: 6 (2 x 3 x 1) total.		
<< Geography	KZN275: Mtubatuba	Total	<< Geography 2011	KZN275: Mtubatuba	Total
Gender			Sex		
Male	81,314	81,314	Male	46.35%	46.35%
Female	94,111	94,111	Female	53.65%	53.65%
Total	175,425	175,425	Total	100.00%	100.00%

Table 5.42. illustrates that there are more females (53.65%) than males (46.35%) in uMtubatuba LM, where the total population in 2011 is about 175 425.

5.4.4.2. Population Groups

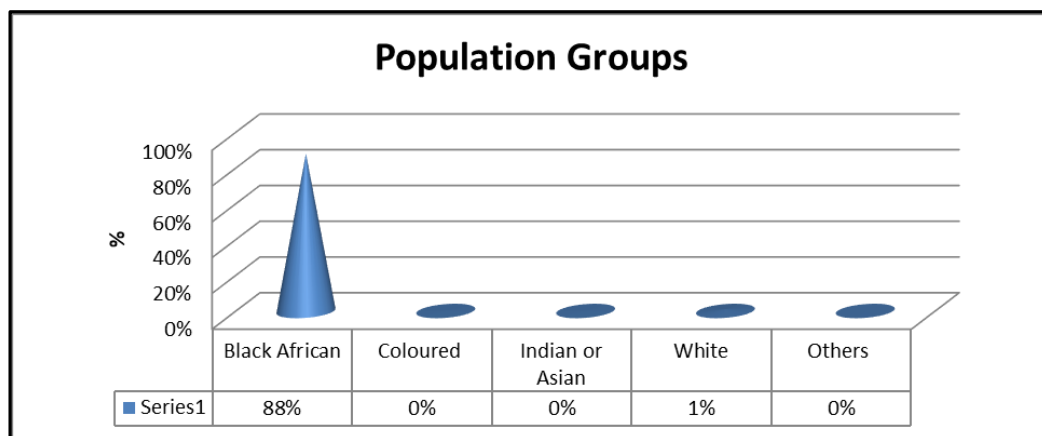


Figure 0.32. Population Groups

Figure 5.32. illustrates the population of uMtubatuba LM. According to Census 2011, the largest percentage is Black African (88%), followed by White (1%).

5.4.4.3.Highest Level of Education

Table 0.43.Highest Level of Education

Wafers:	
Cell count: 28 (2 x 14 x 1) total.	
<< Geography 2011	KZN275: Mtubatuba
Highest level of education	
Certificate(s)	1.05%
Diploma(s)	1.17%
Edu 0-7	33.68%
Edu 8-11	22.68%
matric	14.96%
Higher Diploma	0.67%
bachelors degree	0.41%
honours degree	0.18%
higher degree (masters; doctorate)	0.11%
no schooling	10.68%
other	0.06%
Unspecified	0.00%
Not applicable	15.02%
Total	100.00%

Table 5.43. illustrates the highest levels of education for the community of uMtubatuba LM. Of the population, the percentage having received primary education is 33.68%, with secondary education being 22.68%. The least percentage of respondents with a post-graduate qualification in the form of a Masters and Doctorate degree is 0.11%, with the percentage of those receiving no schooling standing at 10.68%.

5.4.4.4. Income Levels

Table 0.44. Income Levels


Cell count: 30 (2 x 15 x 1) total.	
<< Geography :: <u>KZN275: Mtubatuba</u>	
Individual monthly income :: 	
No income	39.04%
R 1 - R 400	28.22%
R 401 - R 800	4.48%
R 801 - R 1 600	10.70%
R 1 601 - R 3 200	2.66%
R 3 201 - R 6 400	1.51%
R 6 401 - R 12 800	1.50%
R 12 801 - R 25 600	1.08%
R 25 601 - R 51 200	0.28%
R 51 201 - R 102 400	0.04%
R 102 401 - R 204 800	0.03%
R 204 801 or more	0.03%
Unspecified	9.72%
Not applicable	0.71%
Total	100.00%

Table 5.44. illustrates the income levels for the population residing in uMtubatuba LM. A large percentage is allocated to respondents who do not have an income (39.04%), followed by respondents who are earning between the ranges of R1–R4800 (28.22%). Table 5.44. also illustrates a handful of respondents who are receiving government grants to support their livelihoods. A mere fraction (0.03%) of the residents enjoys an income bracket of R204801 + which is the highest income bracket. The data clearly reveals a marked inequality in the Wards where a small minority of the residents are in a very high-income bracket and the majority are receiving no income whatsoever. It is in this context that there is a heavy reliance on uMtubatuba LM to provide service delivery to the community.

5.4.4.5. Employment Status

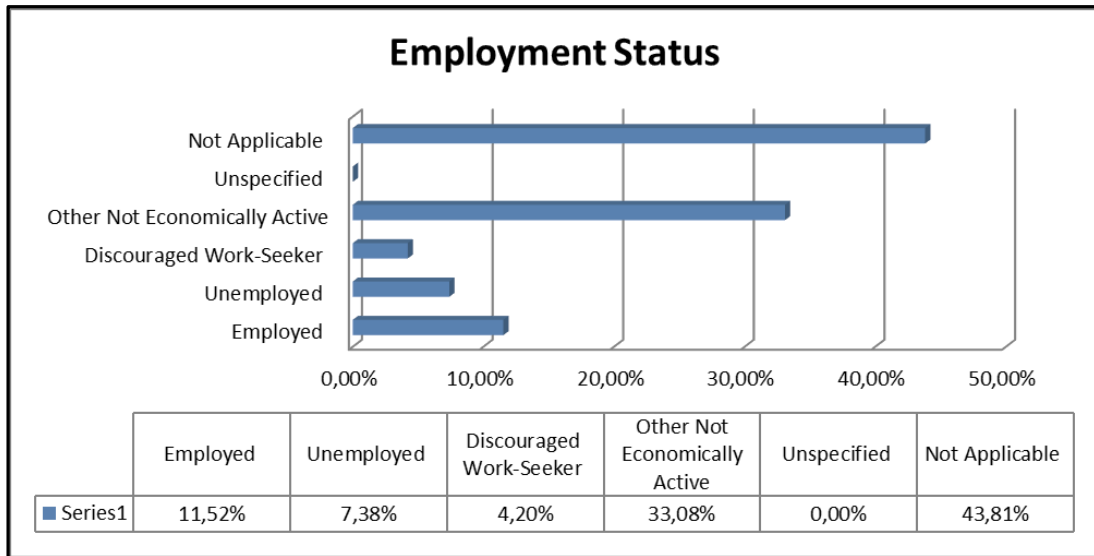


Figure 0.33. Employment Status

Figure 5.33. illustrates that the largest percentage of the population in uMtubatuba LM are not economically active (33.08%), while those respondents who indicated not applicable stood at 43.81%, meaning they were unemployed.

5.4.4.6. Employment Sector

Table 0.45. Employment Sector

Type of sector by Geography	
Filters: Default Summation : Person weighted	
Wafers: Cell count: 14 (2 x 7 x 1) total.	
<< Geography ::	KZN275: Mtubatuba
Type of sector ::	⬇
In the formal sector	7.84%
In the informal sector	2.25%
Private household	1.18%
Do not know	0.53%
Unspecified	0.00%
Not applicable	88.19%
Total	100.00%

Table 5.45. illustrates that a large percentage of the residents in uMtubatuba LM deemed the employment sectors as not applicable (88.19%). The formal sector (7.84%) is higher than the informal sector (2.25%), with employment in private households being at 1.18%

5.4.4.7.Type of Enumeration Areas

Table 0.46.Type of Enumeration Areas

EA type by Geography 2011	
Filters: Default Summation : Person adjusted	
Wafers: Cell count: 22 (2 x 11 x 1) total.	
<< Geography 2011	<u>KZN275: Mtubatuba</u>
EA type	
Formal residential	13.12%
Informal residential	0.09%
Traditional residential	84.74%
Farms	0.99%
Parks and recreation	0.09%
Collective living quarter	0.15%
Industrial	0.00%
Small holdings	0.66%
Vacant	0.00%
Commercial	0.16%
Total	100.00%

Table 5.46 illustrates that uMtubatuba LM is 84.74% a traditional residential area, followed by formal residential (13.12%), and less without farms, parks, industrial buildings, smallholdings, or commercial areas.

5.4.4.8.Tenure Status

Table 0.47.Tenure Status

Tenure status by Geography 2011	
Filters: Default Summation : household adjusted	
Wafers: Cell count: 16 (2 x 8 x 1) total.	
<< Geography 2011	<u>KZN275: Mtubatuba</u>
Tenure status	
Rented	11.35%
Owned but not yet paid off	13.85%
Occupied rent-free	22.18%
Owned and fully paid off	46.88%
Other	2.52%
Unspecified	0.99%
Not applicable	2.23%
Total	100.00%

Table 5.47. illustrates that uMtubatuba LM has a high tenure status for owned and fully paid-off properties (48.88%), while occupied rent free is 22.18%, with the least percentage being designated other (2.52%).

5.4.4.9. Access to Piped Water

Table 0.48. Access to Piped Water

Piped water by Geography 2011	
Filters: Default Summation : household adjusted	
Wafers: Cell count: 20 (2 x 10 x 1) total.	
<< Geography 2011	KZN275: Mtubatuba
Piped water	
Piped (tap) water inside the dwelling	22.04%
Piped (tap) water inside the yard	28.80%
Piped (tap) water on community stand: distance less than 200m from dwelling	10.21%
Piped (tap) water to community stand: distance less than 200m and 500m from dwelling	2.93%
Piped (tap) water to community stand: distance less than 500m and 1000m from dwelling	2.52%
Piped (tap) water on community stand: distance greater than 1000m (1 km) from dwelling	2.15%
No access to piped (tap) water	30.36%
Unspecified	0.99%
Not applicable	0.00%
Total	100.00%

Table 5.48. illustrates a total of 40.15% of the households in uMtubatuba LM have access to piped tap water, followed by piped water inside the yard (28.80%), with unspecified (0.99%) being the least.

As shown in Table 5.49. the trend analysis although affected by municipality boundary changes, still illustrates a decreasing number of households with no access to water from 1996 (75.33%), 2001 (51.05%) and 2011 (31.02%). This achievement can be celebrated as significant progress in terms of the right to water as confirmed in Chapter 2 of the Constitution of the Republic of South Africa, 1996.

Table 0.49. Access to Piped Water from 1996–2011

Filters:
Default Summation : Household weighted

Wafers:
Cell count: 48 (4 x 12 x 1) total, 40 (4 x 10 x 1) displayed.

		Census Year	1996	2001	2011
<< South Africa by 2011 Municipal Boundaries	Access to piped water				
KZN275: Mtubatuba	Piped water inside the dwelling		9.97%	7.74%	22.13%
	Piped water inside the yard		2.95%	15.99%	28.62%
	Piped water from access point outside the yard		10.86%	25.23%	18.23%
	No access to piped water		75.33%	51.05%	31.02%
	Unspecified		0.90%	0.00%	0.00%
	Piped water inside the dwelling		9.97%	7.74%	22.13%
	Piped water inside the yard		2.95%	15.99%	28.62%

5.4.4.10. Source of Water

Table 0.50. Source of Water

Source of water by Geography 2011

Filters:
Default Summation : household adjusted

Wafers:
Cell count: 24 (2 x 12 x 1) total, 22 (2 x 11 x 1) displayed.

<< Geography 2011	KZN275: Mtubatuba
Source of water	
Regional/local water scheme (operated by a Water Service Authority or provider)	43.39%
Borehole	7.10%
Spring	1.64%
Rain-water tank	2.93%
Dam / pool / stagnant water	11.81%
River/stream	18.21%
Water vendor	1.46%
Water tanker	4.89%
Other	8.58%
Unspecified	0.00%
Not applicable	0.00%

Table 5.50. illustrates that of the households in the uMtubatuba LM, some 43.39% have access to water from the regional/local water scheme, followed by a river/stream source (18.21%), with a water vendor being the least at 1.46%.

5.4.4.11. Toilet Facility

Table 0.51.Toilet Facility

Toilet facilities by Geography 2011	
Filters: Default Summation : household adjusted	
Wafers: Cell count: 22 (2 x 11 x 1) total.	
<< Geography 2011	
KZN275: Mtubatuba	
Toilet facilities	◆
None	18.05%
Flush toilet (connected to sewerage system)	17.16%
Flush toilet (with septic tank)	3.32%
Chemical toilet	8.74%
Pit latrine with ventilation (VIP)	11.54%
Pit latrine without ventilation	26.88%
Bucket latrine	0.78%
Other	12.54%
Unspecified	0.99%
Not applicable	0.00%
Total	100.00%

Table 5.51. illustrates that in the uMtubatuba LM, a pit latrine without ventilation (VIP) is the highest (26.68%), followed by households with no access to a toilet facility (18.05%), and with a bucket latrine being the least (0.78%).

5.4.4.12. Energy for Cooking

Table 0.52. Energy for Cooking

Energy or fuel for cooking by Geography 2011	
Filters: Default Summation : household adjusted	
Wafers: Cell count: 24 (2 x 12 x 1) total.	
<< Geography 2011	<u>KZN275: Mtubatuba</u>
Energy or fuel for cooking	
Electricity	55.64%
Gas	5.86%
Paraffin	2.41%
Wood	33.67%
Coal	0.27%
Animal dung	0.08%
Solar	0.20%
Other	0.47%
None	0.39%
Unspecified	0.99%
Not applicable	0.00%
Total	100.00%

Table 5.52. illustrates that the highest number of households in the uMtubatuba LM that use electricity for cooking is 55.64%. This is followed by wood (33.67%), gas (5.86%), and the least being solar (0.20%). Figure 4.33 illustrates that the trend has been the same during the period 1996–2011, where there has been an increase in access to electricity and a decrease in the use of wood for cooking.

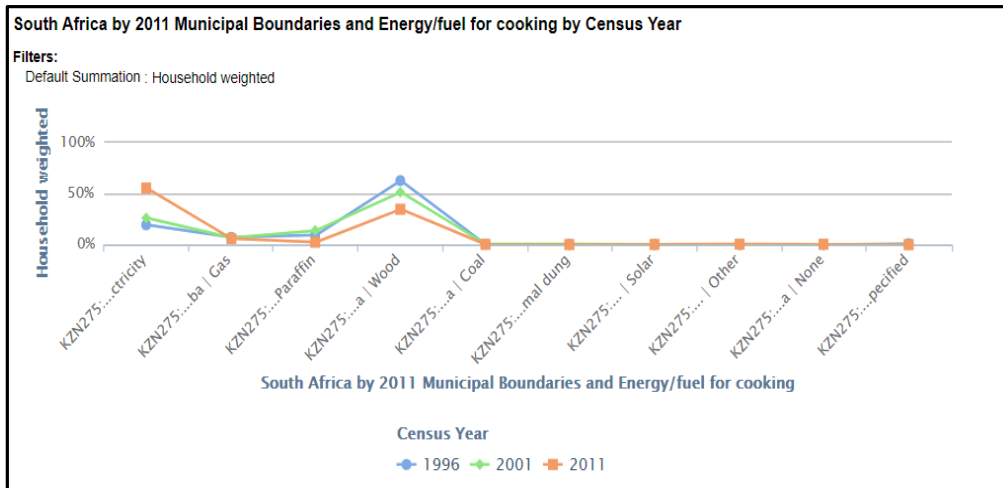


Figure 0.34 Energy for Cooking 1996–2011

5.4.4.13. Energy for Heating

Table 0.53. Energy for Heating

Energy or fuel for heating by Geography 2011

Filters:
Default Summation : household adjusted

Wafers:

Cell count: 24 (2 x 12 x 1) total.

<< Geography 2011 :: KZN275: Mtubatuba	
Energy or fuel for heating ::	
Electricity	43.47%
Gas	2.70%
Paraffin	1.19%
Wood	22.48%
Coal	2.12%
Animal dung	0.17%
Solar	0.41%
Other	0.02%
None	26.45%
Unspecified	0.99%
Not applicable	0.00%
Total	100.00%

Table 5.53. illustrates that the highest source of heating of households in the uMtubatuba LM is electricity (43.47%), followed by those who reported having no source of heating (26.45%), and the least being wood as a source of heating (22.48%). Figure 5.35. illustrates the trends from 1996–2011, where a rise in access to electricity for heating has been recorded, as well as a decrease in the use of wood. It was only in 2011 where there were households who indicated that they did not have any source of heating their homes.

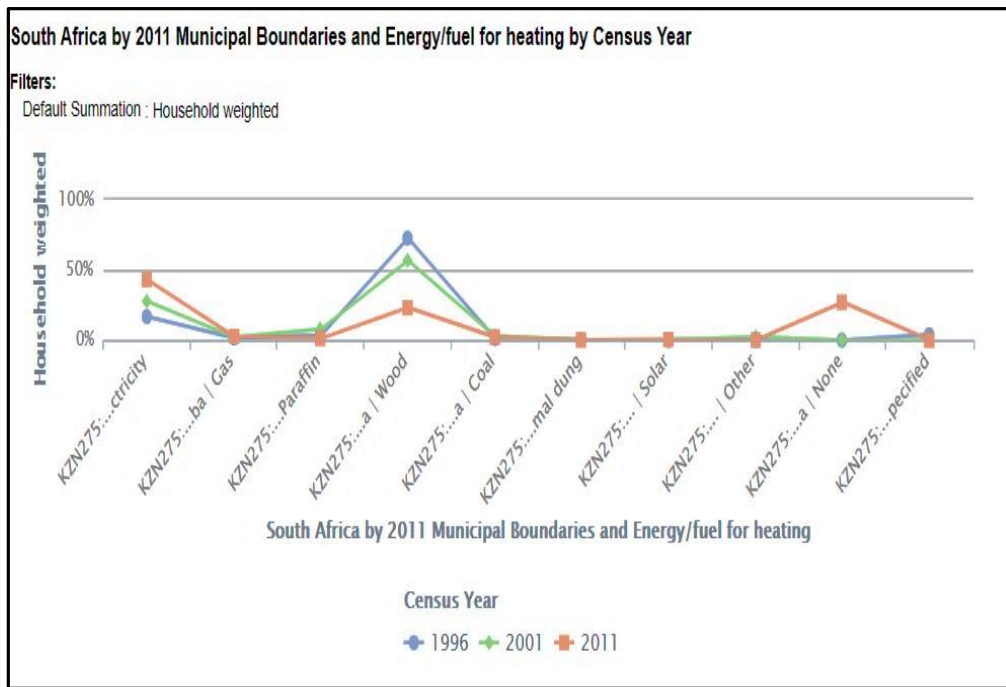


Figure 0.35 Energy for Heating 1996–2011

5.4.4.14. Energy for Lighting

Table 0.54. Energy for Lighting

Energy or fuel for lighting by Geography 2011	
Filters: Default Summation : household adjusted	
Wafers: Cell count: 20 (2 x 10 x 1) total.	
<< Geography 2011 ::	<u>KZN275: Mtubatuba</u>
Energy or fuel for lighting ::	⬇
Electricity	64.97%
Gas	0.61%
Paraffin	0.60%
Candles	30.73%
Solar	1.04%
Other	0.00%
None	1.06%
Unspecified	0.99%
Not applicable	0.00%
Total	100.00%

Table 5.54. illustrates the highest source of lighting within in the uMtubatuba LM is electricity (64.97%), followed by candles (30.73%), with solar (1.04%) being the least. As is shown in Figure 5.36. together with other essential services, there is progress in terms of access to electricity for lighting, and a gradual decrease in the use of candles.

