



COLLEGE OF LAW & MANAGEMENT

GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

Investigation of poor service delivery of road infrastructure in uMshwathi local municipality

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ABSTRACT

This study examines the poor service delivery of road infrastructure development in uMshwathi local municipality, in the Kwa Zulu Natal province. The study seeks fundamental evidence that points out the prolonged poor road infrastructure development and verification of the challenges that beget the status quo.

The extant literature notes that inadequate road infrastructure is more prominent in municipal wards falling under traditional authority (Ingonyama Trust) while the municipal wards enjoy adequate road infrastructure. This study adopted a qualitative exploratory research approach. Document analysis was conducted to gain their insight and understanding of the challenges and impact of poor road infrastructure on the livelihood of the people.

The qualitative analysis allowed for an in-depth analysis of both institutional and structural challenges of road infrastructure and its impact on the livelihoods of residents thereof. Umshwathi municipality is a land dominated by agricultural landscapes and derives its economy from mainly farming, while the residents practice large-scale subsistence and commercial farming. Road infrastructure development becomes a critical component and the only solution to assist residents to diversify their economy and ease travel.

However, the majority of its rural dwellers still live in abject poverty and are very much excluded from participating in some commercial activities and enjoying all the liberties accorded to them in the South African Constitution. Poor road infrastructure development in the municipality especially in the rural sectors causes this exclusion. Poor road infrastructure development is caused by a lack of synergy between national and local governance structures and dilemmas brought about by institutional and structural challenges. The poor road infrastructure development affects negatively the residents, as well as their livelihood and welfare, is hampered; thus, creating secondary challenges for the community.

DECLARATION

I, Phumlani Mpilwenhle Gwala, declare that this dissertation hereby submitted by me is for the degree in Master's Business Administration, titled: "Investigation of Poor Service Delivery of Road Infrastructure in uMshwathi Local Municipality", at the University of Kwa Zulu Natal is my own and has not been submitted previously, and that all primary and secondary sources have, to the best of my knowledge, been acknowledged by complete references.



.....

5 January 2023

Mr. Phumlani Mpilwenhle Gwala

Date

Student Number: 217018859

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Traveling uncharted waters, like embarking on this academic journey of completing the Masters of Business Administration is one of the most exciting and challenging projects, I undertook in my life. In this journey, I am extremely pleased to present the research document that I hope will play some part in improving service delivery in the light of road infrastructure. Inputting this research together, let me extend my heartfelt thanks to almighty God through his beloved 'Son Jesus Christ' from whom I garnered all the strength. I am indebted to the representatives of uMshwathi Local Municipality, in particular the Accounting Officer, Mr. Nhlanhla Maxwell Mabaso.

My parents, Michael, and Jabulisiwe Gwala did everything within their power to guide me on my long walk to adulthood. Thank you for raising me and looking after my welfare. Together, they made me into a leader and a responsible father. I am today a Civil Engineer and an academic in the making because of their commitment to my life and education. I would not have done justice without acknowledging my immediate pillars of strength: my wives, Mrs Hlengiwe and Phumla Gwala, my sons Ayabonga, Majiya Gwala and daughter, Saselihle Gwala my unborn child, Majiya Phumelele.

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LIST Of ACRONYMS

AG - Auditor-general
ANC - African National Congress
AU - African Union
BRICS - Brazil, Russia, India, China, and South Africa
CDP - Community Development Programme,
CEO - Chief Executive Officer
CoGTA - Cooperative Governance and Traditional Affairs
CRDP - Comprehensive Rural Development Programme
DA - Democratic Alliance
ECOWAS - Economic Community of West African States
EPWP - Expanded Public Works Programme
GGLN - Good Governance Learning Network
IDASA - Institute for Democracy in South Africa
IDP - Integrated Development Plan
IEC - Electoral Commission
KZN – KwaZulu Natal
LGs – Local Governments
LM - Local Municipality
MD – Managing Director
MDG - Millennium Development Goals
MFMA - Municipal Finance Management Act
MSA - Municipal Systems Act
NDP - The National Development Plan
NGOs - Non-Governmental Organizations
NPM- New Public Management
OECD - Organisation for Economic Co-operation and Development
PAIA - Promotion of Access to Information Act