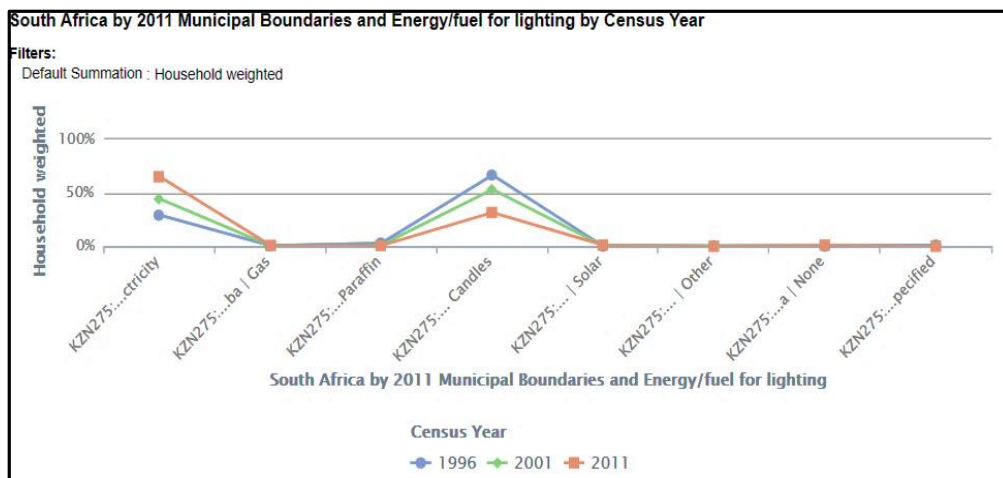


Figure 0.36. Energy for Lighting 1996–2011

5.4.4.15. Refuse Removal

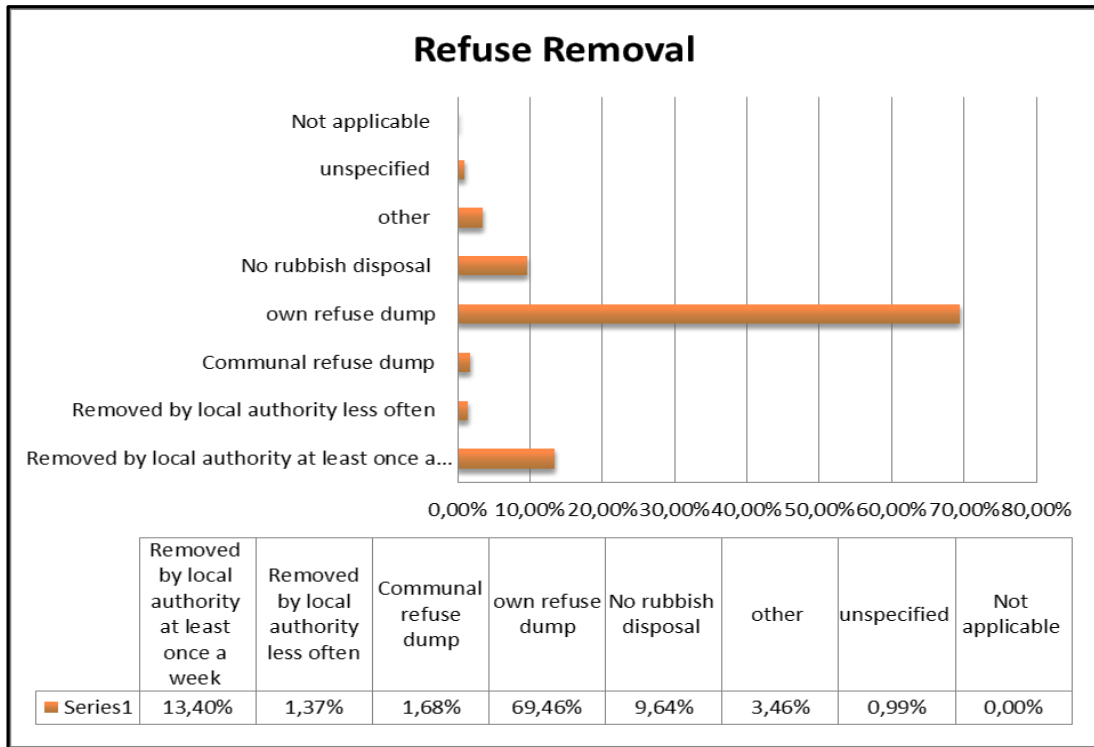


Figure 0.37. Refuse Removal

Figure 5.37. illustrates that households within uMtubatuba LM mostly utilize their own refuse disposal sites (69,46%), followed by no refuse disposal (9.64%), and unspecified (0.99%).

Table 0.55. Refuse Disposal 1996–2011

Filters: Default Summation : Household weighted					
Wafers: Cell count: 64 (4 x 16 x 1) total, 56 (4 x 14 x 1) displayed.					
		Census Year	1996	2001	2011
<< South Africa by 2011 Municipal Boundaries		Refuse removal			
KZN275: Mtubatuba		Removed by local authority at least once a week	8.79%	10.50%	13.29%
		Removed by local authority less often	1.50%	0.83%	1.37%
		Communal refuse dump	1.22%	0.97%	1.67%
		Own refuse dump	70.50%	73.57%	70.25%
		No rubbish disposal	16.11%	14.13%	9.88%
		Other	0.03%	0.00%	3.54%
		Unspecified	1.85%	0.00%	0.00%

5.4.4.16. Summary

As the data from Census 2011 has shown, there was a gradual increase in service delivery from 1996–2011 in uMtubatuba LM.

5.4.5. uMtubatuba Local Municipality Ward 11 and 17 Service Delivery Profile

5.4.5.1. Population Size by Sex

Table 0.56. Population Size by Sex

Sex by Geography 2011				Sex by Geography 2011			
Filters: Default Summation : Person adjusted				Filters: Default Summation : Person adjusted			
Wafers: Cell count: 9 (3 x 3 x 1) total.				Wafers: Cell count: 9 (3 x 3 x 1) total.			
<< Geography 2011	52705011: Ward 11	52705017: Ward 17	Total	<< Geography 2011	52705011: Ward 11	52705017: Ward 17	Total
Sex				Sex			
Male	21.83%	23.47%	45.29%	Male	3,654	3,929	7,583
Female	26.59%	28.12%	54.71%	Female	4,451	4,708	9,159
Total	48.41%	51.59%	100.00%	Total	8,105	8,637	16,742

As illustrated in Table 5.56. Census 2011 data for uMtubatuba LM Ward 11 and Ward 17 records a total population of 16 742, with more females (54.71%) than males (45.29%).

5.4.5.2. Population Groups

Table 0.57. Population Groups

Population group by Geography 2011			
Filters: Default Summation : Person adjusted			
Wafers: Cell count: 21 (3 x 7 x 1) total.			
<< Geography 2011	52705011: Ward 11	52705017: Ward 17	Total
Population group			
Black African	48.20%	51.35%	99.55%
Coloured	0.01%	0.04%	0.04%
Indian or Asian	0.16%	0.07%	0.23%
White	0.01%	0.09%	0.11%
Other	0.04%	0.04%	0.08%
Unspecified	0.00%	0.00%	0.00%
Total	48.41%	51.59%	100.00%

Table 5.57. illustrates that the total population of uMtubatuba LM Ward 11 and Ward 17 is 99.55% Black African, followed by White (0.11%), the least population being other groups (0.08%).

5.4.5.3. Highest Level of Education

Table 0.58. Highest Level of Education

Wafers: Cell count: 42 (3 x 14 x 1) total.			
<< Geography 2011	52705011: Ward 11	52705017: Ward 17	Total
Highest level of education			
Certificate(s)	0.11%	0.51%	0.61%
Diploma(s)	0.20%	0.19%	0.39%
Edu 0-7	18.08%	16.83%	34.91%
Edu 8-11	10.03%	11.58%	21.61%
matric	5.77%	8.27%	14.04%
Higher Diploma	0.10%	0.10%	0.20%
bachelors degree	0.04%	0.13%	0.16%
honours degree	0.00%	0.02%	0.02%
higher degree (masters; doctorate)	0.06%	0.04%	0.10%
no schooling	6.57%	6.02%	12.59%
other	0.00%	0.04%	0.04%
Unspecified	0.00%	0.00%	0.00%
Not applicable	7.55%	7.97%	15.52%
Total	48.41%	51.59%	100.00%

Table 5.58. illustrates the highest levels of education for the community of uMtubatuba LM Ward 11 and Ward 17. Primary education is 34.91%, while secondary education is 21.61%. The least percentage of respondents with post-graduate qualifications in the form of a Masters or Doctorate degrees is at 0.10%. Those without a high school matriculation certificate stood at 14.04%.

5.4.5.4. Income Levels

Table 0.59. Income Levels

<< Geography 2011	52705011: Ward 11	52705017: Ward 17	Total
Income category			
No income	19.25%	21.96%	41.21%
R 1 - R 4800	14.15%	10.53%	24.69%
R 4801 - R 9600	2.42%	1.76%	4.17%
R 9601 - R 19200	5.33%	5.02%	10.35%
R 19201 - R 38400	0.55%	0.77%	1.31%
R 38401 - R 76800	0.23%	0.56%	0.79%
R 76801 - R 153600	0.18%	0.40%	0.58%
R 153601 - R 307200	0.69%	0.26%	0.95%
R 307201 - R 614400	0.09%	0.11%	0.20%
R 614401 - R 1228800	0.00%	0.04%	0.04%
R 1228801 - R 2457600	0.01%	0.03%	0.04%
R2457601 or more	0.01%	0.01%	0.03%
Unspecified	5.52%	10.06%	15.57%
Not applicable	0.00%	0.07%	0.07%
Total	48.41%	51.59%	100.00%

Table 5.59. illustrates the income levels for the population residing in uMtubatuba LM Ward 11 and Ward 17. A large percentage is allocated to respondents who do not have an income (41.21%), followed by respondents who are earning between the ranges of R1–R4800 (24.69%). Table 5.59. Also illustrates a handful of the respondents who are receiving government grants to support their livelihood. Only 0.03% of the respondents are in the bracket R2457601 + which is the highest income bracket. There is a clear inequality in the two wards where a minority are in a very high-income bracket, and the majority are not receiving an income.

5.4.5.5. Employment Status

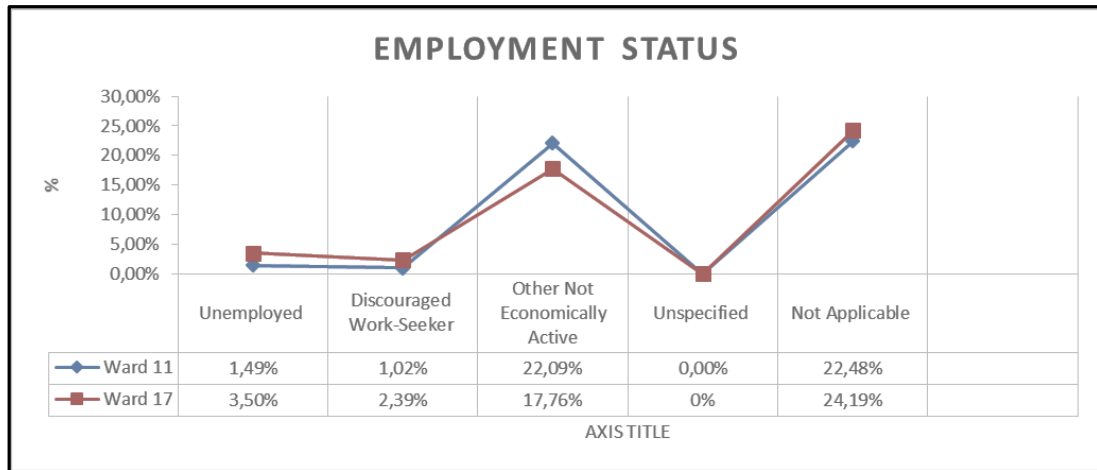


Figure 0.38 Employment Status

Figure 5.38. illustrates that the largest percentage of the population in uMtubatuba LM Ward 11 and Ward 17 is not economically active (39.85%), with the greater number of respondents (46.67%) indicating the question as not applicable.

5.4.5.6. Employment Sector

Table 0.60. Employment Sector

Type of sector by Geography 2011			
Filters:			
Default Summation : Person adjusted			
Wafers:			
Cell count: 21 (3 x 7 x 1) total.			
<< Geography 2011	52705011: Ward 11	52705017: Ward 17	Total
Type of sector			
In the formal sector	1.93%	3.25%	5.18%
In the informal sector	0.34%	0.55%	0.90%
Private household	0.11%	0.05%	0.16%
Do not know	0.03%	0.03%	0.06%
Unspecified	0.00%	0.00%	0.00%
Not applicable	46.00%	47.71%	93.71%
Total	48.41%	51.59%	100.00%

Table 5.60. illustrates that 5.18% of the population in uMtubatuba LM Ward 11 and Ward 17 are employed in the formal sector, followed by the informal sector (0.90%), and private households (0.16%). Some 93.71% of the respondents are reported as not applicable, meaning they are not employed.

5.4.5.7.Type of Enumeration Area

Table 0.61.Type of Enumeration Area

EA type by Geography 2011			
Filters:			
Default Summation : Person adjusted			
Wafers:			
Cell count: 33 (3 x 11 x 1) total.			
<< Geography 2011	52705011: Ward 11	52705017: Ward 17	Total
EA type			
Formal residential	0.00%	0.00%	0.00%
Informal residential	0.00%	0.00%	0.00%
Traditional residential	48.41%	51.59%	100.00%
Farms	0.00%	0.00%	0.00%
Parks and recreation	0.00%	0.00%	0.00%
Collective living quarter	0.00%	0.00%	0.00%
Industrial	0.00%	0.00%	0.00%
Small holdings	0.00%	0.00%	0.00%
Vacant	0.00%	0.00%	0.00%
Commercial	0.00%	0.00%	0.00%
Total	48.41%	51.59%	100.00%

Table 5.61. illustrates that uMtubatuba LM Ward 11 and Ward 17 are both situated 100% within traditional areas without farms, parks, industrial buildings, smallholdings, or commercial areas, and where the land is not spatially planned, demarcated, or zoned.

5.4.5.8.Tenure Status

Table 0.62.Tenure Status

Tenure status by Geography 2011			
Filters:			
Default Summation : household adjusted			
Wafers:			
Cell count: 24 (3 x 8 x 1) total.			
<< Geography 2011	52705011: Ward 11	52705017: Ward 17	Total
Tenure status			
Rented	0.57%	0.88%	1.45%
Owned but not yet paid off	8.52%	7.91%	16.43%
Occupied rent-free	4.87%	23.63%	28.50%
Owned and fully paid off	32.66%	17.57%	50.23%
Other	0.00%	0.66%	0.66%
Unspecified	0.58%	1.27%	1.85%
Not applicable	0.00%	0.89%	0.89%
Total	47.19%	52.81%	100.00%

Table 5.62. illustrates that uMtubatuba LM Ward 11 and Ward 17 both have a high tenure status for owned and fully paid-off properties (50.23%), properties occupied rent free (28.50%), with the least percentage being rented properties (1.45%).

5.4.5.9. Access to Piped Water

Table 0.63. Access to Piped Water

Piped water by Geography 2011			
Filters: Default Summation : household adjusted			
Wafers:			
Cell count: 30 (3 x 10 x 1) total.			
<< Geography 2011	52705011: Ward 11	52705017: Ward 17	Total
Piped water			
Piped (tap) water inside the dwelling	5.80%	4.35%	10.15%
Piped (tap) water inside the yard	26.90%	6.47%	33.37%
Piped (tap) water on community stand: distance less than 200m from dwelling	6.58%	9.33%	15.91%
Piped (tap) water to community stand: distance less than 200m and 500m from dwelling	0.33%	0.78%	1.10%
Piped (tap) water to community stand: distance less than 500m and 1000m from dwelling	0.16%	0.26%	0.42%
Piped (tap) water on community stand: distance greater than 1000m (1 km) from dwelling	4.72%	0.35%	5.07%
No access to piped (tap) water	2.12%	30.00%	32.12%
Unspecified	0.58%	1.27%	1.85%
Not applicable	0.00%	0.00%	0.00%
Total	47.19%	52.81%	100.00%

Table 5.63. illustrates that in uMtubatuba LM Ward 11 and Ward 17, a total of 33.37% of households have access to piped water inside the yard, followed by 32.12% that do not access to piped water. Only 10.15% of households have piped water inside their dwelling units, with Ward 11 being the highest due to its proximity to the city centre. The data further illustrates that 15.91% of residents have access to piped water less than 200 metres from their dwellings, with 1.10% having access 200–500 metres away. Some 0.42% of residents reported that they had access to piped water 500–1000 metres from their dwelling places, with 5.07% reporting a distance greater than 1 kilometre away.

5.4.5.10. Source of Water

Table 0.64. Source of Water

Source of water by Geography 2011				
Filters: Default Summation : household adjusted				
Wafers:				
Cell count: 36 (3 x 12 x 1) total.				
	<< Geography 2011	52705011: Ward 11	52705017: Ward 17	Total
Source of water				
Regional/local water scheme (operated by a Water Service Authority or provider)		14.70%	6.98%	21.68%
Borehole		1.51%	18.23%	19.74%
Spring		6.20%	0.70%	6.90%
Rain-water tank		1.01%	2.14%	3.15%
Dam / pool / stagnant water		0.80%	5.60%	6.39%
River/stream		15.58%	6.99%	22.57%
Water vendor		1.03%	0.78%	1.82%
Water tanker		2.09%	1.45%	3.54%
Other		4.28%	9.93%	14.21%
Unspecified		0.00%	0.00%	0.00%
Not applicable		0.00%	0.00%	0.00%
Total		47.19%	52.81%	100.00%

Table 5.64. illustrates that 22.57% of households in uMtubatuba LM Ward 11 and Ward 17 obtain their water from a river or stream. This is followed by 21.68% of households that are provided by the regional/local water scheme (operated by water Service Authority or Provider), with a further 19.74% of households obtaining water from boreholes. Rainwater (JoJo) tanks are the least (3.15%). Located close to the city centre, Ward 11 reports the highest percentage of water provision from a river or stream; a data point that was not expected.

5.4.5.11. Toilet Facility

Table 0.65.Toilet Facility

Toilet facilities by Geography 2011			
Filters: Default Summation : household adjusted			
Wafers: Cell count: 33 (3 x 11 x 1) total.			
<< Geography 2011	52705011: Ward 11	52705017: Ward 17	Total
Toilet facilities			
None	11.66%	10.56%	22.22%
Flush toilet (connected to sewerage system)	0.77%	1.31%	2.09%
Flush toilet (with septic tank)	0.31%	1.12%	1.43%
Chemical toilet	1.06%	2.84%	3.90%
Pit latrine with ventilation (VIP)	3.63%	6.29%	9.92%
Pit latrine without ventilation	17.30%	21.52%	38.82%
Bucket latrine	0.93%	0.24%	1.16%
Other	10.96%	7.65%	18.61%
Unspecified	0.58%	1.27%	1.85%
Not applicable	0.00%	0.00%	0.00%
Total	47.19%	52.81%	100.00%

Table 5.65. illustrates that a combined total of 38.82% of households in uMtubatuba LM Ward 11 and Ward 17 utilize a pit latrine without ventilation. This is followed by households with no access to a toilet facility (22.22%), and 18.61% of households that use other toilet facilities not specified in the survey. Finally, 1.16% of households in these two Wards still use the bucket latrine system which is unacceptable in the democratic era of South Africa.

5.4.5.12. Energy for Cooking

Table 0.66. Energy for Cooking

Energy or fuel for cooking by Geography 2011			
Filters: Default Summation : household adjusted			
Wafers: Cell count: 36 (3 x 12 x 1) total.			
<< Geography 2011	52705011: Ward 11	52705017: Ward 17	Total
Energy or fuel for cooking			
Electricity	19.97%	24.31%	44.28%
Gas	0.83%	5.69%	6.52%
Paraffin	0.35%	1.87%	2.22%
Wood	24.61%	17.88%	42.49%
Coal	0.19%	0.23%	0.42%
Animal dung	0.08%	0.04%	0.12%
Solar	0.08%	0.00%	0.08%
Other	0.46%	1.22%	1.68%
None	0.04%	0.30%	0.34%
Unspecified	0.58%	1.27%	1.85%
Not applicable	0.00%	0.00%	0.00%
Total	47.19%	52.81%	100.00%

Table 5.66. illustrates that 44.28% of households in uMtubatuba LM Ward 11 and Ward 17 use electricity for cooking, followed by wood (42.49%), with a very low percentage using animal dung (0.12%).

5.4.5.13. Energy for Heating

Table 0.67. Energy for Heating

Energy or fuel for heating by Geography 2011			
Filters: Default Summation : household adjusted			
Wafers: Cell count: 36 (3 x 12 x 1) total.			
<< Geography 2011	52705011: Ward 11	52705017: Ward 17	Total
Energy or fuel for heating			
Electricity	14.91%	14.88%	29.79%
Gas	0.79%	2.51%	3.30%
Paraffin	0.22%	0.98%	1.21%
Wood	9.22%	9.18%	18.40%
Coal	1.60%	1.53%	3.13%
Animal dung	0.00%	0.07%	0.07%
Solar	0.04%	0.22%	0.26%
Other	0.00%	0.00%	0.00%
None	19.82%	22.17%	41.99%
Unspecified	0.58%	1.27%	1.85%
Not applicable	0.00%	0.00%	0.00%
Total	47.19%	52.81%	100.00%

Table 5.67. Illustrates that 41% of households in uMtubatuba LM Ward 11 and Ward 17 have no source of heating their homes. This is followed by those households that have access to electricity (29.79%), with the least (0.07%) being those households that use animal dung.

5.4.5.14. Energy for Lighting

Table 0.68. Energy for Lighting

Energy or fuel for lighting by Geography 2011			
Filters: Default Summation : household adjusted			
Wafers:			
Cell count: 30 (3 x 10 x 1) total.			
<< Geography 2011	52705011: Ward 11	52705017: Ward 17	Total
Energy or fuel for lighting			
Electricity	35.27%	29.96%	65.23%
Gas	0.18%	0.78%	0.96%
Paraffin	0.21%	0.30%	0.51%
Candles	10.36%	19.10%	29.45%
Solar	0.36%	0.69%	1.04%
Other	0.00%	0.00%	0.00%
None	0.23%	0.72%	0.95%
Unspecified	0.58%	1.27%	1.85%
Not applicable	0.00%	0.00%	0.00%
Total	47.19%	52.81%	100.00%

Table 5.68. illustrates that 65.23% of households in uMtubatuba LM Ward 11 and Ward 17 have electricity as their source of lighting. This is followed by candles (29.45%), with paraffin (0.51%) being the least. Ward 10 has the highest number of households using electricity (35.27%), with the less percentage being candles (10.36%).

5.4.5.15. Refuse Removal

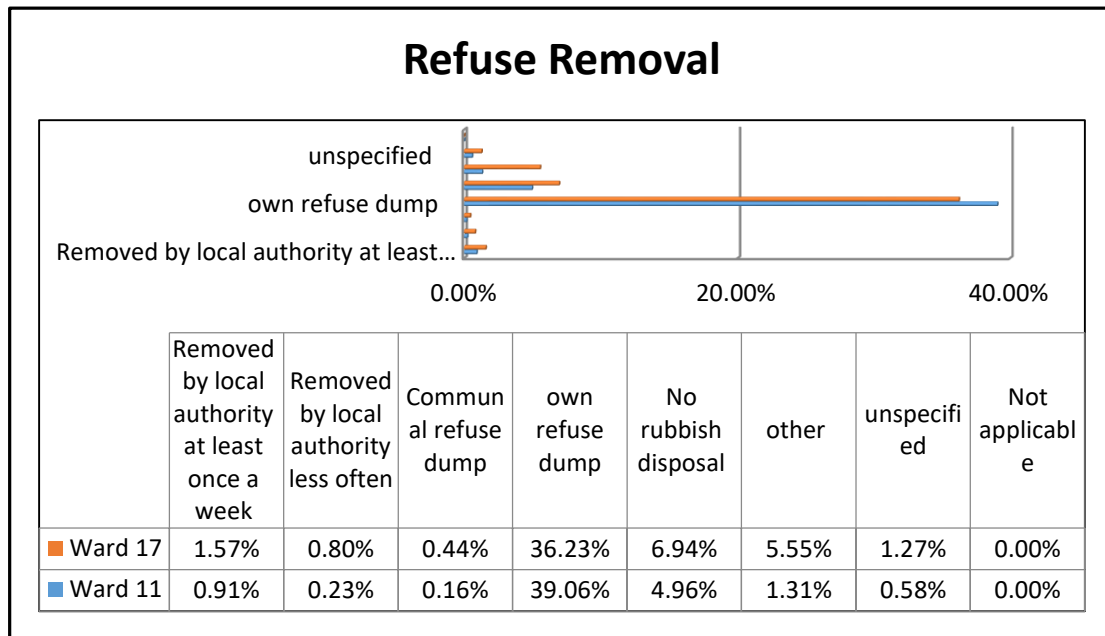


Figure 0.39. Refuse Removal

Figure 5.39. illustrates that 39.06% of households in uMtubatuba LM Ward 11 and 36.23% in Ward 17 utilize their own refuse site. This is followed by 6.94% of households in Ward 17 and 4.96% of households in Ward 11 who utilize no refuse disposal method. Utilization of a communal disposal refuse site is the lowest percentage, with 0.44% of households in Ward 17 and 0.16% of households in Ward 11.

5.4.5.15. Summary

As with many other municipalities across South Africa, uMtubatuba LM and uMhlabuyalingana LM have an enormous service delivery backlog. While the municipality does try to deliver relevant services to the communities through the effective utilization of funds and human resources, there is still much work to be done. There is still a challenge in ensuring that households have access to piped water and electricity for cooking, heating, and lighting and refuse removal collected by the local authority.

It would have been interesting to further analyse the improvement reported in the Integrated Development Plan 2020/21 or 2021/22 but the UKDM also depends on Census 2001 – 2011 to measure their progress which is already part of the research analysis. The analyses provided in this chapter zoom into the wards performance in terms of service delivery.

CHAPTER 6: FINDINGS AND ANALYSIS FROM INTERVIEWS CONDUCTED WITH COMMUNITY MEMBERS AND MUNICIPAL OFFICIALS

6.1. Results of Interviews conducted with Community Members and Municipal Officials

The respondents from the community in uMtubatuba LM were asked about the main problems that hinder service delivery in this municipality.

Respondent G who was a community member narrated that:

In my view the local municipality is not supposed to be struggling as it is currently. The municipality is in a well-known tourist area that includes the iSimangaliso Wetland Park which contributes greatly to the tourism economy. But I can cite a few hindrances to service delivery and identify corruption, fraud, theft, and looting of state funds.

Respondent A a community member pointed out:

In many events, it has been established that the municipality is paying service providers who do not have any relationship with the municipality. These service providers are not found in the database, but they are receiving payments. Sometimes there are no contracts; and where there are contracts, they are not monitored for the purpose of delivery. This is one of the things Auditor general warned about where, a person has control over goods or services, indicating a lack of accountability, where others can see the decisions taken in terms of tender management and monitoring processes.

As a result, an amount of R136 million is not accounted for in the financial year 2020, not mentioning the previous financial year. The municipal official responsible treated the municipality as their cash cow. The COGTA has put the local municipality under administration and we are anticipating that it will help in the long run. The lack of proper monitoring and evaluation of tenders awarded with high influence of nepotism and corruptions. The service providers continue to build roads that can never withstand the weather conditions. They are paid without monitoring and invoking the contract clauses for non-performance. This is a confirmation that in so much as decentralisation, it is good to give autonomous power to the local authorities, but it needs proper implementation of financial controls in the area of finance and supply

chain management. The literature also confirmed an increase in the municipal material findings, which mostly occur due to lack of proper financial controls and lack of integrity with financial statements.

According to Respondent F a community member, service delivery problems be attributed to corruption:

Corruption, cadre deployment, nepotism and tenderpreneurs, contribute to the increasing number of non-performing municipalities and uMtubatuba LM is no different from the rest of the municipalities in South Africa. I will take cadre deployment as an example; democracy enabled the members of the ruling political party to lead the service delivery to implement the constitutional rights for the people. But now, the political delegation is always a major requirement in appointing the officials in government and municipalities instead of coupling it with experience and qualifications. These colleges always come with a mandate that is not pro development and that is not a reason for the community to end up not enjoying cadre deployment. The ANC Lekgotla indicated that the KZN Province was a culprit of irregular expenditures (one third of a billion rand) by the cadres. On the other hand, Luthuli House illustrates that the Cadre Deployment Policy is not a problem, but the appointment of the wrong people. The community still maintains that the wrong people came from the ANC. The government has been saying by 2014 there will be clean audit across the municipalities in KZN. This was but a dream because there are still recurring audit findings and far worse taking place in the municipalities. We must also not forget nepotism, because those people are in key strategic positions. The municipality must start implementing the consequence management for officials and the service providers. If that can be done correctly, it will boost the community's confidence in the municipality. The Malawian experience mentioned in Chapter Two confirms that the cadre deployment goes beyond the hiring of municipal officials, but includes the chair of committees, who are appointing service providers, who will be able to carry a mandate for political agendas (Wild et al. 2012).

Respondent O a community member stated that:

In my own view, I will indicate that the community needs water more than anything else. Under the leadership of the IFP, people were buying water to survive because of the service delivery water shortages. I was hoping that this item will be on top of the

IDP list of the budgeted projects by the mayor, surely there is something they can do at the local level as much as it is not their competency. Every time before the by-elections there were many water tankers supplying free water to residents in the community. This good gesture takes place a few weeks after the elections and then is stopped. We have since been told that the trucks were hired by uMkhanyakude DM and the service provider has not been paid. I can count the number of communities that are struggling with water delivery. These are: Ntandabantu, Bhekimpilo, Khulubone, Segceke, Gunjeni, Sihlakaneni, and Elangaletu where there is no water at all. In these communities, people are fetching water from the streams used to water cows and donkeys, as well as wash cars. The municipality will then tell you that water is no longer their competency.

Mayor Qhina Mkhwanazi once initiated a solution to water delivery which caused a lot of disagreement between the local municipality and the district municipality in terms of protocol. The uMkhanyakude DM expressed surprise that the then uMtubatuba Mayor Qhina Mkhwanazi, without consulting them, applied to the Department of Water for permission to provide Mtuba residents with water. The uMkhanyakude DM spokesperson Mduduzi Dlamini immediately issued a statement that Mayor Mkhwanazi should have raised any problems he had at the Mayors' Forum before sending his application to the department and the KwaZulu-Natal Department of Co-operative Governance and Traditional Affairs (Cogta). Mkhwanazi said that ward councillors find it difficult to deal with questions from residents who are not aware that it is the district municipality's responsibility to provide them with water. The project that was undertaken by the Water Drilling service provider, drilled boreholes along the uMtubatuba River to ensure that water supply is not interrupted when the river runs dry. There has not been much progress in terms of access to the community and the new Mayor, Gumede.

The truth is that the, uMkhanyakude DM has failed in its mandate and that no funds were available to maintain the existing water infrastructure in the area. As a result, on 14 June 2021, there was another N2 protest where people were demanding infrastructure development.

This a provincial problem because the provincial water masterplan indicates that KZN will have to spend R100-billion over the next 10 years to replace ageing water infrastructure and build new dams to meet the demand by residents of its 54

municipalities. The infrastructure was just neglected and now is the time for the replacement of ageing infrastructure to curb the province's water crisis. The plan is being developed in conjunction with the national water and sanitation department in response to the crisis in the province.

It is said that the water infrastructure maintenance requires an investment of about R5.6-billion over the next two years, with about 40% of all existing water infrastructure requiring intervention in maintenance during this period. Municipalities across the board could not collect revenue and needed to improve this if they hoped to meet their maintenance bills and provide water to new consumers. We have faith that the R2 million monthly collection announced by the municipality will assist the uMtubatuba LM to be among that league of municipalities that will be able to maintain the infrastructure. This has been a known fact over a period of years and news articles covered the story of the plights of the communities of uMkhanyakude. The question in every one's mind is that: Are these contracts not given to political parties loyalists, who have the mandate to make the district a cash cow, as has been mentioned in the Malawi Case Study? The newspapers tried to hold the municipal accountable by publishing news that are confirming the sentiments of the respondents, but little to nothing has been done to correct the injustices, as water is concern.

Respondent A narrated that:

The limited and prolong infrastructure construction the Department of Transport is building in uMtubatuba LM is taking too long to finish, where an amount of R22 million has already been spent, while an amount of R10 million has vanished. This opens an opportunity for corruption again. Now the infrastructure requires about R31 million to complete. This puts more pressure on government which is not in line with the planning processes. Irregular spending is a problem. Money that is meant for projects amounts to 177 million, but the R145 million is irregular spending and already R45 million has vanished from the coffers of the municipality. At least as the far as the community is concerned, we are happy that there are corruption charges faced by the staff members and councillors responsible. We are anticipating for the proper process of consequence management to be put in place, at least this is what the mayor has been saying. We are hoping the mayor is not just saying these things without implementation. He indicated that there have been dismissals and disciplinary hearings taking place. In 2020, the speaker was amongst those who were named in

these charges. Most of the time they would claim travel and substance allowances for travel expenses. The councillors would over-claim and hence the investigations. This is a commendable report, since the literature illustrated that the municipalities have a poor track record of following up on the mismanagement of funds, where most investigations never finished nor carried out.

As Respondent D who a community member respondent recounted:

There is the challenge again of hiring officials at senior positions without qualifications. Those with qualifications, it is also questionable whether they are relevant to the posts they are occupying currently. The slates that have been published indicates that of the 25 senior officials, only 12 have the relevant qualifications, and the remaining 13 are without qualifications. Then you begin to question the recruitment specification of the municipality and the improvement plan going forward. This might be attributed to unstructured cadre deployment, which does not promote education and proper placement of cadres based on their qualifications and experiences. However, the majority of respondents questioned the ethical leadership of top managers hired by political parties. The research confirms that this jeopardizes the compilation of municipal performance reports due to limited skills, rendering the performance management system useless in assisting the senior manager to perform at the desired levels.

An interview that was conducted to Respondent E who a community member, a further endemic problem in the uMtubatuba LM is the strained relations existing between the political parties, a problem that has been in existence since 2011:

The people who were elected never came to serve the people. The mayor, his worship Mr Mkwanazi is trying to involve all the councillors coming from the political parties. He believes in the 'Ubuntu' philosophy; hence, he has introduced sporting activities trying to deal with the cracks because the municipality officials and ward councils were never working together in harmony. The ANC and IFP never worked together; instead, they are sabotaging the project meant for the community. This is a beginning of involvement of communities and community organizations in the matters of local government, which is in line with Section 152(1) of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996). This inclusive participation creates an

opportunity to establish open channels of communication, and it would be very interesting to assess the impact of the current.

Asked about the main service required by the community, Respondent C a community member narrated:

People have little faith in the municipality and they are concerned whether they will be able to receive services in the near future. The municipality had an Izimbizo with its partners and I do not believe that they have started to view them as service partners. It is critical that the municipalities start engaging communities, the business sector, and civil society groups as partners in the delivery of services. They should create room for communities and other role-players to contribute in finding solutions to problems that hinder service delivery at the local government level. When they are part of the solution, they will be happy to fund those projects, and the buy-in will be reached seamlessly. For now, it is like they tick the attendance register for attending the forums that are not forward looking.

The views of Respondent R were also in line with those of Respondent C:

Democracy is government by the people for the people. Such democratic platforms are required and it will even encourage feedback from the communities. Such feedback will also assist the municipalities to channel the budget accordingly. Most of the time, the government will say there is a turnaround strategy. Yet, it never yields solutions due to the absence of important partners such as communities, businesses, and civil society.

Respondent A pointed out that taxi ranks, potholes, and stormwater drains need to be urgently upgraded:

If it is raining, commuters would travel a longer distance to obtain transportation and sometimes their food items will get damaged. The CBD of uMtubatuba LM has many potholes and is dirty. There is urgent need for the rehabilitation of the entire town. Proper stormwater systems in the CBD and surrounding township are also urgently required. During the rainy season, the vehicles must swim in water and the shops get flooded out due to the high-water levels. The most recent incident was in 2020.

Respondent I opined that:

Six years ago, government set aside an amount of R1.7 million for the town facelift focusing on roads, rail, electricity and water schemes, and business enterprise focusing on small businesses. This programme was also launched and published in the newspapers. Now that will be a dream since the municipality is now under administration. The community would like to know what will happen to the job opportunities in those projects. Employment is required, where most of the people can start small businesses. The MEC for Economic Development came and has given the hope that the government will assist in this area since employment is scarce in this small town. The community is happy about the plan, but they will be more satisfied when they see its fulfilment. It makes reasonable sense that community members would emphasize the importance of job opportunities, given that the residents' livelihoods rely on street trade and other informal jobs such as those appearing in figure 5.16.-5.18. As a result, employment opportunities for those who are still capable is limited and they must compete with foreigners who are willing to work for almost nothing. As it stands, uMkhanyakude has 32.51 % of unemployed persons, who are in formal, informal and household sectors. However, it is important to note that there is a huge percentage of unspecified in terms of employment status and sector.

Respondent B provided an in-depth description of the problem:

The problem that I have identified is the use of the budget as stipulated in the IDP of the municipality. The community does attend the IDP road shows and budgeting meetings at the beginning of each financial year, but the implementation of the projects and expenditure is the problem. In the virtual streamed Mayoral budget speech for the financial year 2021/2022, Mayor Velangenkosi Gumede indicated that there was money available for service delivery in different areas. I will mention the few that I still recall: Ward 2 will receive a community hall, Ward 8 and Ward 12 will have electricity, strengthening the electricity lines that have since fallen, community roads, special programmes for woman, youth, disability, and pastoral categories will each receive an amount of R350 000, including the Department of Transport and Vehicle Licensing building.

Secondly, there is a huge plan for revenue collection to yield an amount of R2 million per month. At the beginning of the previous financial year, the municipality had collected an amount close to R9 million which they said would allow the municipality to run all the services for two months without interruption. Currently, the mayor

announced a sum of R314 million for the financial year 2021 which will cover the special projects/programmes and the social services programmes. The LED programme is going to assist business people to be used for the procurement of all major services required by the municipality.

If the argument is that the budget is never enough, there is more that the municipality can obtain through business social investment so that local businesses can drive the LED. The major problem is that the municipality has not yet treated local businesses as important stakeholders.

In my view, there is money available for the municipality to deliver services, but the funds are not used correctly. The question remains as to what has been the role of the multi-party oversight process in tracking budget expenditure, programmes, and advise the municipality accordingly.

History has taught us that there has been corruption and the looting of funds in the municipality, so even the IDP budget might not go where it is supposed to go this financial year. There have been on-going investigations, but the outcome is not satisfying to the community so far. Dr Zweli Mkhize came to address the youth of uMtubatuba, where he said, "whosoever is not utilising the money for the people, does not serve the people."