RSA – Republic of South Africa
SADC - Southern African Development Community
SDIP - Service Delivery Improvement Plan
SMMEs - Small Medium and Macro Enterprises
SONA - State of the Nation Address
TLC - Transitional Local Council
UNDP - United Nations Development Programme
UNPD - United Nations Procurement Division
UWC – University of the Western Cape

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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1. Chapter Overview

The chapter introduces the research by outlining the introduction and background to the study in terms of a brief literature review, the research gap that was identified in the body of knowledge, and the formulation of the research problem and objectives. Thereafter, the methodology used to answer the research objectives is briefly discussed. Following on, the chapter closes by presenting a synopsis of the structure which the dissertation followed.

1.2. Introduction

Service delivery as a development policy has become a household name in many developing countries. This is so because this policy has become a yardstick by which development is measured in developing countries. The provision of this policy stems from many international community resolutions and treaties signed by governments with common interests, from across the globe and or region. This study research focused mostly on the following instrumental bodies that play a pivotal role in making sure these policies come into being. These include; the United Nations Development Programme (UNDP), ECOWAS Community Development Programme, BRICS, African Union (AU) as well as national and provincial tiers of the South African government. (Managa, A, 2012).

1.3. Background to the Study

According to the CoGTA (2021) website, the department ensures that all municipalities perform to the best of their abilities. Some of the key missions of the department concerning local government performance include putting people first, quality service delivery, facilitation of good governance based on transparency and accountability, proper financial management as well as capacity building of government institutions. The National Development Plan (NDP) as a policy

has also informed the local government in several ways. The NDP (2017) in its appeal seeks to improve the standard of living through service delivery and unlocking opportunities. According to the NDP local government is seen as a catalyst in the provision of service delivery which in turn also unlocks opportunities.

Local government was traditionally an expenditure type of an institution meaning that it was only spending the allocated budget without any means of making its income (Pipper & Deacon, 2016). In line with the public sector reforms that were happening as a result of New Public Management (NPM), there was a change of heart in government to rethink the model of local government from being an expenditure institution. The need for local government to improve service delivery was advanced by the adoption of a developmental local government trajectory (Mtshali, 2016).

Local government is the third tier of government and is close to the people (Abdelatiff, 2016). From this theoretical assumption, it is therefore argued that it is accessible and responsive as it continuously engages people. Notwithstanding, the primary objective of this sphere of government is service delivery and this requires a coordinated effort. Road infrastructure improvement is also a responsibility of government and the local sphere, as the closest sphere to the people, has a role to play. Municipalities hold Integrated Development Plan (IDP) every financial year to consolidate the needs of priorities of the people within their areas of jurisdiction (Mtshali, 2016). Rural residences, including people of uMshwathi, often raise constant demand for proper road infrastructure for several reasons in the light of developmental local government.

Developmental local government is intended to have a major impact on the daily lives of South Africans and should seek a new focus on improving the standard of living and quality of life of the people (Pipper & Deacon, 2016). The delivery of social and economic developmental service requires concerted effort and a more coordinated approach from the local government. As a crucial responsibility of government and government institutions, the public service should deliver services that society requires to maintain and improve its welfare (Mchunu, 2015). To do this, government institutions require organizational structures and suitably qualified people who must be supported to deliver the services they are responsible for (Whitaker, 2018).

One cannot investigate this topic as a stand-alone inquiry since the actual practice of delivering services to communities is more often than not engulfed by challenges; some are structural while others are institutional. The common road infrastructure challenges engulfing the uMshwathi local municipality are not uncommon at a national level as well. One has observed in the past decade how S. A's process of building new roads and or repairing the existing ones have come under scrutiny. The process has been associated with in-competencies; many service providers claim to have the correct acumen and resources to build roads, only to find that they leave jobs unfinished. Also, the process of awarding tenders has been rather very weak in terms of ensuring that the bidder is competent to complete the job.

uMshwathi municipality is a local municipality situated within the uMgungundlovu district municipality in KwaZulu-Natal. It consists of four major urban centers namely: New Hanover, Wartburg, Dalton, and Cool-Air as well as the rural residential settlements of Swayimane, Mpolweni, Thokozani, Trustfeed, and Ozwathini (Stats SA, 2016). UMshwathi municipality comprises 14 wards with established ward committees. While participants of the study refer to those who voluntarily participate in the investigated phenomenon with their given consent. This study delved into details and focus solely on uMshwathi local municipality and its seemingly protracted challenges in delivering on the road infrastructure in the municipality.

1.4. Research Problem

In the light of road infrastructure service delivery, this department is incapacitated to fully assess the progress of improving this service to the people (Mkhize, 2017). CoGTA assesses the priorities of municipalities based on the IDP that would have been submitted. For uMshwathi municipality, road infrastructure has been at the hierarchy however, there is little that is being done on yearly basis but the Department seems to be unable to have biting teeth. This problem renders the Department incapable of monitoring the municipal progress in improving road infrastructure (Smith, 2017).

However, for uMshwathi local municipality in as much as people raise the sharp need for infrastructure, there is still a lack of road infrastructure (Smith, 2017). Community affected by the

construction as their properties are along road reserve needs to be proclaimed and noticed in time during the planning stage of the project. However, this hardly happens at uMshwathi municipality which in the long run hampers successful project implementation. The democratic dispensation adopted in 1994 emphasized infrastructural development particularly in peripheral areas and the government has adopted several policies to realize this (Mashwama, 2018).

However, 27 years into democracy the material evidence suggests there is still an immense lack of infrastructure, especially in rural areas. This is evidenced by the recent emergence of public service protests which continue to expose the lack of service delivery not only in local municipalities but also at the national level in 2016, the offices of the municipality were set alight during a service delivery protest (Mthethwa, 2016). Therefore, it is against this background that this study seeks to investigate poor service delivery of road infrastructure using the case study of uMshwathi Local Municipality

1.5. Focus of the study

The study site refers to an area where the research is taking place (Bubbie & Mutton, 2015). The study focuses mainly on predicaments of infrastructural development in local government. The study site for this mini-dissertation is uMshwathi local municipality, which is one of the category B municipalities in the KwaZulu-Natal Province.

1.6. Research objectives

In an attempt to investigate poor service delivery on road infrastructure at uMshwathi local municipality the study sets the following research objectives;

- To determine the challenges of Poor Service Delivery of Road Infrastructure in uMshwathi Local Municipality
- To determine the relationship between service delivery and road infrastructure in uMshwathi local municipality.
- To understand the importance of service delivery in developmental local government.

- To suggest the possible recommendation for improving road infrastructure at uMshwathi local municipality.

1.7. Research questions

Road infrastructure improvement has the potential to improve the lives of rural dwellers, as they need to navigate through much more easily. The above section briefly outlined key challenges around this investigated phenomenon, one seeks to set the research questions that inform this study:

- What are the challenges of Poor Service Delivery of Road Infrastructure in uMshwathi Local Municipality?
- What is the relationship between service delivery and road infrastructure?
- What is the importance of service delivery?
- What are the possible recommendations for improving road infrastructure?

1.8. Research Design and Methodology

Leedy and Ormrod (2015: 101) define research methodology as the process, which is used to collect information and data to make relevant decisions where solutions need an in-depth understanding and insight for solutions to be found. There is three-research methodologies namely qualitative, quantitative and mixed methodology. This study used a qualitative research methodology. Qualitative research helps researchers in accessing the thoughts and feelings of research participants and enables growth in the understanding of the meaning people ascribe to their experiences (Sutton& Austin, 2015).

The use of a qualitative research method, in the study, assisted the researcher to investigate poor service delivery on road infrastructure. The research strategy is commonly viewed as a process of outlining how an investigation took place (Bubby & Mutton, 2016). A research strategy naturally includes how data is to be collected, what instruments were employed, how the instruments were used, and the intended means of analyzing the data collected (Leedy & Ormrod, 2015: 103).

This study adopted explanatory research as the study seeks to investigate poor service delivery of road infrastructure of uMshwathi municipality. Burns & Groove, (2011) contend that explanatory research is done to acquire new insights, discover new ideas, and accumulate knowledge of the phenomenon. This research strategy is much relevant in this study as it is related to qualitative studies.