Now the challenge is beyond what the former Minister was addressing because municipal services are highly politicised in uMtubatuba. When the IFP won the election and took over some of the ANC seats, the community celebrated the change. A clear illustration of this can be found in Nkombose with its six (6) wards, where the IFP won almost 45% of the vote, in wards that were previously controlled by the ANC and the other parties. The large swing in voting was due not only to voters trusting the promises of the IFP leadership, but that they were willing to accept a change in ward leadership. Now the same people are no longer performing and instead are accused of corruption and looting of municipal funds. Because of this history, the excitement from the community is no longer there even when the budget is announced. Indeed, there is a high chance that the IDP budget that has been announced by Mayor Gumede will be affected by these elements of corruption. This is the leadership that is hoping to take over the province as long as the people give them the mandate to govern again. Their election

manifesto promises of “clean government” and associated slogan “you can trust us again” is what drives this quest.

Siyabonga Ntuli previously served as Municipal Manager of uMtubatuba LM before resigning in February 2015 amid allegations of financial mismanagement, for which he was suspended and thoroughly investigated. He was officially charged on 52 counts of misconduct. While the resignation of Ntuli rendered the disciplinary action that should have been taken against him null and void, the then COGTA-appointed municipal administrator, Bamba Ndwandwe, filed civil charges against him. Ntuli was suspended in October 2014 on full pay, on a salary of R900 000, while a variety of allegations were investigated. Ndwandwe said the reinstatement of Ntuli as the Municipal Manager was a legal issue as he could hold the position without facing the civil charges brought against him in 2015, as these were still pending in court. Ntuli was reappointed as Municipal Manager at uMtubatuba LM despite having resigned under a cloud of financial mismanagement charges in 2015.

The investigations led by KZN COGTA in 2014 revealed a range of issues at uMtubatuba LM including junior employees being paid senior-level salaries, councillors not paying rates, inflated annual increases, liabilities exceeding assets, misappropriated conditional grants amounting to millions of rands, and an overspend on councillors’ subsistence and travel by 347%.

The municipality was dissolved in 2015, but it appears that the same problems plaguing uMtubatuba LM back then, have been allowed to continue and exacerbate. Currently, the internal investigations into uMtubatuba LM on the KZN North Coast have resulted in the dismissal of 15 employees, including middle and junior managers, for misconduct. Political instability, with council sittings unable to continue due to disagreements, was mentioned as one of the issues, as was the failure to investigate fruitless and wasteful spending.

Having been under provincial administration on and off since 2011, the uMtubatuba LM was once again brought under the control of the KZN COGTA in March 2019. In summary, this illustrates that there has been no progress in the municipality thus far. Since COGTA’s intervention, forensic investigations have revealed corruption and looting, estimated to have cost the municipality R136 million.

In a suspected tender fraud case, it is alleged that R12 million was paid to a company that has no business with the municipality. However, these allegations are not new in uMtubatuba LM following years of the same, while critical municipal services – including infrastructure maintenance – have been neglected.

Respondent Q who a community member narrated that:

The problem is this municipality is related to financial mismanagement in areas of procurement for service delivery. There is present a weak discipline of budgeting and spending; it is thus urgent that the municipality is assisted and supervised closely. There is a reliance on consultants to help put the financial expenditure together that is not coupled with records and portfolios of evidence. Most municipalities in South Africa and uMhlabuyalingana are no different. The Municipal Finance Management Act (MFMA) and Municipal Systems Act (MSA) are clear that the Municipal Manager must maintain credible records supporting financial information and the council must play an oversight role, otherwise these are indications of corruptions and mismanagement of funds. This is the result of the appointment of people who are responsible for the accounts who do not have many financial skills. Moreover, the Municipal Manager is tasked by the MFA. If the Municipal Manager fails, the council should ensure that they fulfil their duty and hold the Municipal Manager accountable. Most of the time, the members of council do not possess the necessary skills to even read and understand the financial statements. They do not even know the key questions to ask the accounting officer when the financial statements are presented. Therefore, we cannot have a municipality that has only one person who understands the financial statements.

These problems are repeating themselves over and over again in the municipality, even after the AGSA has cautioned them to improve good governance and accountability. Moreover, the AGSA has been encouraging the Municipal Manager Ms Gumende to put proper controls in place so that the municipality can create an administration that will spend money on services required by the communities and that uMhlabuyalingana LM will be held accountable.

The AGSA illustrated that the budget for Covid-19 to assist the communities was not spent well. The tankering services were not procured correctly, where the payment practice was that the service provider was paid before the work was completed. There

is a problem of the management of the contract management cycle in all municipalities, including that of uMhlabuyalingana LM. There is also no appetite to respond to irregularities when they are raised and only one case has been referred to the law enforcement agency (financial year 2019/2020), but we are happy that the AGSA is indicating that law enforcement processes should take place in their full capacity.

The report of the AGSA on the financial statements, annual performance reports, compliance with legislation, and other legislative requirements of uMhlabuyalingana LM for the year ending 30 June 2020, indicated that they had not received the information that was to be included in the annual report with the audited financial statements and the annual performance report. This has resulted in difficulties in establishing whether there were any inconsistencies between the information provided and compliance with current legislation. The following was also established notwithstanding the disclaimer. The financial year 2019/2020 Audit Report indicated that one of the important Supply Chain Management Committees was not well composed. The Bid Adjudication Committee was also not compliant to the SCM regulations. There was a contract investigated by the Hawks in relation to the supplier allegedly misrepresenting progress, and where the Municipal Manager and the senior management of the municipality were not properly trained to ensure that the Supply Chain Management evaluations were executed in compliance with prescribed prescripts.

Respondent J strongly recounted the following:

There is a need for electricity in uMtubatuba LM households. Only 39% of households have electricity and the rest fetch wood from the forest, cook on the floor and use candles for lighting. As a community, we have seen at least one thousand households that were electrified and we are not satisfied. The community here is bitten by snakes in the forest when they are fetching firewood. The municipality is always citing an issue of the lack of electricity sub-stations. There was a plan presented to the community six years ago that they were going to involve the Minister of Environmental Affairs. The target was that all houses in uMtubatuba would be electrified by 2013. The fact that there are still houses without electricity means the plan was never implemented in its entirety.

These sentiments have been confirmed by the Census data that illustrates that, the uMkhanyakude District Municipality local community members are still using wood as a source of cooking (78.46%); for heating (51.19%) and candles for lighting (77.52%). Post 1994, it is hurtful that the electrification of local communities is growing slowly, where there is a need for energy for almost everything in this day and age.

Respondent J detailed the view that:

The community needs the municipality to provide a bridge over the Nyalazwe River, because people are drawing water while crossing the river. Last year, Mayor Velangenkosi Gumede announced that bodies were recovered from the river by divers. My view is that this was an indication that there is an urgent need for a bridge to be built. The two males who died were coming from the Mthembu family (27) and the Nene family (16). This has saddened the community because the community cannot take the short cut going home because they had gone to earn harvest money which was the source of their livelihood. The only route available is the long route which is not normally preferred by the community.

Speaking from a business point of view, Respondent K stated that:

The municipality should assist small businesses funded by government to produce the products that are needed in the community because regions differ in terms of income levels. It is a challenge now that production is done and there is no one to buy the products and the small businesses get affected. This was made worse when Covid-19 started when all sales began going down. The funding becomes a waste if it is not focused on market needs. The National Movement of Rural Woman is trying to assist, but this cannot cover the entire municipality. Moreover, a major challenge is that the entry criteria is too stringent. They are looking for businesses that are operational and making a minimum profit.

Respondent K a community member was also of the opinion that:

Increasing funding in the craft business is important because uMtubatuba is a tourist attraction area that can contribute greatly to the tourism economy. The area called KwaMduku has been receiving infrastructure from the municipality to make production for sales in the iSimangaliso Wetland Park and Mr Price. It is a good initiative, but on a very small scale and there is no statistical information available to indicate its

efficiency. Another challenge is that it did not fund women who were already in business. There is a need to recruit more community members for training and development so that they can contribute to the tourism economy.

Respondent M who is a community member expressed the view that:

Land ownership is a sensitive matter in the community of uMtubatuba LM, where the community needs the municipality to resolve the land disputes between the community and the mine owner. The community was moved from their area of origin without consultation, as well as having no discussions on the issue of compensation. A threshold is being used, but it cannot be equal to moving from the place of origin and the relocating of the ancestors. The community does not value the money, but instead they would want to keep their family history.

Respondent M indicated that he lived adjacent to the mine area and all his needs were based on his hardship experienced with the Somkhele coal mine. Accordingly, the respondent narrated that:

The municipality must assist the community with the noise and dust bylaws for the households that are remaining near to the mine. The community is affected by noise pollution coming from the mine and they are unable to enjoy their night's sleep as before. The mine machines and trucks are forever moving in the coal mine that was placed in the community environment. The Dladla family member once said in the meeting that they felt like the land was shaking whenever they slept during the mine operating times. After the operating times, the trucks are also moving until morning, so there is no rest for the community.

Respondent L a Community Member noted with grave concern that crime is rife around the Somkhele mine. The respondent went on to state:

The Ntsangase family was gunned down five months ago. Even though the suspicions of the community can never be pinned to the mine owners due to the lack of evidence, the family was once threatened in this process. The community feels that if they were white folk, the mine would have consulted them at least before eroding their history, culture, heritage, and place of rituals. The Buthelezi family is another family amongst many who are afraid to even go to the local shopping centre, fearing for their lives. They have lost their livestock, some of the graves are now missing due to the mine

fence, and the walls of their main dwelling is cracking due to the mine blasting. All the coal dust is inside their dwelling and the community is forced to breathe the resultant pollution. The grave of their youngest sister was destroyed by a TLB machine and it has been five long years since the mine owners promised to relocate the grave, but they never did. The family is crying for the memory of their sister that has been eroded by the mine.

Respondent L also pointed out that:

These households were moved from this place from 1963 when they were running away from the Vryheid wars and settled in the area. In 2005, the mine did a survey and started operating in 2006. The Buthelezi family home was fenced inside the mine. The induna Bab' uNgobese said he knew nothing about the fencing and confirmed that if the mine perceives them to be affected, they will relocate them. The concern with the remaining families is that the mine is at their doorstep, even though the mine owners said they are not affected. They would appreciate the municipality to intervene; at least then they will get paid to relocate.

There is a need for schools in the communities that are located around the mine. When half of the community was relocated, they moved them with the school and the remaining community members are without a school and the long distance cannot be walked. The parents who can afford it are asking to transport their kids.

The basic infrastructure for water was removed by the mine and the community depends on the water tanker which comes once a month. The families that can afford it would normally hire cars to transport the water to their homes. The households are being moved and the municipality does not see a need to replace the communal water taps since the remaining households are a small number. This basically means that we are no longer a priority for service delivery; instead, we are an abandoned community.

In an interview conducted with Respondent P, Gogo Regina¹⁸ a community member, she narrated the following:

¹⁸ Pseudonym given to protect the identity of the respondent.

The mine was giving her money that was insufficient to build the house from the beginning. She was offered R150 000 to build a home equivalent to the house she had in the 1960s. She initially requested R900 000 including the movement of family graves and livestock. The assessor indicated that her property was worth R450 000 and R150 000 would not help her to rebuild the home to the standard she once had. As an unemployed old aged person, she indicated that her kids would inherit everything once she takes the R150 000 offered.

There is a need for the involvement of the municipality to protect her and the negotiations with the mine owners. The community cannot negotiate alone, this must be done in a protected environment where proper minutes are recorded and the actions required between the parties. That is the reason the mine can promise and go back on fulfilling those promises. Most of the time there are disagreements which result in threats between the parties because the mine owners will always say they are doing the community a favour instead of paying the households accordingly. People are only compensated for the structures built on the land and other things are not in the payment schedule. Trees, graves, and livestock are not included. They are told that this is the result of the sale agreement between the Zulu King and the Ingonyama Trust.

The family members of these households have been diagnosed with lung cancer caused by the coal dust. The mine is not implementing the triple bottom line that considered the society, economy, and environment. uMcetshwa Environment Justice that focuses on the environmental issues must also be involved and assess the effects of the mine on the community and surrounding environment. The municipality must assist to control the violence that that might take place in Kwa-Mpukunyoni. Proper structures should be implemented to deal with the issues raised by the community. While the mine owners are saying they use legislation that indicates that they do not have to move households that are 500 meters away, they are nevertheless still affected.

Respondent E also mentioned that:

The municipality must have a compensation fund for the small farmers since they are losing their livestock because the area has no waster. The dam that was once used is now part of the mine resource. Whenever the farmers complain about the loss of livestock, they are told of a standard compensation rate of R10 000 which is little compared to the loss experienced. The community feels that the mine came to destroy

their farm stock, this is covered in the policy. He indicated that he lost about 35 goats and over 20 cows that were trapped in the mine workings. No payment has been received yet.

Most of the research respondents were convinced that the protests in the area leave the impression that government is failing to deliver basic services to the people, especially at the local government level. People want to see government living up to its election promises to improve their lives and develop the small towns such as uMtubatuba. They are also convinced that currently the municipality is focused on politicians instead of taking political and service delivery debates. That is why the community feels that they need to put pressure on the officials through protest action. While civil protests often lead to violence and the destruction of property, such outcomes cannot be condoned.

The respondents from the community uMhlabuyalingana LM were asked about the main services required in this municipality. The respondents' views are captured verbatim below:

Respondent Z a community member opined that:

The main service required by the community is the promotion of local tourism to benefit the local community. Like other municipalities that have a tourism economy, they should have markets on a bigger scale to sell arts and crafts that could benefit the local communities. This municipal area includes the iSimangaliso Wetland Park starting from Maphelane, which is situated on the south bank of the uMfolozi River mouth after Richards Bay, continuing up to St Lucia, Mkhuze until Sodwana Bay. On 12 February 2021, the municipality had a tourism campaign where they issued pamphlets with different locations that could be visited. The community should be the owners of this economy and their participation is required as a major stakeholder.

People in the community do not think they can work in these reserves let alone visit these areas. It is even worse to think about making a living out of the reserves. The municipality needs to find a strategy that will alert the people about careers in tourism or even make an income out of this conservation entity. Mr Sfiso Vumase is an example of such a person in the community who sought to pursue a career in nature conservation and now works for the iSimangaliso (miracle / wonder) Wetland Park. The problem is that there remain many other young people that are still unemployed.

Census data illustrated that the Mkhanyakude DM through uMhlabuyalingana local authority has the highest number of parks and recreation areas. As this is an achievement but it is disheartening, that the local cannot even make income from that entity. It somehow feels like there is a re-emergence of a moderate apartheid, wherein the people have no control of the land because the locals are not able to enjoy the benefits of staying close to the reserves. The Local Government Turnaround Strategy (LSGTA) in their minimum standards of service delivery, encourages the land-use plan for economic and social facilities and with provision of permanent basic services (RSA-CoGTA, 2009b: 7), and this can never be done without consulting the locals in terms of detailing, how they are going to participate in such an invention.

As Respondent S a community member further narrated:

We would appreciate that Mr Andrew Zaloumi, the CEO of iSimangaliso Wetland Park, would drive this initiative together with the local municipality to get the local people involved. He calls it a world heritage site with a global value of 6 500 animal species including the 'Big Five'. This highly ranked conservation site must benefit the local people to confirm what the late chairperson of Bhangazi Community Trust, Mr Ephraim Mfeka stated this was the first land claim that was settled by the new government without disputes. Therefore, it is also expected that the land claims by the communities will be settled without disputes. The land claims are not yet completed because the title deeds are not yet issued. In Sodwana Bay there has been no family that has received their land claim so far. Instead, they opted for compensation. Who would want compensation for land that has such high value in terms of tourism? The current relationship between the park and the community is still estranged.

The iSimangaliso Wetland Park has restored the nature, and made fences where required. They talk about projects such as the facilitation of equity partnerships, bursaries for students around the park, tourism businesses, and land care projects. It is sad that the park has generated 9 000 jobs (inclusive of the contract position) and these are the presentations they make. For a park of this magnitude, including some 220 kilometres of coast line, there are more benefits that can be received by the community. Currently, the community is not happy about the park and they feel that their land was sold to people who turned and neglected them.

This conservation area is very expensive for people, where only tourists can enjoy it to its fullest and this was also raised by the cabinet during their park briefing. The local lodges are owned by white people who do not reside in the area. The lodges were only leased to rich investors and the community is not happy about that.

Respondent T who is a community member expressed the view that:

I call the iSimangaliso Wetland Park the “irony of the land of miracle” with all that it must take to eradicate the thick poverty of the people of the uMhlabuyalingana LM. We expected that they would shift the poverty trajectory through the revenue collected at the gates; instead, the people are neglected. The gate numbers have since increased over the years.

We are told that the park was supposed to be a titanium mine that would have employed a lot of people, but the government choose to conserve the nature which is a good thing. The cabinet at some point felt that the park was not making money because they were receiving a grant of R105 million every year. They were not sure whether this trade-off evenly corrects to preserve the nature and create only 9 000 jobs.

Respondent T went on to say:

There is a need to revive the Lubombo Malaria control initiatives which are no longer taking place. When we grew up, we used to have people coming from a company called KwaMiyane fumigating all the houses to combat the malaria-carrying mosquitos. Today, while the company has stopped operating, the people have not stopped suffering from malaria and the company had to let go of the heads of households that were employed by them. Malaria was identified as a critical deterrent to development and in 1999 there was an agreement signed by the previous State President Thabo Mbeki and King Mswati III to encourage regional cooperation. This initiative was very good because the tourists visiting the area had peace of mind, and the community would enjoy the health benefits.

As far as the main services that impede the uMhlabuyalingana LM, the community member's views were as follows:

Respondent O who was a stated that:

This is a rural municipality and the historical background illustrates that its rural nature makes it difficult to conduct spatial planning. Land development was never done, so infrastructure is difficult to put in place. Accordingly, the stakeholders feels that there will be land and environmental degradation when this planning is now put into place. The natural land is degraded to a certain extent, so it is costly and difficult for the municipality to render services. There are areas where it will not be possible to put infrastructure in place because already these areas are tourist resorts and the land tenures are still questionable whether they followed the land development processes.

A total of 52% of the land within the uMhlabuyalingana LM is owned by the Ingonyama Trust, held in trust for the rural community. Some 15.3% of the land is owned by the state and in some areas the land ownership is not clear, but uMhlabuyalingana LM does not have privately-owned land. The land in Manguzi and Mbazwane nodes is owned by the Ingonyama Trust and its surrounding hinterland. In the areas such as Mboza and Zamazama, there are several informal settlements and traditional areas which are owned by the state. In this case, it is difficult for the municipality to implement a policy on land planning, land use management, human settlements, and service delivery.

Due to the nature of the traditional municipality, special planning is always faced with resistance from various contexts. Therefore, the development that can be welcomed on municipal land is that development which satisfies the social and political needs of the community without compromising the constitutional obligation of the municipality to provide services. In areas where development cannot be questioned, there is a need for heavy investment of new infrastructure. Therefore, areas such as Mboza and Zamazama remain in a position of poverty, where capital investment is never achieved because children are dropping out of school at an early age and start a generation that is highly dependent on grants and never make it to the formal employment market. In this case, how does the municipality address the gaps of the past?

Regarding the main service required by the community, Respondent Y a community member narrated and said:

uMhlabuyalingana LM is located next to the border of Mozambique, and is called Ponta do Ouro. There is always border crime and internal community crimes. The

community has seen the smuggling of second-hand clothes, alcohol, cigarettes, people, drugs, cars, and other things. Alcohol and cigarettes made its way into South Africa particularly during the COVID-19 lockdown period when regulations were put in place that prohibited the local sale of alcohol and cigarettes. A good amount of contraband stock was seized by the authorities.

They say it takes smugglers five minutes to cross the border of Mozambique into South Africa. The car smugglers always come prepared these days and they are armed. There was an incident where we heard some 16 ammunition rounds exchanged between the SANDF soldiers and the smugglers. The smugglers know the area very well and sometimes they hide the cars as far as 15 kms away. Despite the border control, cars are still smuggled across the border and the capacity of the border patrols is not enough because of the wide area covered by the border.