The data collection technique that was used for this s was document analysis. Data analysis is a specific technique that is used based on a specific research methodology to synthesize and analyze data in a particular way that fits the requirements of that study (Cillers & du Plooy, 2016). The interview technique was used to conduct the document data analysis. In this case, the researcher treated the gathered document like respondents or informants that provided the researcher with relevant information (O’Leary, 2014).

1.9. Significance of the study

The usefulness of this study is dual in the sense that it is beneficial scholarly and practically. Its scholarly significance pertains to its contribution to the existing body of knowledge by offering new insight into the investigated phenomenon. It is expected to benefit the uMshwathi local municipality in terms of how to improve service delivery in the light of road infrastructure. The study further forms a basis for coordinating municipal governance with the limited available resources. Some lessons can be drawn from other municipalities or even some of the established corporates.

1.10. Structure and Outline of the Dissertation

The following is a brief outline of the structure of the dissertation:

Chapter One: This chapter introduced the research topic, including a personal motivation for the study, as well as a description of the background, the research problem and key objectives, literature review, and finally, a methodological and theoretical framework.

Chapter Two: This chapter outlines public service delivery from an international point of view, move to the African continent and eventually zoom into the South African context. It further examines the causes of poor service delivery in South Africa with special attention to KwaZulu-Natal.

Chapter Three: This chapter unpacks the need for good governance by identifying and discussing key attributes of good governance. It also conceptualizes developmental local government and assesses the need for improving municipal governance.

Chapter Four: Presents a summary of the case study on uMshwathi local municipality. It presents the background and history of the municipality; some of its key public sector reforms, as well as its current governance structures.

Chapter Five: Present a conclusion to this dissertation which includes some recommendations about future research that could be conducted through addressing issues that were beyond the immediate scope of this present research on infrastructural development on local government space.

1.11. Chapter Summary

This chapter aimed to provide an introduction to poor road infrastructure development in the uMshwathi local municipality. The background to the problem of infrastructure development was presented referring to structural and institutional challenges. Road infrastructure development in uMshwathi local municipality is marred by several challenges. These challenges are a direct consequence of structural and institutional loopholes. Unfortunately, politics is used as a tool to decide whether to build or refurbish roads and which places to prioritize over others. Political divisions and favoritism are mirrored in the manner in which road infrastructure development has been delivered.

Institutional loopholes are also evident in that the selection criteria of independent contractors lives so much to be desired. Unfinished road projects, poorly tarred roads, the use of cheap material is not uncommon thing to this municipality. The relevant spheres of government are failing or not capacitated well enough to offer proper support and strict attention to how independent contractors proceed with construction works. Equally, the issue of donors versus government departments seems to be problematic. There seem to be many ambiguities with regards to the autonomy of these two organs as there is no support for each one while donors do not seem to be aware of their limits.

The purpose of this study is to investigate poor road infrastructure development in uMshwathi local municipality with the intent to diagnose and explore possible remedial practices. The objectives and research questions have been developed and the significance of the study has been discussed. The conceptual framework has been explained and the outline of the study has been shown.

CHAPTER TWO

LITERATURE REVIEW

2.1. Chapter Overview

As a follow up from the introduction and background discussed in the previous chapter, this chapter begins with a brief introduction followed by the study conceptual framework. Thereafter, the concept of good governance is examined taking into consideration the following elements; accountability, political stability and absence of violence, government effectiveness, regulatory quality, rule of law, and control of corruption. The chapter then wraps up by summarising key issues emerging from it.

2.2. Introduction

“Investment in infrastructure is a long-term requirement for growth and a long-term factor that will make growth sustainable.” This is a famous quote by Chad Kochhar, former MD, and CEO of ICICI Bank Limited. This quotation was true back in the early 90s when she made mention of this quote during an interview and remains very much so to this day and age. In medieval times, the human settlement was as primitive as it was with only a few preoccupations such as fishing, gathering, and hunting. The primitive man soon realized that some tools had to be developed to make hunting, gathering, and fishing possible. More so, they need to make provisions to protect them against external threats such as; local weather, wild animals, and hostilities of other tribes. Collectively, all these amenities, tools, and provisions became elementary components of modern urban infrastructure thus making living, gathering, and hunting a possibility (Abbort, 2017).

2.3. Conceptual Framework

Given the importance of infrastructure development as per the foregoing passages, the very first few towns in the United States Far West were instinctively formed with transportation and water. Sadly, all the settlements that failed to make provisions such as building drainage systems proper

roads, and other related support systems did not live to tell the tale (Abbott, 2017). Conversely, some settlements survived because they developed the supporting systems needed for capital and human development.

Subsequent epochs continued to mold and re-mould these supporting systems (infrastructures) in an attempt to better the lives of citizens while keeping abreast with the world economy and technology demands. However, infrastructure became a household name in the international community after the Great Depression of 1929-1933. Many modern countries were hard hit by the Great Depression. Many still primitive and fragile economies were forced to form federations and establish regional and international treaties that were meant to assist states to rebuild and rethink the infrastructure development discourse (Abbott, 2017).

Some of these treaties lived longer than others while some bore more fruits than others did. However, almost all these treaties and formations at some point faced the wrath of wars and conflicts. While other treaties and formations survived these brutal and protracted wars, some did not survive and new formations and treaties had to be re-established. This section presents preliminary literature on service delivery and its challenges in the light of infrastructural development, particularly road infrastructure. The service delivery is investigated from the perspective of developmental local government. The department that exercises oversight to the local government is the Department of Cooperative Governance and Traditional Affairs (CoGTA). However, the root causes of this phenomenon will be traced as far up as the global level and work its way down to developing countries in the SADAC region and finally rest the issue at the national level and subsequently focus on uMshwathi municipality in the KZN.

The importance of infrastructure development is undoubtedly an enormous one. What happens if infrastructure development is poorly managed? What are the common challenges associated with infrastructure development? Does infrastructure development in developing countries mean the same for developed countries? What is the connection between poor infrastructure development and service delivery to developing communities? There are several studies done around the phenomenon of service delivery, however, from a different perspective thus creating the need for

investigating it from an infrastructural development for local government. Below, the section outlines what other scholars have said thematically.

The concept of good governance will be deployed as a theoretical framework. The concept of good governance will be deployed in the following manner as a theoretical framework: The elements of good governance that will be looked at are accountability, political stability and absence of violence, government effectiveness, regulatory quality, rule of law, and control of corruption.

2.2.1. Accountability

Good governance consists of the following principles; the participation of the masses, as well as decision making that, is within ambits of the law, accessible to the masses, and that can be evaluated as significant (United Nations, No date). The measures being looked at are political processes, civil liberties, and political rights as well as the independence of the media (Prinsloo, 2012). Accountability has to do with the extent to which political actors are responsible to society for what they say and do. In principle, public officials should be able to justify their actions (inactions).

2.2.2. Political stability and absence of violence

The possibility of the removal of government in office constitutionally or unconstitutionally is also an indicator of the level of good governance, this is indicated by perceptions (Ear, 2007). Moreover, local governance structures as well as national ought to be known and seen as objective all the time when dealing with service delivery matters. For any double standard, the portrayal is easily refuted by the public (Prinsloo, 2012).

2.2.3. Government effectiveness

The perceived quality of public service is also another indicator of the level of good governance (Kaufmann et al, 2010). Issues being looked at are; competence of civil servants, independence of civil service, policy formulation, and governments commitment credibility to policies (Ear, 2007);

(Kaufmann et al, 2010). A vast literature argues that developmental local government has a major impact on the daily lives of South Africans and should seek a new focus on improving the standard of living and quality of life of the people (Pipper & Deacon, 2016).

The local government is the third tier of government and is close to the people (Abdelatiff, 2016). From this theoretical assumption, it is therefore argued that it is accessible and responsive as it continuously engages people. Notwithstanding, the primary objective of this sphere of government is service delivery and this requires a coordinated effort. Road infrastructure improvement is also a responsibility of government and the local sphere, as the closest sphere to the people, has a role to play.

Local government was traditionally an expenditure type of an institution meaning that it was only spending the allocated budget without any means of making its income (Pipper & Deacon, 2016). In line with the public sector reforms that were happening as a result of New Public Management (NPM), there was a change of heart in government to rethink the model of local government from being an expenditure institution. The need for local government to improve service delivery was advanced by the adoption of a developmental local government trajectory (Mtshali, 2016).