Lieutenant Seahludi from Pretoria on an open day, alluded to the fact that their job is not easy and that it is not for the faint-hearted. There is a level of commitment required to do the border patrolling function, especially in these hot environments like Manguzi. In 2018, there were 768 rhinos poached in South Africa and others crossed through the Mozambique Border. The area is 360 sq. kms and its better done on foot than by car, so that the solders do not alert the smugglers. They walk carrying luggage weighing 22 kg and make 14 kms per hour in a bush terrain. The focus is on double-cabs and trucks, but these are not the only things they seek because they change their tactics now and again. If the authorities close a fence that is cut, the smugglers move to another area.

There is a hot spot where they hide cars that are normally smuggled at night. Sometimes the people who are illegally crossing the border can see the SANDF solders and wait for them to move position so that they can cross. The Mandate of the SADC Mission in Mozambique does not allow them to interfere with people beyond the border; it is the same with cars, once they are beyond the other border, it becomes a different jurisdiction. Arrests can only be made while the illegal migrants and smugglers are in South African territory.

Sometimes the people while in South Africa would run from the SANDF solders. The rules of engagement for military personnel do not allow them to shoot unarmed civilians. The illegal immigrants know this and sometimes they are the one's shooting

at the SANDF solders to allow themselves enough time to retreat to the border. They must arrest them and interrogate them, and submit them to the SAPS for deportation immediately. The sad story is that after four hours of being deported, the same persons will surface again at the border. While we depend on the SANDF Border Patrols, they sometimes take bribes from foreign nationals.

Those illegal immigrants crossing the border are also facing dangers in their own country, being robbed, and raped by their own people. Some will end up taking the option of transactional rape because of the push factors in Mozambique. Accordingly, there has been a high HIV infection rate for most of the females who are not using the borders due to the challenges they encounter in their journey south. When they cross into the country, they put pressure on the South African public health system.

The former President Jacob Zuma visited uMhlabuyalingana LM in northern KwaZulu-Natal, as part of his government's intensified campaign against crime. The President saw that the crime in border-lying uMhlabuyalingana causes heightened tensions between residents and immigrants from neighbouring countries. The President received complaints from residents living in those municipalities which border Eswatini and Mozambique, about the high and intolerable levels of cross-border crimes of stock theft and car hijackings. During his visit, President Zuma inspected the border, spoke to the local police as well as engaged with the communities of uMkhanyakude, Hlabisa and Jozini Municipalities and all sectors united in eradicating crime and dealing with serious tensions in the area between citizens and migrants or visitors from neighbouring countries.

Respondent T alluded that:

The community has been up in arms over vehicles being hijacked, stolen, and driven over the Mozambican border to be sold. Protests plague Manguzi and Mbazwana as tensions continue to build within the community near the Mozambique/Kosi Bay border post. The community is calling on government officials to do something about cross-border crime. Several people were arrested after police were forced to use rubber bullets to disperse the crowds. This infuriated the community further, who then took to the streets, demanding that those arrested be released. The KZN MEC for Transport, Community Safety and Liaison, Mxolisi Kaunda, visited the area to restore calm, the protestors demanding that the government attend to the hijacking and smuggling of cars (specifically diesel 4x4s) crossing the border.

The greatest challenge is that there is no international arrangement between South Africa and Mozambique to deal with inter-jurisdiction issues. The SAPS are not authorised to chase criminals into Mozambique. There was a time when the kingpins killed each other and new teams arose and took over the territory, so it was difficult to erase fear in the community. The last protest included Jozini Municipality where the road leading to Mozambique for almost a month before the first Covid-19 lockdown in April 2020. They now threaten not to vote again because of the border security issues. Maybe the concrete wall that is now built by the South African government will assist the community, because within a week five cars were stolen. Mr Nxumaklo was shot seven times in the chest and abandoned in the bush. Mr Ngubane, a member of the CFP and an activist for over 10 years, emphasised that the community will not vote again if the issues of border control are not tightened.

The Minister of Police, Mr Bheki Cele announced that there were cars that were discovered in Mozambique that would be returned to South Africa. But upon following up, Mr Ngubane said that the leadership of Mozambique is not aware of such stolen vehicles, except that if a person does complain the matter gets investigated and the car is returned if possible. Most of the people with SUVs are living in fear now. Therefore, there is no trust between the government and the people because of this contradiction.

In the community, albino family members are being killed because of a certain myth that their body parts are important and that they make a very strong muthi and magic. Those families with a person with albinism live in fear because they feel that they are

being targeted. Whenever they go around, they need to be accompanied by another person. Something needs to be done to increase their security. There were five people who were arrested in 2015 for killing a person with albinism. This includes Ms Thandazile Mpunzi, a 21-year-old woman living with albinism. There are two remaining perpetrators who were not arrested where one ran to Mozambique and another to Eshowe. In 2011, a boy by the name of Sbusiso went missing and he has never been found up until today.

The community indicated that this is shining a bad light on the pastors in the community and the Sangomas/Inyangas are saying that this is a myth. These groups are vocal because the group that was arrested had one person who was a pastor and another who was an Inyangas. The local municipality and the society of people with albinism agreed that there should be a database so that no one would just get lost because people with albinism are people like the rest of the people. As a community we are not sure how the database is going to assist because we need a community security strategy that is implementable.

In an interview with municipal officials of uMhlabuyalingana LM regarding the blockages to service delivery in the community, the following responses were generated:

Respondent U a municipal official opined that:

In the municipal IDP, the municipality indicated that they have a limited budget to train and capacitate the staff members and the members of council. The current budget is not enough to cover all the budgetary needs for the staff and council to be effective. The required training according to the auditors is mostly in financial management and reporting through the financial statement. The municipality is led by officials and council members who do not have basic accounting or balance sheet and budgeting management skills and they do not respect the financial timeline as per the reporting cycle. In the previous financial year, the auditors received the report without financial statements. As a result of this, certain things could not be determined in terms of performance. The National Treasury has also identified this problem across all municipalities and establishes the mSCOA (Municipal Regulations on a Standard Chart of Accounts) as a standardised accounting system that is meant to change the South African municipalities in terms of ensuring plans are put in place, that

overspending is avoided, and that the management and filing of the annual financial statements is done correctly.

The municipalities are highly politicised, where the officials who will be trained by the mSCOA programme will be replaced by those who do not have the relevant expertise after their term has come to an end, and the problem will be recurring once again. The improvement will be watered down by the political cycle despite the intervention by the National Treasury.

The local government salaries are higher than the average public sector salaries; therefore, it should not be difficult to attract officials with the appropriate skills only if the municipal leaders have an appetite to do the right things. Even the poorest municipalities are paying more than what the public sector is paying and they should be able to attract people with the right skills and retain them. Part of the problem is that retention of the right people has been a problem because the municipal environment is not enabling good governance.

My recommendation is for the public service to be professionalized and should de-link the administration with politics to allow planning, budgeting, transacting, and reporting to take place within the system. The issue of hiring consultants to do the financial reporting will never solve the problem, and it is discouraged by the government and National Treasury because the CFO position is filled. In the 202/2021 IDP, the training of the councillors will be done in-house by the same officials who are complaining that they need training and capacity building.

The failure of the district municipality to provide water and sanitation to the community of uMhlabuyalingana LM and the neighbouring municipalities is a major challenge. It is said that the district is not properly planning to invest in the provision of water and sanitation services. Currently, the uMngeni and uMhlathuze districts have been requested to assist and the community is anticipating a good outcome.

In this local community, there was a private company (known as IYK) that successfully installed the water infrastructure and purification systems. I can confidently say that during their era there were no water interruptions, but good water quality and affordable rates. The community was happy that they would never have to travel a distance to fetch water from a stream. When the local municipality was established in

the area, they took over the function citing that it was their competency and from then on the community began to experience water interruptions. The situation became worse when the district municipality took over the function and the taps ran dry.

In July and August 2015, KZN COGTA and the Provincial Treasury deployed a support team comprising of financial, technical, and governance experts to the district municipality in line with Section 154 of the SA Constitution. However, this was a soft intervention which did not yield any tangible results.

On the 21 and 25 September 2015, further engagements were held with different stakeholders including the district itself, the Department of Water and Sanitation, SALGA, the Provincial Treasury, the political leadership, and labour unions to assess the post-support situation. It was established that although the Council and the Executive Committee were meeting regularly, the lack of implementation, oversight monitoring, and consequence management pointed to poor performance on the part of the Executive Committee and Council. Portfolio committees and the Municipal Public Accounts Committee (MPAC) were not meeting as they were supposed to, thus failing to exercise effective political oversight over management. The municipality had a bloated staff and was failing to rectify this. In addition, the cash flow situation was horrible and it was using conditional grants to fund its operating expenditure. Furthermore, it had outstanding creditors of R130 million and there was no operational budget and the capital budget was in discrepancy. There were persistent unprotected labour strikes by municipal staff, and all service delivery protests from January to August 2015 were mainly about water supply. The MEC apprised the public on the progress made in the implementation of a recovery plan implementation that by the end of January had achieved 21% of its targets which was celebrated by the Committee.

The management subsequently failed to implement the recovery plan going forward because in the first quarter of 2015 several indicators from the municipality itself, from KZN COGTA, from the Department of Water and Sanitation (DWS) and from Provincial Treasury indicated that the municipality was experiencing serious governance, financial, and service delivery problems.

Respondent V a municipal official pointed out that:

There is a poor co-ordination between the municipality and other sector departments. As a result, there are no formal roads going to community residences, there is poor maintenance of the existing infrastructure, and an unstable agricultural economy and tourism economy. The inter-governmental governmental framework structure is not implemented to its maximum capacity by the municipality. The municipality needs to improve the IGR coordination linkage and needs to be visible in all its platforms.

The municipality's budget is pressurised by the high number of illegal and undocumented illegal immigrants who by virtue of staying in the area require services. For a rural municipality that is dependent on grants, it is difficult to service illegal immigrants because the grant size is determined by the Census data which is updated every 10 years. The existing small and mid-size enterprises (SMEs) are mostly operated by illegal immigrants and the municipality does not enforce the bylaws on informal trading and licensing. The locals would get the market stalls in eManguzi town and rent them out to immigrants for a quick income. It is important to acknowledge that the immigrants from Mozambique are skilled in business which leaves a dent in the local businesses such as hair salons, mechanics, wholesalers, and restaurants. If the bylaws are not enforced, towns like Mbazwane run the risk of deteriorating into a very expensive slum that will be difficult to manage in the future due to the high influx of immigrants. The people from Eswatini and Mozambique are mostly found in areas such as Skhemelele, Mboza, Manguzi, Mbazwane and Mseleni.

The Ward committee's functionality is inconsistent, a structure that is the pillar of service delivery and the link between the municipality and the people. These committees are supposed to be well-organized, especially those wards which are more susceptible to natural phenomena than others. For example, Ward 18 is mostly affected by lightning, strong winds, hail, heavy rain, extreme temperatures, fire, draughts, communicable diarrheal diseases, and malaria. The wards that are close to the main roads and highways also incur more traffic accidents when compared to others. Foot and Mouth Disease is mostly affecting Ward 6, 8, 9,10,11,12, and 16. Ward 3, 5, 6, 8, 9, 10 and 13 is mostly having river and sea drownings.

Regarding the services required by the community, Respondent V went on to say that:

The community needs local empowerment projects and the municipality can actually take advantage of the existing projects/traditional historical heritage and turn them into businesses. The area is notorious for fresh fish from utshwayelo, agriculture, crafts, marula, amacansi (mats) and amahewu. Factories can be established so that the community can benefit and put their skills to good use. It is hard to raise families in households that do not receive an income.

Most of the households have a total of 8–10 members and sometimes more, so food provision becomes a problem and that is why the community depends on agriculture. It is mostly elderly people who take care of their grandkids since their kids are working in the city, so farming brings a stable income to buy food for the families. The municipality needs to assist the community with machinery that will make farming easier. Until today, people are still travelling to emaDotsheni (gardens that are planted in areas that have water underground) for farming and those farms always yield good and attractive produce.

Mangos are mostly harvested in uMhlabuyalingana LM and sold to Durban businesses and that is the reason the area is also called eManguzi. This is another low-hanging fruit that can be used for the community to formally make an income.

The community members are living off the fish caught at the Utshwayelo Kosi Mouth which is also part of the iSimangaliso Wetland Park. Next to the fish traps there is the Ushwayelo Kosi Mouth Lodge where people who enjoy the sport of fishing always enjoy the lodge activities. This lodge is built on a parcel of leased land, so they always argue that the land belongs to the people. The local people harvest the fish in a traditional way, which is then sold fresh to the community and to the tourists. The community is not yielding a good income because the business is not formalised. The municipality can assist by providing machinery that can harvest a huge stock of fish as compared to one by one.

The municipality must assist the local woman making “amahewu” the so-called king of amahewu that is smoother than the products that can be obtained at the shops. The tourists and visitors are very fond of this product. It is one of the businesses that the municipality should investigate making an empowerment project for the community.

This is the same for amacansi(mats) that are found in places like Mboza and Skhemelele.

Marula beer that is made by the community of uMhlabuyalingana every year in the month of February, where the eMfihlweni Tembe Royal Residence always hosts the uMthayi festival celebrating the tradition of the Marula Beer. Women would deliver the beer to the iNkosi Mabhudu Tembe to taste the beer and the rest of the people are allowed to drink the beer. This traditional event is attended by many people from KwaZulu-Natal, as well as tourists, Mozambiquans, and Swatis to drink the beer as it is known as a fertility drink because it is believed that more people will be born soon after the event. The visitors always fill the lodges and the community open their homes to the remaining visitors.

This event started years ago, and can be traced back to 14 leaders. In recent years it has gained momentum and has now become an event for social cohesion. Marula local beer can be formalised and commercialised and sold by women who will be able to brew it to sustain their families. With the Amarula, the community is happy that the king initiated the building of a factory costing about R 20 billion and permanent jobs are going to be available. The royal family has the full support of the provincial government, including that of COGTA. The factory will employ people who have the knowledge of making the beer, and the king plans to zone 50 hectares to plant the Amarula. This festival is celebrated in Eswatini and the Chief Tembe said he wants to see Mozambique do the same so that they can also revive the Lubombo Spatial Development Initiative.

Lastly, the community need is water provision. As a result, the community has been forced to dig holes so that they can collect water underground. Places like Ndumo are really struggling because these holes often house snakes and sometimes are used by monkeys. Community members that can afford it, hire cars to collect water from Kwamakwakwa and Skhemelele, but this is kilometres away. Hygiene is a problem for senior citizens, women, and child-headed households because sometimes they cannot clean their homes because of the lack of water. Sometimes they collect water in the morning from 1 am and sometimes they leave by 12 noon. This community is desperate for water tankers to at least bring water to the community and be properly scheduled by the municipality. Council officials drive past the same holes every day and the mayor came and took photographs, but there has been no progress so far. There are

families who have lost their loved ones in these holes because the way the holes are structured poses a danger to the community. Filling a 25-litre container takes an hour, hiring a car cost about R500, and the community is forced to pay the service providers from their grants.

6.2.Chapter summary

All the above respondents voiced their need for the improvement of service delivery at the local municipal level. The public sector must look for ways to improve performance management procedures, enhance decision-making, performance improvement, and strategic direction. The Management Act (MFMA) and Municipal Systems Act (MSA) require the Municipal Manager to maintain credible records and the council to play an oversight role. The Hawks investigated contracts and found that the Municipal Manager and the senior management were not properly trained to ensure that the Supply Chain Management evaluations were executed in compliance with prescribed regulations. The National Treasury has also identified this problem across all municipalities and has established the new Municipal Standard Chart of Accounts (mSCOA) framework, as a standardized accounting system. This is meant to produce change in South African municipalities in terms of ensuring plans are firmly in place, that overspending is avoided, and the management and correct filing procedures of the annual financial statements are followed. The community of uMtubatuba needs the municipality to resolve land disputes and promote local tourism, especially where land in the uMhlabuyalingana LM is owned by the Ingonyama Trust, with 15.3% by the state, and does not have privately-owned land which would otherwise hinder service delivery. Over and above this, the priority is on community safety and water supply. The district municipality is failing to provide water and sanitation to the community of uMhlabuyalingana LM and its neighbouring municipalities, leading to water interruptions and serious governance, financial, and service delivery problems.

CHAPTER 7: DISCUSSION AND INTERPRETATION OF RESULTS

7.1.INTRODUCTION

There are various challenges faced by the community of uMkhanyakude DM, including political power struggles, racism, the murder of community members, car hijackings, thefts and abductions, infringement of border security, and syndicate crimes involving personnel from both the South African National Defence Force (SANDF) and South African Police Service (SAPS). These have been ably covered by reporters and investigative journalists in the local and national press, as well as in TV news bulletins, interviews, and documentaries.

7.2.COMMUNITY CHALLENGES

7.2.1. Political Power Struggles

A forensic investigation was launched into the alleged corruption and mismanagement of uMkhanyakude DM officials, especially the infighting that took place between the Mayor and the Municipal Manager (MM), which negatively affected service delivery.

The investigation is partly linked to the water project. The water shortage is especially shocking because the district is home to one of the country's largest dams, Pongolapoort Dam Reservoir, commonly referred to as Jozini Dam. Constructed in 1973, it has a cubic capacity of 2 445 900 000 m³. According to a news report (eNCA, 2020), (IFP's Makhosonke Sithole alleged:

As the IFP caucus in uMkhanyakude DM, we have accepted a resolution to move a vote of no confidence against the mayor, the Speaker as well as the Mayor, because the only thing that can help the people of uMkhanyakude DM now is when they are not in office.

On the other hand, Mayor Solo Mkhombo believed that this was a political stunt meant to tarnish his name and his image (eNCA, 2020). The KZN COGTA MEC Siphso Hlomuka indicated that they were putting in place a forensic investigation as defined in Section 106 of the Systems Act to investigate all the allegations that had been raised by different people. According to news reports, the KZN COGTA anticipated to make the report available in two

to three months (eNCA, 2020). Accordingly, this was the beginning of the power struggle that took place within the municipality.

The ANC Mayor in the uMkhanyakude DM was reported to have refused to vacate his position after having being voted out of office. The Hon. Mayor Solomon Mkhombo was voted out when the IFP tabled a motion of no confidence against him, after which council voted Mr Tim Moodley in as the new Mayor. The IFP had to take the matter to the COGTA to initiate an investigation (eNCA, 2021).

The political clashes were evident in the meeting where KZN Premier Sihle Zikalala was chased out of a heated council meeting that was meant to elect the new uMkhanyakude DM Mayor. He had to be shielded by his armed bodyguards due to the angry and insulting behaviour of some councillors. As a result, the former mayor Mr Solomon Mkhombo was elected as Speaker despite the allegations of corruption and misconduct made against him during his tenure as Mayor. The anger of the councillors was due to their lack of trust in him, resulting in their refusal to allow him to stand as Speaker (IOL, 2021a).

RSA-CoGTA (2011) confirmed that political interference has hampered service delivery in the uMkhanyakude District Municipality by confusing the duties of administrators and political office holders. It is therefore difficult to effectively execute the legislated mandates; Municipal Finance Act 56 of 2003 requirements, and Integrated Development Plan , resulting in service delays, coupled with unending investigations and consequential management. This behaviour demonstrates that black leadership has disregarded the fact that there has been no budget or political legitimacy for municipalities in black areas to exist since 1982, when black authorities were established (RSA 1998a). As a result, the right to exist required a great deal of opposition, which should have been honoured and maintained so that this tragic past could not be repeated. Makgoba (2005) describes a continual transformation that has yet to be realized in uMkhanyakude (Makgoba et al., 2005), where service delivery is combined with politics in order for the municipality to respond to the requirements of the communities it serves. It's worth mentioning that the literature also proved that this is a global challenge, seeing that Webster also mentioned this strain in relations to Bindura Municipality in Zimbabwe (Webster et al., 2012: 68).

7.2.2. Corruption

As reported when the uMkhanyakude DM was put under a forensic investigation, although more than R84 million had been allocated to the water project in 2014, it was still nowhere near being completed. The second complaint was that the DM was severely affected by continual conflict between the MM and the Mayor which resulted in much instability over many months (eNCA, 2020).

In a private interview with the SABC ahead of the first local government elections in November, Hlabisa criticised the African National Congress (ANC) for allowing the municipality to fall into bankruptcy. Indeed, during the previous year the DM announced it required more than R1 billion to get running tap water to all residents in the area beside the R40 million that was invested in the water project in 2014 (SABC News, 2021).

The IFP is reported to have stated:

The uMkhanyakude DM is a bankrupt municipality because of the way it was run by the ANC. This is no secret that monies that went into uMkhanyakude were badly used by ANC through corrupt doings. The people are feeling the pinch of living without water a very difficult thing and this was brought by the ANC. It is for this reason the civil servants are urged to join the people of goodwill at uMkhanyakude DM on the first of November and vote for the IFP. Under a fully-led uMkhanyakude DM, the staff of uMkhanyakude DM has never reached a stage where they are not paid their salaries but this has been accumulating right from the period when the ANC was in charge because that municipality is literally bankrupt (SABC News, 2021).

Addressing the launch, former party leader Inkosi Mangosuthu Buthelezi stated that the IFP would not hesitate to remove councillors who failed to deliver (SABC News, 2021).

Grand Corruption is one of the municipal challenges, causing poor performance, as believed by the Transparency International (2023) and AGSA defines corruption as the lack of accountability. In this instance, it is clear that the municipal anti-fraud and corruption unit and governance structures have been weakened and unable to ensure compliance with policies and procedures. In the study conducted in Capricorn District Municipality in the Limpopo Province

illustrated that the respondents believed that there is still a need for proper controls (332%); municipality appointed unethical officials (58.9%); the misconduct reports are discouraging (50.9%); and do not know the rights of a whistle blowers (38.6%). This statistical picture can be utilized predict the general feelings and views of the people in relations to municipalities, in spite the intentions of decentralisation theory. It intends to minimise corruption and enhance accountability (Azfar et al., 2004: 1) by bringing decision making system closer to the people and enhance stakeholder participations between the entity and civil organisations in order to speedily respond to service delivery (Faguet et al., 2014: 16). It's evident that decentralisation should be implemented with controls to curb the nepotisms, corruption, tender crimes and looting of funds, as alleged by the respondents who participated in the study, hence the uMkhanyakude district municipality was to be put under administration in the case of South Africa (Daily Maverick, 2021b). Moreover the advice from Faguet et al. (2014) cannot be ignored that a sincerely decentralized institutions that make can produce a stronger State, requires a structural fundamentals that policymakers can depend on.

7.2.3. The Murder of Community Members

A grandmother (56), her son (35), and grandson (24) were gunned down, while another grandson (20) was hospitalised after an attack at their home in Manguzi, in Northern KZN. The provincial police spokesperson, Captain Nqobile Gwala was reported to have stated that the SAPS were investigating charges of murder and attempted murder (IOL, 2021b). This is just one of many cases of murder experienced by the local community who have indicated that they are living in fear.

The workings of SAPS is one area that a 'thickness' of government structures would be recommended to have an integrated approach to combating crime. In this situation, the decentralisation theory will improve accountability and better services by raising the total level of accountability in the region and local government. Citizens have the right and authority to petition for a responsive service in terms of policing and turnaround time for completion of investigations, as promoted by decentralisation theory in its efforts to bring services closer to the people. (Faguet et al., 2014: 2).

7.2.4. Car Hijackings and Abductions

The people of Manguzi feel under siege from armed syndicates operating at the border. The government announced the construction of an eight-kilometre border wall costing R85.7 million between South Africa and Mozambique to bring stability to the area. The tender, which was awarded to ISF Construction and Shula Construction has been mired in controversy, and is currently on hold. The KwaZulu-Natal Provincial Government anticipates that the border wall will bring an end to vehicle smuggling in the area. Several disputes arose because construction ‘mafia’ from the Amadelangokubona Business Forum have entered the construction site, insisting that they need a piece of the project. This brought about an investigation by the Special Investigating Unit (SIU), which is presently examining accusations of corruption and maladministration by the KwaZulu-Natal Department of Transport in awarding the tender (*Daily Maverick*, 2021b). These accusations soon spread, attracting the attention of the National Parliament. This resulted in the National Assembly’s Portfolio Committee on Public Works and Infrastructure making a site visit on 09 October 2020 to the border wall project as part of their investigation. The committee’s report, issued in October 2020, found that only 166 metres of wall construction had been completed even though some R48 million had been paid to the contractors – an amount that should have covered the cost of installing some three kilometres of border wall (*Daily Maverick*, 2021b).

The unnamed whistle-blower, claimed that while the Department of Transport had implemented the project of constructing a concrete barrier, this was notwithstanding the fact that the legal mandate for such a project belonged to the Department of Public Works and Infrastructure. Accordingly, the investigation and analysis of collated documents, procurement processes, the Act which governs the mandate from both departments, Public Finance Management Act, as well as project expenditure reports and witness interviews contained in the Final Investigation Report was scheduled to be published by May 2022 (*Daily Maverick*, 2021b).

This investigation does not take away the hue and cry from the community of Manguzi on the rampant vehicle theft, which are then taken across the border to Mozambique. This has resulted in violent protests, with the people of uMkhanyakude DM shutting down the entire town of Manguzi, thereby affecting the movement of goods and trade, tourism and other strategic activities between South Africa and Mozambique. It is for this reason that some of the victims

of hijacking reported it was unfortunate that, while they were under siege from cross-border crime syndicates who were hijacking their cars and smuggling them to Mozambique, some government officials saw this as an opportunity to squander public funds by awarding corrupt tenders (*Daily Maverick*, 2021b).

One such incident that took place 10 March 2020 at 11h30 was reported thus:

In the interview with Mr Edmund Zikhali¹⁹ and his wife, they woke up to four armed robbers, pointing guns at them in their home. Mr Zikhali said he knew that they were coming for the car. Then he shouted and his wife started to cry. When trying to escape, the armed men started shooting which made it not easy. He indicated that the traumatic situation was that he was fully naked. They demand the keys to Zikhali's new Isuzu X-Rider. He bought that brand thinking that the criminals would not have an interest in this brand meaning that he was a lower risk, but the men were not happy taking just the bakkie and his valuables. Naked as he was, they drove away with him in the car together with his wife.... They were later dropped in the road and it was too dark to even see if they had to go this direction or the other direction (eNCA, 2022b).

Mr Zikhali's Story is not unique, but is the experience of many 4x4 owners living close to the Kosi Bay border. A vehicle costing more than half a million rands in South Africa is often sold for as little as R12 000 once taken over the border to Mozambique. The recent crime statistics illustrate this strategy being used by criminals in Manguzi, with home robberies increasing by 360% (eNCA, 2022b).

Another case of abduction was that of Mr Melisizwe Mnikathi,²⁰ a 32-year-old animal health technician, who had been sent to an animal auction centre near Manguzi in July 2021 to take livestock samples to check for foot-and-mouth disease. Three men attacked him and forced entry into his house. They forced him to drive his 2019 Ford Ranger 4x4 out of the facility and not to alert anyone that he was being hijacked. He then decided to bump the gate to alert the security guards. The hijackers shot him in the chest and stomach, pulled him out of the

¹⁹ An anonymity pseudonym used to protect anonymity.

²⁰ An anonymity pseudonym used to protect anonymity.

vehicle and drove off. Three years earlier, in 2018, Mr Mnikathi had been with a female colleague when they were hijacked in a Department of Agriculture bakkie. They were taken to the forest near the border, gagged and tied to a tree. After their ordeal, they managed to free themselves and make the long walk to the local police station (eNCA, 2022a).

Another case study is that of a Durban businessperson and his three workers abducted for three nights and a ransom demanded from his family. Mr Shabnim Ismail²¹ had advertised his refrigeration and air-conditioning company on social media, including Facebook, Instagram, and WhatsApp. In August 2021, he received a call from a male client, placing an order for air-conditioning equipment to be installed at his house near Jozini. On 20 August 2021, he and his three assistants drove in a 2017 Isuzu D-Max to Jozini. The client asked that they pick up his brother on the way to the house, where they were ambushed by six men, armed with two handguns each. The men put them in the back of the van and covered their heads, and later kept them in a dark forest. While they ordered them to walk into the forest, another group made sure that the car was driven across the border (*Daily Maverick*, 2021a). They were assaulted and questions were asked in connection with the violent conflict and murders that has taken place in Phoenix, north of Durban between Indians and Africans which they stated they had nothing to do with. The Durban businessperson was also forced to give his abductors an amount of R16 000 in cash which he withdrew at a nearby Spar supermarket. The bakkie was last tracked when it crossed the Mozambican border.

A similar case was that of a teacher and his wife who were robbed and forced to accompany their abductors to the Mozambican border. Mr Themba Mnguni,²² a 43-year-old teacher, was sleeping at home in Thengani Location, near Manguzi, on the night of Sunday, 17 October 2021, when four heavily armed men forced entry into their home. After vandalising his home, the intruders asked for the keys to his 2019 Mazda CX5. He and his wife were then taken to the border with Mozambique, where their abductors forced them out of the car. After walking for hours, they found a house where the owner called the police (*Daily Maverick*, 2021a). It is believed that these armed perpetrators were members of a syndicate working closely with people in the communities. For that reason, local community members do not know who to trust anymore. A week after the ordeal, members of the same crime syndicate struck the home

²¹ An anonymity pseudonym used to protect anonymity.

²² An anonymity pseudonym used to protect anonymity.

of one of his neighbours and stole their Toyota RAV4, forcing the owner and her three granddaughters to drive to the border fence where they were abandoned and the car taken over to Mozambique. These incidents reveal that someone very close to the community is selling information about their neighbours to the criminals (*Daily Maverick*, 2021a).

When the eNCA reporters visited the area, they felt like car hijacking is a little-reported crime; hence, the community is calling for a new approach to motivate an SANDF presence. The detailed administration to prove ownership of a car is not enough because criminals are employing invasive tactics (eNCA, 2022b).

When eNCA reporters visited the local police station, which ordinarily looks after the needs of visiting tourists, they realised that there was a patent lack of resources to deal with such crime syndicates. An interview conducted by the eNCA and Mr Mthethwa revealed the following:

- i. The Provincial Premier, Mr Sihle Zikalala and the members of the Portfolio Committee on Police had not come up with a clear plan to stop crime.
- ii. The government wants to work alone and does not report to the community that they are there to assist so that the community can give them tips on committed or intended crimes.
- iii. There is no relationship between the SANDF and the SAPS, who are constantly fighting for jurisdiction.

While these allegations were denied by the SANDF, Mr Sihle Zikalala concurred that there was a SANDF camp at Mshudu where vehicles were crossing the border in front of them; hence, they believed that they were working together. Mr Zikalala indicated that the people who came into his house were speaking isiZulu and a foreign language indicating that they were working together (eNCA, 2022b).

The investigation is still on-going, checking into the allegations of police involvement in the vehicle theft syndicates. There are however police success stories where nine suspects were arrested in connection to cross-border crime. This is a drop in the ocean as compared to the scars experienced by the victims of crimes which are not easily healed. Community members are taking work transfers, and moving to the cities such as Richards Bay and Empangeni because they cannot stand the trauma anymore, especially the victims (eNCA, 2022b).

The theft of 4x4 vehicles makes it very difficult for the community to survive, due to their reliance on agriculture-based cooperatives to transport their produce to markets in Durban, a drive that is five hours away. The community had been feeling forgotten for a long time; hence, the visit of the then President Jacob Zuma to the uMhlabuyalingana LM on 14 March 2017 was well-received, where as part of his government's action to combat crime, he inspected the Manguzi police station and the border (eNCA, 2017).

7.2.5. Border Security Infringements

During a border patrol between KZN and Mozambique, the SANDF recovered a Toyota Quantum in KwaMshudu Village. Indeed, it has been their experience where vehicles are recovered due to running out of petrol or other issues that might arise during the theft attempt. The primary report revealed that the vehicle valued at R300 000 was hijacked at KwaSkhemelele and handed over to Manguzi SAPS (defenceWeb, 2021).

Near Gate 6, the SANDF detained two suspects in a vehicle carrying illegal goods comprising of Adidas tracksuits and sneakers as well as textile materials, during their foot patrol operations. The two female suspects with illegal items and the vehicle were handed over to Manguzi SAPS (*Daily Maverick*, 2021b).

The community residing in uMkhanyakude DM are calling for an investigation into the current state of policing in the area. It is alleged that a large number of police officials are involved in cross-border criminal activities. These crime syndicates are reportedly targeting top-of-the-range SUV models and bakkies, and smuggling them into those countries which share a border with South Africa, such as Mozambique. Meanwhile, the Premier, Mr Sihle Zikalala assured the community that they were dealing with the state of policing in the area and the alleged police collusion with criminals (eNCA, 2022a).

In terms of car hijacking and broader security management, the general feeling is that the government is not accountable to its people and voters (World Bank Group, 2011: 26), because the community's discussions with the former President and Premier resulted in another of the government's broken promises.

7.3.GOVERNMENT PROMISES

The community was again excited in welcoming President Jacob Zuma visit on Freedom Day, 27 April 2017, which was the first National Day held in Manguzi, uMhlabuyalingana LM. This was an esteemed event, taking the form of a military parade with A109 helicopters taking the salute, flying both RSA and SANDF flags (eNCA, 2017). Under the theme “The year of O R Tambo: Together deepening democracy and building safer and crime free communities,” President Jacob Zuma made the following promises during his address:

- i. The integrated registration of social grants in the area, where he urged the community to be patient with government because eventually services would arrive in the area to service the community.
- ii. He raised a concern that while the country had achieved political transformation, economic freedom remained an issue. Hence, he was in favour of the Radical Transformation Programme, especially the fundamental change in the structure, system and management and control of the economy by the South African people, but especially women. He raised the concern that the level of inequality remained high where only 10% of companies trading on the JHB Stock Exchange are owned by a few people.
- iii. He referred to issues of land to the Policy Conference for discussion of the governing part in that particular year (eNCA, 2017).
- iv. In relation to the challenges faced by uMhlabuyalingana LM, he indicated that he had initiated the Siyahlole Presidential Monitoring programme in the area which included the aggressive cross-border crimes. At the Imbizo, he assigned several departments to report on the issues that were raised because he believed that freedom meant talking directly to the people and answering them on the issues raised. He believed that this could be resolved without causing tension between the people of South Africa and the people of Mozambique (eNCA, 2017).
- v. People complained that there should be an increase in policing. He confirmed that the Police station servicing capacity was short and that the police station was deteriorating. Therefore, the government had set aside R92 million for the renovation of the police station to provide a conducive environment for the police to do their work. New vehicles had been supplied by the KZN government to ensure a prompt response to crime. The police station is now headed by the official at the level of a Colonel, filling about 44 vacant positions (eNCA, 2017).

- vi. The SANDF and SAPS had begun to work together because it had been clear that the crime syndicates were taking advantage of the lack of coordination. Accordingly, the SANDF had increased its troop deployment along the border in an effort to decrease the incidence of cross-border crime together with the SAPS. He urged the community to support these two law enforcement agencies.
- vii. The Department of International Relations will coordinate a meeting with the security cluster and that of their Mozambiquan counterparts on cross-board crime and illegal migration.
- viii. He promised that the Department of Home Affairs (DHA) would continue to run outreach programmes to fast-track registration, as it had been one of the complaints.
- ix. He condemned the attack in 2015 of Ms Thandazile Mpunzi, a South African citizen living with albinism. He raised the awareness that these are citizens that should be protected and treated with respect. He also sent a warning signal to criminals that are attacking people living with albinism that they will be arrested. International Albinism Awareness Day (13 June), would be used to raise national awareness to do away with these myths.
- x. On the promotion of the access to justice, the government was investigating the possibility of opening a High Court that will cover the uMkhanyakude DM which is inclusive of Jozini LM and uMhlabuyalingana LM. This has been done in the provinces of Limpopo and Mpumalanga to bring justice closer to the people. In addition, this will ensure that people do not travel to uBombo District to get services.
- xi. With respect to the access to telecommunication services, the government department responsible is in discussion with the network operators to improve coverage in the area to improve the fight against crime. The police indicated that the lack of network coverage hinders them in successfully tracking vehicles close to the borders.
- xii. With respect to water, the Department of Water and Sanitation was implementing two projects, kwaZibi and Greater Mseleni, to assist with the water challenges in the area. These two projects would provide more than 3000 households with water (eNCA, 2017).
- xiii. The Department together with the provinces are working with the community to transform issues raised with respect to iSimangaliso Wetland Park. When President Zuma was MEC of Economic Affairs and Tourism, he tried to address this issue, but there were no measurable achievements. The arguments were that, they must or must not allow mining in the area. He raised the issues even when the German Delegation came to KZN. While the issues were tough, they remained resolved. Although the government wanted the

community to benefit, the government should have listened to the community (eNCA, 2017).

- xiv. He called for political tolerance among the parties and that it should be seen as a political debate, and not as an attack. The celebration of the freedom means a celebration of being free and the government should teach the people to accept freedom as such.
- xv. The ideology of racism remains embedded in some sections of South African society, which is an injustice to the new foundation that was built in 1994. The issue of racism was not introduced during the literature review chapter and was never intended for analysis, but this important information cannot be ignored because the research has established that this is a common pattern in the local communities of the uMkhanyakude District Municipality. It was also expected that overlooked information would be uncovered, given there was no pilot study conducted that would reveal new information for Analyses. As a result, a future study would be needed to break down all of the elements of racism encountered by the UKDM community. An incident of racism had been reported from some tourist establishment within the DM that had excluded black people because of their colour. The iSimangaliso Wetland Park was mentioned as one of these establishments. The government through National Justice was finalising the National Action Plan (NAP) to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance. This plan will provide a clear strategy on how to fight against racism. The President indicated that the Department of Justice and Constitutional Development was soon to promulgate the Prevention and Combating of Hate Crimes and Hate Speech Bill. Once the bill became law, it will criminalize crimes based on gender, race, sexual orientation, religion, and nationality. As it stands, localities like Sodwana Bay and its surroundings are also hotspots for racism. The beach has a distinct demarcation between Blacks and Whites, with parts where black people are not permitted to stroll on due to their skin color. As soon as the tents are set up, the whites will invariably form groups and choose locations that are more pleasant and fun for them. The majority of the regions necessitate the use of a 4x4 vehicle. Blacks possess such cars to the extent that they can reach those area, but there is always the risk of a fight breaking out if they are seen interacting with white people.
- As a result, the community of the uMkhanyakude District Municipality continues to dream of a rainbow-tolerant nation. The only time you'll see a black person with a white person is when a black person is offered a menial job, such as currying down tents,

chairs, and other luggage's as they move from their lodges to the beach, therefore these incidents are worth mentioning in the study.

- xvi. Lastly, the former president emphasized the need to build a new society free of racism that Cde O. R. Tambo had fought so hard for during the time that the ANC and its leaders lived in exile. President Zuma went on to state: "The spirit of none-racialism should not only extent to people as a whole. But it should also be a firm foundation stone upon which our new society stands. Each of us we should therefore foster the spirit of oneness among all our people. Even though suspicion will not disappear overnight. The building of one South African Nation is a national task of paramount of importance" (eNCA, 2017).