Municipalities hold Integrated Development Plan (IDP) every financial year to consolidate the needs of priorities of the people within their areas of jurisdiction (Mtshali, 2016). Rural residences, including people of uMshwathi, often raise constant demand for proper road infrastructure for several reasons in the light of developmental local government.

According to the CoGTA (2021) website, the department ensures that all municipalities perform to the best of their abilities. Some of the key missions of the department concerning local government performance include putting people first, quality service delivery, facilitation of good governance based on transparency and accountability, proper financial management as well as capacity building of government institutions. The National Development Plan (NDP) as a policy has also informed the local government in several ways. The NDP (2017) in its appeal seeks to improve the standard of living through service delivery and unlocking opportunities. According to

the NDP local government is seen as a catalyst in the provision of service delivery which in turn also unlocks opportunities.

However, poorly managed road infrastructure like that of uMshwathi local municipality precludes its residents from participating and enjoying privileges promised by the constitution, be they commercial or of social wellbeing.

2.2.4. Public participation

Public participation is an essential process for the legalization of government decisions and to meet the requirements of the community in general. Participation ensures accountability and transparency leading to good governance. Freedom of association between nations is further guaranteed by the Constitution and South Africa makes provision for non-government organizations like the Institute for Democracy in South Africa (IDASA, 2012). IDASA, amongst other things, is a political government program that provides methods for public participation in the parliamentary government process (IDASA, 2012).

For example, Meyer et al. (2002:63) argue that public participation is a “tool to promote democracy”. In addition, argues that it “empowers citizens, builds citizenship, balances the power of the elite and the poor, and allows talk across regional and national boundaries on problems of concern”. This procedure includes a range of actors who determine how and what infrastructure services are delivered. Participatory relationships are voluntary and their effectiveness depends on stakeholders’ assurance that the procedure serves their interest.

Sections 33 of The Constitution of the Republic of South Africa, (Act 108 of 1996) and Section 21 of the Municipal Systems Act, (Act 32 of 2000) provide municipal local authorities with a mandate to seek advice from and liaise with all the applicable stakeholders about service delivery. Since 2000, the Local Government was promulgated to aid with the development of needy communities within its jurisdiction. According to the Municipal Systems Act, (Act 32 of 2000), local economic boom ought to be executed through inter alia stakeholder participation

The Local Government Municipal Systems Act of 2000 (Act 32 of 2000) “requires districts in South Africa to build up a subculture of civil government that supplements formal delegate government”. As far as Section 16 is concerned, South African close-by networks have to be urged to take part in the issues of the region. Open support occurs through political structures, open gatherings, consultative sessions, report-back sessions with the nearby community, and through systems, for example, 'imbizo' (*casual social occasions with councilors where inquiries can be posted on any issue identified with metropolitan issues*) (Craythorne 2006:171). Moreover, the Promotion of Access to Information Act of 2000 (Act 2 of 2000) was declared to have an impact on Section 32 of the Constitution.

2.2.5. Transparency

Transparency promotes the openness of the democratic process through reporting and feedback (Rondinelli & Shabbir Cheeman, 2003:99-100). “Transparency is built on the free flow of information. Processes, institutions, and information are directly accessible to those concerned with them, and enough information is provided to understand and monitor them” (Governance for Sustainable Human Development, 2005). These elements protect against government errors, wrongful allocation of funds and reduce corruption.

For example, according to Bahsheka (2008:85), public procurement is viewed as a foremost section of public economic administration where finances are notably mismanaged in local government because most of the government expenditure is performed at the local level. This calls for larger accountability on how these funds are used and managed. At times, it is revealed that contracts or tenders are to favor those who have political connections. This stifles the favored service delivery to the public because of the ambiguity in procurement. Many non-transparent approaches take place in public procurement at local government (Bahsheka, 2008:85).

In developing communities, the lack of transparency and accountability proves to be a major huddle and threat to good governance practices. As explained above, these could arise in many forms and instances, such as, but not limited to:

- Stakeholders – where one team has an unfair benefit over other groups, e.g. tenders awarding to a few who are linked and obtain information before others.
- Service delivery – where the bad quality of service delivery compromises the standard, e.g., poorly built RDP homes at some local municipalities.
- Organizational culture, norm, and objectives – it is discovered that at some 16 municipalities there is a lack of accountable leadership, which, blended with a self-interested tradition and objectives, serves the financial advantages of individuals.
- Social reputation and status – expert and institutional misconduct perceived to be damaging to society, which will lead to a loss of credibility (Steven, 2005).