7.4.Chapter Summary

The 2011 Census data and the data collected during the fieldwork did not illustrate progress in respect to the promises made by President Jacob Zuma during the 2017 Freedom Day celebrations. Based on the broken promises experienced, the communities are now scrutinising the "Better Life for All" as vague promise because post democracy people's lives have not changed. This simple because crime, corruption, political intolerance and interference, service delivery backlogs, mismanagement of funds, racism is still prevalent in the local communities.

CHAPTER 8: CONCLUSION AND RECOMMENDATIONS

“No amount of political freedom will satisfy the hungry masses” (Vladimir Lenin)

(BrainyQuote, n.d).

8.1.INTRODUCTION

The aim of this study was to investigate the service delivery challenges in uMkhanyakude District Municipality **between the periods of 1996 to 2011** located in KwaZulu-Natal, South Africa. **Moreover this chapter will also seek to highlight the contribution made by the research in terms of the key argument mentioned above.** This final chapter will present the recommendations and conclusion of the research study.

The well-known electioneering slogan “A Better Life for All” was used by the ANC when it first came into power following South Africa’s first democratically-held national election in April 1994. The aim was to place emphasis on the intention of the party in meeting the needs of all South Africans, and treating them with dignity and respect when delivering services (Peet & Hartwick, 2015). Accordingly, the municipalities were expected to implement each citizen’s constitutional right by delivering essential services such as water, electricity, sanitation, and waste removal. The ANC made it plain that they believed service delivery should be decentralized, and this was a prevalent theme in most of their gatherings. The collaboration between the pirate and the organisation was one of the primary agenda items mentioned with the plan to grow the economy of South Africa. The ANC was convinced that the task of drafting a framework for economic development, an economy that can compete in the global world drawing from the regional economy and products was imperative. Today, South African society is economical incapacitated and relies on social subsidies for survival because the ANC failed to prepare for economic growth in order to create sustainable jobs. Many South Africans' lives are the same as they were before independence because there is no sound financial system looking after their live hoods. There is therefore, a need for a new style of government, a government that will announce the vision, plan, realise the vision and measure success achieved. In this case the study seeks to assess whether there is “better life for all” for the community of the uMkhanyakude District Municipality.

The analysis of the data illustrates a slight decrease in service delivery, despite grant and donor funding by government and other agencies. These slight recorded improvements have been noted in areas such as sewerage and sanitation (6.2%); solid waste management (5.1%); water (3.3%), and electricity (2.3%) (Liebig et al., 2008). Over and above this, the services delivery blockade severely affected women, senior citizens, and child-headed households, their homes and health, as well as their quality life (Kehler, 2001), all of which were deemed vulnerable.

Below are the recommendations arising out of this study that can be implemented by the district municipality to improve service delivery.

8.2.RECOMMENDATIONS

8.2.1. Planning

The uMkhanyakude DM should engage in effective planning in line with Section 53 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), which affirms:

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, and participate in national and provincial development programmes (RSA-CoGTA, 2009b: 7).

Once more, the DM needs to integrate plans between the municipalities and government departments at the provincial and national level to synergise the required plans, budget, and relevant stakeholders to speed up service delivery. The communities have experienced the IDP and Budget roadshows, where it always turns into a political campaign and speechmaking. The municipal budget should be made simple for the community, including the targeted projects for delivery and economic development, so that the community knows what to expect and the time period for delivery. The Plans and Budgets should also be discussed in council war rooms, so that the integrated approach should be a plan totally consulted with the people in their wards and later in the roadshows.

The business plans should be signed by all stakeholders following a full consultation and engagement process, and aligned with the financial years between the municipality and the government departments. This will enable both monitoring and evaluation to easily take place where targets are explicitly explicated and agreed upon by all sectors of government. Currently, the planning processes are not integrated and the government cannot expect service delivery to take place at a municipality whose plans and financial years are not aligned. It is worth noting however that the role of the provincial office has not been visible in terms of providing effective coordination and first phase oversight to municipalities that are providing services, especially given the strength of the COGTA in the provincial areas. The municipality needs to enhance its planning, business processes, and service delivery models in terms of its overall strategy and mandate. This also calls for a review of the Division of Revenue Bill to re-align the financial years of all sectors when allocating an equitable share of the budget to provinces and local government.²³

In addition, there is a lack of credible statistical data for planning within the district municipalities. While district municipalities do not collect their own statistical information, they utilize data from StatsSA in their forward planning. The district municipalities should be able to compare statistical information with that of other statistical agencies and organisations. StatsSA adhere to SASQAF (South African Statistical Quality Assessment Framework) that determine that their statically output data should be comparable with that of other institutions. The municipalities should be able to collect their own statistical data and make the comparisons. In terms of their structure, they should be able to have a Research Unit that focuses on the service delivery needs of that particular community, since it has been established that municipalities are different and their needs are different (StatsSA, 2010).

The study has achieved its goal of looking at the broader issues to be investigated. The broader was to be able to compare the local government mandate, policies, methods, and procedures used by uMkhanyakude DM in establishing strategies and an integrated development plan to those of the local government. For this reason, the recommendations are that the UKDM should have strong plans, coupled by recent statistics, for effective monitoring and delivery.

²³ This has now been undertaken. See: Division of Revenue Bill. *Government Gazette* No. 48017. (10 February 2023). [https://www.treasury.gov.za/legislation/bills/2023/\[B2-2023\]%20\(Division%20of%20Revenue\).pdf](https://www.treasury.gov.za/legislation/bills/2023/[B2-2023]%20(Division%20of%20Revenue).pdf) [Accessed: 04/04/2023].

8.2.2. Enhancing Decision Making Processes for Policy Implementation

Limited stakeholder and community consultation management ought to serve as a link between the ward community and the government. The stakeholders should be inclusive of the public, the private sector, NGOs, and local business. The local communities and other stakeholders are key in respect to the planning and implementation of provincial and national programmes impacting the demarcated wards. In practice however, sector departments are slow in consulting or involving ward councillors in their plans and projects (RSA-CoGTA, 2009b).

The power of traditional leaders must also be more fully leveraged in assisting municipalities in service delivery issues. Traditional leaders must be fully involved in service delivery and planning for their areas, as well as with the structures operating in local communities (RSA-CoGTA, 2009b). A typical example is the construction of the Manguzi stadium and community hall where there was no community consultation or social research conducted to establish whether the community had the means to travel the long distance between their residences and where the proposed infrastructure was to be built. Upon completion of the project, the municipality officials soon realised that the development had become a white elephant and the need to build yet another new stadium and community hall closer to the community. It is unfortunate that public funds had been wasted, funds that could otherwise have been spent on new housing developments.

The municipalities need to provide continual feedback to the communities on projects that have been announced to them and their status. The main reason communities embark on service delivery protests is due to no, or at best limited communication being provided, in terms of the statuses and challenges of civil projects. This is obvious in how the uMkhanyakude community have handled service delivery concerns. There have been attempts to raise concerns, but municipalities have provided almost no reaction. The community feels that, they have been side-lined and silenced from the benefiting from the democratic era, and that their concerns are not taken seriously. It is apparent that the plans were not developed in consultation with the people, and they do not prioritize the needs of the community. The community believes that even in year 2024, they will hear hopeful electioneering messages, and that once they have voted, politicians would always abandon them to live in the affluent suburbs.

In addition, senior management is taking too long to make decisions that are important to the delivery of services. Senior managers must be concerned for operational resources to advance

civil projects within their municipal jurisdictions. Such difficulties have an impact on each employee's performance review, which is unfair to municipal personnel. As a result, audit queries and strategic risks are not dealt with on time.

During community engagement in decision- and policy-making, it is common for information to only go in one direction, from the municipality to the local community members. A municipality should consult the community as part of its decision-making process before taking any actions. Public hearings and meetings are two examples of decision-making techniques. An approach for making decisions can also entail sending out anonymous survey questionnaires to community members. Members of the community must be given an opportunity to submit proposals under this sort of engagement; one municipality may have suggestion boxes where residents can submit various ideas on certain problems (Petunia & Selepe, 2020).

The South Africa government should enforce policy in partnership with all stakeholders. The provision of the collective service will cause the public to enjoy the provision of service delivery. The public should not feel like the government has dumped them where there are no amenities, and thus see the need to protest. This is evidenced in the protests made by the residents of Manguzi in their concern that the government had not responded to their need for community safety in terms of the rise of vehicle thefts in the uMkhanyakude municipal area. The photos above show that the community is tired of waiting for the help and attention that former President Jacob Zuma promised during his visit in 2017. They have resorted to service delivery strikes, and it is apparent that they have the ability to take the law into their own hands if persons in positions of authority do not pay close attention. The community members have first-hand knowledge of the people who are committing such crimes; these are people who grew up in the same community and are now gatekeepers, working alongside foreigners from Mozambique. This alliance between public and private sectors will make use of resources that may not otherwise be present in the public sector. Examples of collaborations include those involving NGOs, public-private partnerships, public-public collaborations known as shared services, leasing, and franchising agreements, and contracting (Zubane, 2011).

The government and private organizations, also known as service providers, should enter into agreements to render/provide services to its citizens on behalf of the government within specific timeframes, budgets, and to meet specific targets. These agreements are referred to as

service delivery collaborations, also known as partnerships. Although there are issues with public-private cooperations, these agreements are reduced to formal, legal contracts with consequences. The impression is that services will be expensive because of the profit-driven nature of private firms, even though public-private partnerships (PPPs) provide advantages. This situation leads to numerous misunderstandings, disagreements, and mistrust in communications and exchanges between the government and its constituents (Zubane, 2011).

To secure the public's support for the public-private partnerships (PPPs) model, the process necessitates cogent policies that establish clear objectives and principles, identify projects, set realistic targets, and specify how to achieve those targets. These regulations are generally in place but are poorly carried out. The primary cause of such failures is because the government occasionally chooses the wrong partnerships. It is crucial that the type of partnership formed fits the task at hand, or the need that must be filled (Zubane, 2011). The policy should promote and create economic activities within the DMs so that they can generate their own revenues. The policy should also make it easier to organize a service delivery summit periodically where researchers and officials from the service delivery office can discuss issues related to service delivery based on recent research. Lastly, the South African government should enforce the proper coordination between departments within the municipalities. To perform those functions that were previously executed by department, the accredited municipalities must be supported by the department that previously owned those functions until they are stable.

The decentralisation theory highly encourages stakeholder participation between the locals and private partnerships, in order to achieve rapid administrative decision-making for service delivery. Again, it is important to mention that the theory was tested and later sponsored the recommendations based on the gaps analysed in the findings chapters. This recommendation also affirms the plea made by former Minister of COGTA that, the delivery of service cannot be a responsibility of government alone, but all stakeholders are required to assist in dealing the community needs.

8.2.3. Human Resources Management

The local sector must make sure that government officials are held accountable for service delivery in terms of consequence management. This was also recommended by the National Parliament on 11 October 2019. The Portfolio Committee on Cooperative Governance has criticized the lack of explicit and significant consequence management in local government in

Limpopo. The committee concluded that municipalities will continue to struggle to provide high-quality services, which will have a serious effect on people, particularly the poor (PMG, 2022).

South Africa has law enforcement agencies and chapter 9 institutions well capable of investigating claims and making arrests, however many municipalities do not report crime. The internal board of inquiry and while blowing units are hesitant to function because to the killings that are prevalent in the municipalities. As a result, these independent authorities must be activated in order to investigate and prosecute those found to have violated the law. This will restore good governance and alleviate municipal fears about financial depression and audit findings. For this reason, more funding should not be provided until effective governance in municipalities is restored. As a result, it is critical that the equitable share section of the Free Basic Services in the law be updated with strict financial controls.

In many localities, skills development is generally not practiced well. Requirements, analyses, and skills audits are frequently conducted incorrectly, and when they are, skills development interventions are frequently not carried out in accordance with the results of the audits. Following skills development initiatives, formal and informal techniques to skills development are not used, and there are generally little opportunities for employees to put new competencies to use. In general, it was discovered that the Integrated Development Plan (IDP) process did not flow into the Workplace Skills Plan (WSP), and many municipalities lacked consistent, accepted practices for skills development (Cloete et al., 2016).

The formulation and management of skills development shows that line managers, employees, and the HR department all agree that it is everyone's job to facilitate skills growth. The pervasive absence of skills development and its management is a serious concern in municipalities. Plans for departmental competencies that are not properly monitored by responsible line managers are a second concern (Peet & Hartwick, 2009).

In summary, it is important for municipalities to implement an effective Performance Management Development System (PMDS). Several local municipalities paid more than R1 billion in consultants to prepare their financial accounts, but the audit results were still sub-par (Capa, 2021). There is a need for the local municipalities to invest in human capital to comply with the moratorium from the National Treasury and reduce expenditure.

The recommendations of the present researcher are that the municipality must appoint senior officials with suitable qualifications and must not place cadres in positions that are focused on the municipal accounts and programmes. Furthermore, old debt that cannot be collected must be written off, while at the same time the debt with Eskom must be settled. Vacant posts must be filled, and committees and councils must hold recorded meetings and monitor the implementation of all resolutions taken. Finally, consequence management should be applied intensely to all senior management.

8.2.4. Reporting Management

Reporting on financials and non-financials must be properly aligned to ensure that money spent on the government account is coupled with the rendering of services and products. Municipalities are reporting for the sake of compliance – what is on the ground and is in the report often being different. The municipalities are known for their lack of accountability even when the auditors find discrepancies, but there is no change or adaptation in accordance with the auditor's recommendations. In addition, there are no ongoing service delivery initiatives in the community for the entire fiscal year, as shown by underspending and the return of funds to the National Treasury (Shoba, 2020). Respondent A also acknowledged that R136 million was not accounted for in the fiscal year 2020, with no mention of the previous fiscal year. The municipal officer in charge treated the municipality as a cash cow coupled with nepotism and corruption when lead to the municipality being put on administration.

Systems should be integrated in the public sector, more especially in the municipalities for better interfacing and quick reporting. As a result, duplication of efforts occurs when municipal officials are not sharing valuable information for service delivery. At the same time, the systems must be automated since manual systems are often prone to human errors and cannot produce the requirement of instant reporting.

8.4.5. Supply Chain and Contract Management

Delays in procurement processes and bad practice while making purchases is also an issue that has a detrimental effect on service delivery. Accountability calls on Supply Chain Management (SCM) systems within public authorities to report on, account for, and defend their actions, as well as take ownership of the results of municipal financial expenditures. Despite having SCM systems in place, South African municipalities continue to have issues with efficiency when it

comes to sourcing, tendering, and purchasing goods and services. The persistent inability to establish, implement, and monitor efficient SCM systems, oversight, internal controls, and financial reporting processes is a major contributing reason for the regression in local government audit results. Compliance with SCM rules, laws, and legal frameworks needs to be strengthened due to recurrent instances of pointless, irregular, and inefficient expenditure. Control and supervision procedures, when properly implemented, decrease waste, eliminate unethical behaviour, and advance integrity, transparency, and accountability (Sibanda et al., 2020). Respondent Q indicated that, this prevalent in UKDM according to the 2019/2020 Audit Report, one of the key Supply Chain Management Committees lacked proper composition. The Bid Adjudication Committee was not in line with the SCM regulations. The Hawks investigated a contract in which the supplier allegedly misrepresented progress, and the Municipal Manager and senior management of the municipality were not properly trained to ensure that Supply Chain Management evaluations were carried out in accordance with prescribed procedures.

The Organisation for Economic Cooperation and Development (OECD) Economic Survey for 2013 has already shown that South Africa is sitting at 40% of corruption (OECD, 2013), meaning that there is a lot that the public service is not doing to tighten the contracts and holding officials accountable for pointless, wasteful, irregular, and inefficient fiscal expenditure.

Municipalities should enforce the contract management of BEE projects, as well as claims and invoices. Contractors are often found invoicing for work and services that are not delivered. Government's budget is always crippled by projects that are not properly monitored. If the service providers were closely monitored, this would make sure that they produce and charge what they supposed to deliver, without price gouging. The service provider's terms of reference should hold them responsible for upskilling the officials for continuity.

There is a need for Supply Chain Management Digital Transformation to protect municipal officials from collusion and victimization while conducting their jobs in an ethical manner. Currently, the processes are on paper and rely on individuals making choices in various committees. This chain can be automated, and the systems-business model should include hierarchical levels of laws, controls, and rights to ensure responsibility. In that way the comments on tenders will be individualized and can be traced by auditors, in order to trace the

inadequacies made. The systems must have data from the National Treasury in order to consult the research data and data from the users, as a compelling activity for sustainability. Dienes System should transparent from the phase of design, crafting of demand plans, terms of references, sourcing through supply data base, closing the tender, contract management, monitoring and evaluation, as well as payment within 30 days. The government should be international in ensuring the legislation related to SCM is adhered to and officials are subjected to sanctions management in an event they have broken the law.

8.4.6. Lack of Knowledge Management

The public services sector is struggling to put Knowledge Management (KM) into practice, by identifying, organizing, storing, and disseminating information within a given organization. Human resources with many years of experience normally retire with a lot of knowledge that is not documented anywhere. This information should be documented and stored in a repository somewhere so that new officials in the public sector can access it with ease so that there will be no need to re-invent the wheel, but rather ensure continuity. The municipalities must establish repositories or centres of information storage where everyone can have a single view with different rights.

Municipal knowledge management is a foundation of democracy that helps decision-making processes to be easier. The learning curve for new staff can be difficult at times, especially if no past project expertise is available to ensure consistency and growth. The UKDM requires a digital system to organise municipal information and make it available to all staff members besides the existing registry that is available to the few. An organized knowledge container for documents, images, research products, performance management information and systems, customer-centric knowledge management, and retiree-specific knowledge is key to incremental development. This will help to enhance productivity by allowing staff to continue using knowledge assets.

This will reduce information hoarding caused by a lack of trust among employees, resulting in inefficiencies and delays. Knowledge management will also help achieve the key interventions from the Local Government Strategy, which states that municipalities must reflect on their own performance and identify their own tailored strategies (RSA-CoGTA, 2009a: 29), which cannot be done without knowledge creation, organisation, and management. Outcome 9's vision of an

efficient, effective, and development-oriented public service, as well as empowered, fair, and inclusive citizenship, will be realized (RSA, 2022).

Municipalities should support informal information sharing because organizations that foster informal networks, where the organization's culture contributes to service delivery by exchanging experiences normally grow in processes and delivery. It is rare for good ideas to come out of formal meetings that are controlled by the agenda, and mostly staff members would be afraid of their supervisors, hence this should be encouraged. Knowledge management also helps with service development because authorities can build on existing models that have previously failed or succeeded in the organization.

Lastly, the implementation of a succession plan should be put into place to ensure that the municipality does not fail in a key area of service delivery and Municipality Manager that does not keep credible records is in contravention of the Management Act (MFMA) and Municipal Systems Act (MSA).

8.4.7. Implementation of the Operations Management Framework and Change Management

The Medium Term Strategic Framework (MTSF) and outcomes approach gave rise to the Operational Management Framework (OMF). Research resulted in the Service Delivery Plan and Service Delivery Improvement Plans being recommended due to problems with service delivery being experienced across the country. Additionally, the research suggested that service delivery activities should be managed on a daily basis. This led to the development of the Operational Management Operational Framework Value Chain (Service Delivery Plan: Strategy, Service Delivery Model, Business Process Management, Standard Operating Procedures and Charter) and other related frameworks (Service Delivery Improvement Plan: Productivity Management, Unit Costs and Service Delivery Improvement Plan). The methodology was described in detail in the toolkit document, along with instructions on how to use it in the department.

The culture of the government officials needs to be changed. Accordingly, there should be a serious change management programme initiated. Studies have shown that most public servants have a “I don’t care attitude” when it comes to service delivery. One can ask the question whether this is due to lack of motivation, lack of job satisfaction, etc.