In another master research work, Maropa James, 2014 borrows from Armstrong’s description of what transparency should look like. The table below mirrors exactly what Armstrong thinks will assist public servants in gaining trust from their constituencies and strengthened good governance practices.

Table 2.1: Common Transparency Checklist

Parameters	Description	Rationale
Elected Representatives	Names of elected officials, their names and contacts, such as phones numbers and emails should be included on the website.	Since they are elected to represent their constituents, they should be engaged in regular dialogue and be as accessible as possible by a variety of ways to be contacted, such as email, fax, or phone or cellular phone.
Administrative officials at municipality	List of administrative officials should feature on the website, specifically the key administrators with their contacts and addresses.	They should be knowledgeable and professionally resourceful. This is to provide the public and community at large with services and often enforce ordinances. Because of their

		roles, it is imperative for them to be available as and when needed.
Financial audits	Regular audit information has to be included on the website, as well as audit schedules and performance audits of municipality programmes.	Audits reveal to the public how well the municipality performs on their set objectives and enables citizens to hold the municipality accountable and it also gives them the big picture of how the budget is used.
Public records	The website has to include the names of people who are in charge of open records requests, along with their contact information.	The municipality is obligated by law to divulge information, (Access of Information Act), because it creates an avenue for easy accessibility by the public to information about the municipality.
Contracts/tenders	Rules governing tenders or contracts should be posted online, which should include bids and other contracts to be upcoming in future.	This is for public to see if the municipality has chosen the best contractors and if it is the best solution for the challenge at hand.

Sourced from: Moropo, J 2014 “*THE LACK OF ACCOUNTABILITY AND TRANSPARENCY IN LOCAL GOVERNMENT IN SOUTH AFRICA*”

2.2.6. Efficiency and effectiveness

Studies show that in poor developing countries, there is a devastating impact on the lives of poor people due to corruption. Transparency concerns the extent of clarity and openness with which decisions are made. This dimension is crucial because it allows all the stakeholders to know how decisions are taken. Efficiency concerns the extent to which limited human and financial resources are applied without unnecessary waste, delay, or corruption. It is centered on the value-for-money (National Treasury, 2009).

Abe and Monisola (2014) assert that there is rising expectations of citizens and the increasingly complex environment that public agencies need to operate within the local governments can delegate the provision of services to the private sector through outsourcing but they cannot outsource or delegate their statutory responsibilities to provide public services. Therefore, the local governments remain responsible for functions that were done by the private vendors. There are consequences to this as the citizens can lose trust in the government for the service delivery failures. Grossi and Mussari (2012) argue that one of the most evident consequences of outsourcing service delivery to the private sector is that of the distribution of obligations between the local government and the private firm for the execution to be accomplished.

LGs are left with the duty of characterizing and surveying composting approaches and techniques and ensuring that the supplier has clung to the agreement. The supplier must render the services productively and compellingly. They went on to infer that there is a requirement that LGs still be in charge of general society needs' satisfaction and to be taken capable and responsible for the private providers' work of outsourcing services. Boris (2015) also advances that even if local authorities outsource service delivery, they will always be accountable for the services. Accountability cannot be passed on to the private firm.

The above-mentioned will be used as lenses to measure service delivery in the uMshwathi Local Municipality being profiled in the present study. As a precondition for effective service delivery, looking at good governance will explain how poor governance leads to poor service delivery. Looking at good governance will also explain the relationship between poor governance and poor service delivery.

2.2.7. Regulatory quality

Another indicator of good governance is mainly on the perception of the government's ability to for implanting policies, regulations that ensure the private sector flourishes (Kaufmann *et al.*, 2010). Measures being taken into consideration are occurrences of market unfriendly policies, as well as perceived excessive regulation of foreign trade and business development (Ear, 2007).