Municipalities should have a clearly defined functions, roles, and responsibility. The differing municipal realities described above show the anomaly of enforcing a governance framework that applies uniformly to cities, small municipalities, and remote and rural areas, each with differing needs and capacities. While the Revised Accreditation and Assignment Frameworks for Municipalities (RSA-DHS, 2017) assigns the powers and functions, and other governance arrangements, such as integrated development planning and financial reporting, it did not consider the significant capacity and functional capacities of the different municipalities. This has led to the realisation that the ‘one-size-fits-all’ framework for functional responsibilities is not based on differing municipal realities. The unintended consequences for municipalities have in some instances, led to what may be defined as levels of municipal non-viability, both financially and in respect to functional performance and socio-economic composition (RSA-CoGTA, 2009b).

The uMkhanyakude DM does not have a clearly defined service delivery model. A service delivery model should be developed that clearly enunciates what is its mandate, the services that are to be provided, names its service beneficiaries, as well as the mode of delivery, and the improvements that need to be made.

Two success stories are important in this regard. First, the story of the South African Revenue Service (SARS) process management, where they automated the systems and mapped the effective processes. The municipalities should develop and follow standard operating procedures, set industry standards in work performance, establish service standards, and publish a service charter. Unit costing must be compiled to focus on improvement of services to align with Outcome 12: An efficient, effective and development oriented public service and an empowered, fair, and inclusive citizenship.²⁴ Lastly, the service delivery improvement plan is kept in the whole cycle of the operational framework (RSA-DPSA, 2016).

A second success story is the implementation of the Operations Management Framework in the Department of Home Affairs. This specifically references the issuing of South African ID cards, which currently takes but a few weeks to process. This was achieved by understanding the operations and processes of the business, the National Development Plan 2030 between

²⁴ See: Delivery Agreement for Outcome 12. https://www.gov.za/sites/default/files/gcis_document/201409/delivery-agreement-outcome-121.pdf [Accessed: 05/04/2023].

government departments, cascading it down to MTSF with specific indicators, followed by launching a departmental strategic plan which specified what each of the departments needed to do over the next five years. From the strategic plan there was the development of an annual performance plan, as well as an individual performance plan which had to be monitored.

The above recommendations will improve the workings of uMkhanyakude District municipality and also to achieve the overall objective of the study which it's to evaluate the local service delivery efficiency in a South African district municipality, case study of uMkhanyakude DM between the period of 1996- 2011. To deliver on this objective, the study will sought to answer questions around the following question: To investigate the service delivery legislations and policies that are in place; to understand the capacity limitations to these policies; to determine the key challenges that hinder service delivery in the uMkhanyakude DM; to investigate whether the current implementation processes for service delivery projects effective and efficient; and to understand the community of uMkhanyakude DM's views on the current service delivery practice.

The contribution of this study demonstrated that there is no meaningful growth in service delivery that can be achieved outside the implementation of proper decentralisation controls. There has been a minor improvement in refuse removal, particularly around False Bay, a popular tourist site. There is also an increase in people who continue to dispose of their own garbage in other rural local municipality, indicating that the False Bay local entity is treated differently. According to Census 2011 statistics, power provision increased from 6 % to 14 % in uMhlabuyalingana LM, 27 % in Hlabisa LM (from 28 % to 55%), and 24 % in The Big Five False Bay LM (from 18 % to 42%). Again we see a picture of a special treatment in False Bay, just to name a few services.

The respondents also did not identify a lack of implementation of the important legislation governing the supply of essential services to locals, but rather told a story of unethical behaviour that resulted in a violation of the fundamental pieces of legislation. The investigations were highlighted by some respondents, however it is a view of officials and the community that they are yet to witness a widespread implementation of consequence management for individuals who allegedly committed the crime.

8.3.CONCLUSION

Service delivery is not the responsibility of government alone, but is the remit of all relevant stakeholders including the private sector, NGOs, communities, and the citizenry of South Africa.

The high unemployment rate of 45.5% in the first quarter of 2022 compared to quarter four of 2021 (SABC News, 2021) is a defining problem, resulting in many poor and vulnerable households being unable to pay for municipal services. This in turn leads to a dramatic drop in revenue collection by the municipality. The economic trajectory of South Africa is unsustainable due to the country's low growth rate and rising unemployment. The government, in this case the local municipalities, should put in place a number of measures that support labour intensive growth, encourage economic transformation, and build a globally competitive economy in the local sector. These are just a few of the steps that need to be taken: Modernize network industries; address distorted ownership patterns through increased competition and small business growth; prioritize labour-intensive growth in industries like agriculture and related services, including tourism; implement targeted and adaptable industrial and trade policies, foster export competitiveness, and leverage regional resources (RSA-NT, 2019).

Community engagement on the status of development and its challenges at the level of counsellors and chiefs through local government is key. If not, the municipalities will always experience social unrest, xenophobic attacks where the local population believe that foreigners are disadvantaging them, illegal invasion of land and subsidized government housing, etc. The government will also continue to spend a lot on litigation in the courts due to the irresponsibility of government officials.

The government should focus its attention on the political arguments for development, and not the politics of the stomach. Cadre deployment should be held accountable for development in those municipalities under their care. Public service is both a vocation and a high calling. Staff should be willing to devote their professional life and expertise in service to the people. They should be empathetic and passionate about serving their communities in general. Great leaders are individuals who have seized this chance to inspire their work to be bigger than themselves, to encourage those around them to aspire to job excellence, even though managing a public entity comes with many hurdles. Their efforts in the public sector are essential to people's lives like education, environmental services, health care, and social services, all of which are

crucial to the growth of the South African society. Being a good leader in the public sector must be much more than someone who simply knows their job and how to manage workloads and staff. Successful leaders, and more specifically those who have devoted their careers to serving the public, must exhibit a variety of positive behaviours and attributes (Bartleby Research, n.d).

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ANNEXURES

Annexure A

A. Informed Consent Letter for uMkhanyakude Community

Dear Participant,

My name is Nontokozo Gwala (s.n. 200305934). I am a PhD candidate studying at the University of KwaZulu-Natal, Howard College, majoring in Social Policy in the School of Social Science. The title of my research is:

An Investigation of the Service Delivery Challenges in uMkhanyakude District Municipality, South Africa

The aim of the study is to comprehensively explore the service delivery trends in the South Africa District Municipalities, establish challenges that hinder service delivery and establish recommendations for service delivery development. I am interested in interviewing you to share your experiences and observations on the subject matter.

Please note that:

- The information that you provide will be used for scholarly research only.
- Your participation is entirely voluntary.
- You have a choice to participate, not to participate; you will not be penalized for taking such an action.
- Your views in this interview will be presented anonymously. Neither your name nor identity will be disclosed in any form in the study.
- The interview will take about sixty minutes maximum.
- You are allowed to accept and not to accept the recording.
- The recorder as well as other items associated with the interview will be held in a password-protected file accessible only to myself and my supervisors.
- After a period of five years, in line with the rules of the university, it will be disposed by shredding and burning.
- You are allowed to withdraw from the research at any time.
- During the period of your participation, no audio and video recording will be used.

If you agree to participate, please sign the declaration attached to this statement (a separate sheet will be provided for signatures).

DECLARATION

I _____ (*Names of Participant*) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project. I understand that I am at liberty to withdraw from the project at any time, should I so desire. I understand the intention of the research. I hereby agree to participate.

I consent / do not consent to have this interview recorded (if applicable)

SIGNATURE OF PARTICIPANT _____ DATE _____

I can be contacted at:

Department of Social Policy Programme School of Social Sciences
University of KwaZulu-Natal
Howard College Campus
Durban
4001
E-mail: mlondi020608@gmail.com
Cell: 084 343 9954

My supervisor is:

Dr. Elias Cebekhulu
School of Social Sciences University of KwaZulu-Natal Memorial Tower Building Howard
College Campus Durban
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E-mail: cebekhulue@ukzn.ac.za
Tel: 0723885260

My Co-Supervisor is:

Dr Ibukun Sola Kolawole School of Social Sciences
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The Humanities and Social Sciences Research Ethics Committee contact details are as follows:

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University of KwaZulu-Natal Research Office
Memorial Tower Building
Howard College Campus
Durban
4001
Email: ximbap@ukzn.ac.za
Tel: 031-260-3587

THANK YOU FOR YOUR CONTRIBUTION TO THIS RESEARCH

Annexure B

B. Invumo Yokuzibandakanya Nocwaningo

Isibingelelo esihloniphekileyo

Igama lami ngingu Nontokozo Gwala (s.n. 200305934). Ngenza izifundo zePhD: Social Policy nenyuvesi yaKwaZulu-Natal, eseHoward College, School of Social Science. Ngenza uphenyo ngesihloko esithi:

“ucwaningo lezingqinamba zezidingo zomphakathi kumasipala omkhulu UMkhanyakude District Municipality, ose Ningizimu neSouth Africa”

Lolucwaningo lubheke ukuthola izingqinamba ezibhekene nomasipala ukuletheni izidingo zomphakathi owakhele uMkhanyakude District Municipality. Lolucwaningo luzobheka izingqinamba kanye nezisombululo umasipala angazisebenzisa ekuletheni izidingo nqangi zomphakathi.

Ngicelala ubheke lezi zaziso:

- Ulwazi noma imibono yakho izosethsenziswelwa inhloso yomsebenzi wesikole kuphela.
- Ukuzibandakanya kwakho nalolucwaningo akuphoqelelwe, futhi ngeke ujeziswe uma ungazibandakanyanga nalo. Noma ngabe kusiphi isigaba uvemelekile ukuhoxa kwimibuzo yocwaningo.
- Imibono yakho ngalolucwaningo izosethsenziswa ngaphandle kwegama lakho futhi izoba imfihlo.
- Lolucwaningo lungahle luthathe imizuzu engamashumi nesithupha anduba luphele.
- Uvumelekile uwamukela nokungayamukeli imishini yokuqopha izwi lakho.
- Imishini yokuqopha izosethsenziswa umcwaningi kanye nomphathi wakhe wesikole kololucwaningo.
- Emva kweminyaka emihlanu ilekhodi eliqoshiwe liyolahlwa ngokwemigomo nemibandela yenyuvesi.

Yonke imibandela yalolucwaningo ichaziwe futhi nemibuzo yami yaphenduleka ngokwanelisayo. Ngokusayina lendawo engezansi akusho ukuthi nginikezela amalungelo ami omthetho.

I..... (amagama aphelele)
ngiyaqinisekisa ukuthi ngifundisisile ngaqondisa kahle umbhalo walencwadi nesimo socwaningo. Ngiyavuma ukuzibandakanya nalolucwaningo.

ISAYINI _____

USUKU _____

I can be contacted at:

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Howard College Campus
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Tel: 031-260-3587

THANK YOU FOR YOUR CONTRIBUTION TO THIS RESEARCH

Annexure C

C. Research Instrument: Questionnaire for uMkhanyakude Community

Local Municipality:

Section A: Demographic Information

1. Gender

Female

Male

Other

2. Age

18-24

25-34

35-44

45-54

55-64

65-74

75-85

3. Population Group

Black

Coloured

Indian

Asian

White

Section B: Employment status

4. Are you employed?

Yes

No

Section C: In-depth Questions

Please tick what is appropriate for your household.

5. **Water**

I have piped Water in the house or yard

If not, please specify where you get drinkable water _____?

- The water is clean Water
- The water is always available
- I am satisfied with the water quality
- I am satisfied with the water supply
- I am not satisfied with the water quality
- I am not satisfied with the water supply

6. Sanitation

I have the toilet in the house or yard

If not, please specify what means do you use for the toilet _____?

- I have the flushing toilet
- I have the ventilated toilet
- I am satisfied with the quality toilet I use
- I am not satisfied with the quality of the toilet I use

7. Refuse removal

The municipality collect the waste

Please specify your satisfaction level _____?

- I am satisfied with the method of disposing waste
- I am not satisfied with the method of disposing waste

8. Electricity

I have the electricity in the household

Please specify your satisfaction level _____?

- I am satisfied with the source of energy
- I am not satisfied with the source of energy

9. As a community member, what do you need the municipality to do for your community?

10. In your own view, why the District Municipality is not providing the needs mentioned in question 9?

11. How is the relationship between the District Municipality and the community?

12. How often do you attend the municipal izimbizo?

- Monthly
- Every three months
- Every 6 Months
- Every 12 Months

Never

13. What is the distance from your household to the municipality?

14. How do you interact with the municipality?

- Phone Them
 Visit their offices in town
 Visit a municipal service centre near your home
 Make use of online (internet) Services
 Use regular email
 Suggestion box
 Other [Please specify _____]

15. Have you ever submitted the complaint in the municipality in the past 3 months?

Yes

No

If yes, please answer question 16 & 17, and if no, skip to question 18

16. What was the specific complain?

17. How fast was the municipal response regarding the specific complaints?

- Fast (Within days)
 Moderate (within weeks)
 Slow (within a month)
 Never responded

18. Do you participate in the planning and budgeting (IDP) of the municipality?

Yes

No

19. Do you know the municipal councillor in your wards?

Yes

No

20. What are the projects/programmes the councillors has implemented in the community?

21. What are the solutions that you can recommend for District Municipality to deliver on services needed by the community?

-----END-----

Annexure D

D. Research Instrument: Questionnaire for Key Informants

Local Municipality:

Section A: Demographic Information

1. Gender

Female

Male

Other

2. Age

18-24

25-34

35-44

45-54

55-64

65-74

75-85

3. Population Group

Black

Coloured

Indian

Asian

White

Section B: Employment status

4. Are you employed?

Yes

No

Section C: In-depth Questions

Please tick what is appropriate for your household.

5. How long have you lived in this municipality

6. Water

I have piped Water in the house or yard

If not, please specify where you get drinkable water _____?

The water is clean Water

The water is always available

I am satisfied with the water quality

I am satisfied with the water supply

I am not satisfied with the water quality

I am not satisfied with the water supply

7. Sanitation

I have the toilet in the house or yard

If not, please specify what means do you use for the toilet _____?

I have the flushing toilet

I have the ventilated toilet

I am satisfied with the quality toilet I use

I am not satisfied with the quality of the toilet I use

8. Refuse removal

The municipality collect the waste

If not, how do you dispose waste _____?

I am satisfied with the method of disposing waste

I am not satisfied with the method of disposing waste

9. Electricity

I have the electricity in the household

If not, please specify the source of energy _____?

I am satisfied with the source of energy

I am not satisfied with the source of energy

10. In your own view, what is the main problem that block service delivery in this municipality?

11. In your own view, what is the main service required by the community?

12. What are the solutions that you can recommend for District Municipality to deliver on services needed by the community?

13. How is the relationship between the District Municipality and the community?

14. What is the distance from your household to the municipality?

15. How do you interact with the municipality?

- Phone Them
- Visit their offices in town
- Visit a municipal service centre near your home
- Make use of online (internet) Services
- Use regular email
- Other [Please specify _____]

16. Have you ever submitted the complaint in the municipality in the past 3 months?

- Yes
- No

If yes, please answer question 17 & 18 and if no, skip to question 19

17. What was the specific complain?

18. How fast was the municipal response regarding the specific complaints?

Fast (Within days)

Moderate (within weeks)

Slow (within a month)

Never responded

19. Do you participate in the planning and budgeting (IDP) of the municipality?

Yes

No

20. Do you know the municipal councillors in your wards?

Yes

No

21. What are the programmes the councillors has implemented in the community?

22. If any, please indicate whether they were implemented and benefited the community?

-----END-----

Annexure E

E. Informed Consent Letter for Municipal Officials

Dear Participant,

My name is Nontokozi Gwala (s.n. 200305934). I am a PhD candidate studying at the University of KwaZulu-Natal, Howard College, majoring in Social Policy under the school of Social Science.

The title of my research is:

An Investigation of the Service Delivery Challenges in uMkhanyakude District Municipality, South Africa

The aim of the study is to comprehensively explore the service delivery trends in the South Africa District Municipalities, establish challenges that hinder service delivery and establish recommendations for service delivery development. I am interested in interviewing you to share your experiences and observations on the subject matter.

Please note that:

- The information that you provide will be used for scholarly research only.
- Your participation is entirely voluntary. You have a choice to participate, not to participate; you will not be penalized for taking such an action.
- Your views in this interview will be presented anonymously. Neither your name nor identity will be disclosed in any form in the study.
- The interview will take about sixty minutes maximum.
- You are allowed to accept and not to accept the recording.
- The recorder as well as other items associated with the interview will be held in a password-protected file accessible only to myself and my supervisors. After a period of five years, in line with the rules of the university, it will be disposed by shredding and burning.
- You are allowed to withdraw from the research at any time
- During the period of your participation, no Audio and video recording will be used.
- If you agree to participate, please sign the declaration attached to this statement (a separate sheet will be provided for signatures).

DECLARATION

I _____ (*Names of Participant*) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project. I understand that I am at liberty to withdraw from the project at any time, should I so desire. I understand the intention of the research. I hereby agree to participate.

I consent / do not consent to have this interview recorded (if applicable)

SIGNATURE OF PARTICIPANT: _____ DATE: _____

I can be contacted at:

Department of Social Policy Programme School of Social Sciences
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THANK YOU FOR YOUR CONTRIBUTION TO THIS RESEARCH

Annexure F

F. Research Instrument: Questionnaire for Municipal Officials

Local Municipality:

Section A: Demographic Information

1. Gender

Female

Male

Other

2. Age

18-24

25-34

35-44

45-54

55-64

65-74

75-85

3. Population Group

Black

Coloured

Indian

Asian

White

Section B: Education

4. Level of education

- Matriculation
- Certificate
- Diploma
- Degree
- Masters
- Doctorate
- Other and specify _____

Section C: In-depth Questions

5. What is your field of study, e.g., MA in Business Studies?

6. What are the key services that the uMkhanyakude District Municipality provides to the community?

7. What are the services that your municipality does not provide and why?

8. In your own opinion, what are the challenges have you encountered as a District Municipality in rendering these services?

9. What are the strategies that are in place of ensuring that the services are rendered to the community?

10. What are the capacity constraints facing the uMkhanyakude District Municipality?

11. How has the uMkhanyakude District Municipality responded to the capacity challenges relating to service delivery?

12. Can you explain as to how effective is the District Municipality service delivery implementation plan?

13. What are the methods of interacting with the community used by the municipality?

14. How is the relationship between the District Municipality and other stakeholders in the municipality?

15. How is the relationship between the municipality and the community?

16. How has the community responded to the backlogs in service delivery in the District Municipality?

17. What are the platforms available for stakeholders to be able to have their input on the improvement of service delivery in the District Municipality?

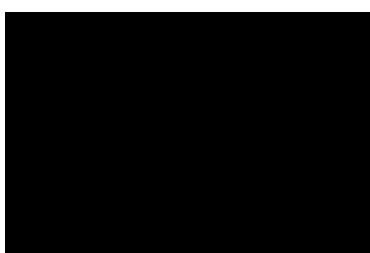
18. Can you recommend workable solutions that can ensure that the District Municipality applies the best practice in operating and maintaining the service delivery infrastructure?

-----END -----

Annexure G

G. Language Editing Certificate

We the undersigned, do solemnly declare that we have abided by the University of KwaZulu-Natal's policy on language editing. The thesis was professionally edited for proper English language, grammar, punctuation, spelling, and overall academic style. All original electronic forms of the text have been retained should they be required.

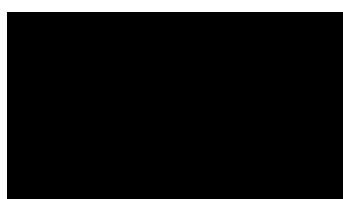


GARY STUART DAVID LEONARD

UKZN Higher Degrees Certified Language Editor

Commissioner of Oaths V3358

10 April 2023



NONTOKOZO NOXOLO GWALA

Student No. 200305934

10 April 2023

Annexure H

H. Originality Report: Similarity Index