One observed the application of this concept when the imbalances in South Africa, and the bequest of apartheid, are well known. The Reconstruction and Development Program propelled a gigantic national effort to, connect Alia, address excesses in benefit arrangement, boost the economy and meet the fundamental needs of the larger part populace. The arrangement of basic infrastructure was seen as a key component of the program, with the potential to diminish imbalances, give business openings, and improve in general quality of life. This is how service delivery ossified and became a mandatory developmental policy.

2.2.8. Rule of law

Rule of law is another important element of good governance, in order ensure rule of law the following must be ensured: impartial enforcement of the law, protection of human rights, independence of the judiciary as well as the police force is not susceptible to corruption (United Nations, No date). Good governance requires a firm rule of law that needs to be respected by the government and its people. Indicators being looked at are; perceived occurrence of violent crimes, efficiency and predictability of judiciary as well as enforcement of contracts (Ear, 2007). “Good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of human rights, particularly those of minorities. Impartial enforcement of laws requires an independent judiciary and an impartial and incorruptible police force” (What is good Governance? 2012). Legal frameworks should be fair and enforced impartially, particularly the laws on human rights (Governance for Sustainable Human Development, 2005).

2.2.9. Control of corruption

Lastly, control of corruption is also an element of good governance. The emphasis is mainly on the perceived abuse of power, level, and forms of corruption, as well as the level of state capture (United Nations, No date). The perception measures being looked at are; the issue of bribes, impact of corruption on the business sector, level of corruption, and state capture (Ear, 2007).

Local authorities should strive to be independent of politicians and their influence on the affairs and policies that concern local authorities by employing elected delegates that are skilled to work in the local authorities as they will be able to act in a manner that is best for the local authority and not for political agendas.

2.3. Public Service Delivery

The Municipal Research and Services Centre (2013) defines service delivery as the actual production of a service such as collecting refuse and disposing it or lighting the streets. As a crucial responsibility of government and government institutions, the public service should deliver services that society requires to maintain and improve its welfare (Smith, 2017; Angelina, 2019). To do this, government institutions require organizational structures and suitably qualified people who must be supported to deliver the services they are responsible for (Whitaker, 2018). Public service provision is often mission-oriented and the mission of the organization displaces the conventional notion of profit maximization used in the case of private sector organizations (Manicom & Rama, 2016).

Furthermore, the delivery of social and economic developmental service requires a concerted effort and a more coordinated approach from the local government. As a crucial responsibility of government and government institutions, the public service should deliver services that society requires to maintain and improve its welfare, Mchunu argues (2015). Accountability in public service delivery applies to the political, bureaucratic as well as market spheres (Whitaker, 2018). According to Tamrakar (2010), public services should be concerned with what customers want rather than what providers are prepared to give. This speaks to the responsiveness of local government. Competition from private organizations can induce public organizations to get their act together to hold on to funding and their clientele. Public servants have acted as masters without any sense of accountability and transparency instead of acting as servants of people (Tamrakar, 2010).

2.4. Service delivery in OECD Countries

In the relationship between government institutions and the citizens, service delivery is very central, because it could either boost or marred the confidence of the citizens in the government and its institutions (Akinola, 2014; OECD, 2016). The recognition that citizens symbolized customers to their government over the past ten years has continued to influence the way governments to think and act concerning their citizens. This realization portends a good sign of responsiveness on the part of the government, particularly in developed democracies (Young, 2019). The realization is based on the assumption that every customer has the right to request quality services that suit their timely needs at a modest cost from their service providers and are all packaged in a friendly manner. This applies to the scenarios between citizens and the government: in this regard, the government is seen as the service provider of key public services (Jean, 2017).

It is instructive to note that, the existence of any government is presumed on its ability to fulfill the basic necessity of the lives of its citizens (Smith, 2013). Put differently, the existence of government is justifiable on the basis that it supplies crucial services such as security of lives and properties, maintaining orderliness, providing social amenities and infrastructure, and offering a legal framework for conflicts prevention and resolution and an acceptable system of justice. The conventional wisdom deduced here is that the government fulfilling its part of social contract agreement with its citizen will automatically confer legitimacy on it, its activities and in turn, strengthen its institutions.

2.5. Causes of Poor Service Delivery in South Africa, Kwa-Zulu Natal

According to Gwayi (2010), some of the causes of poor service delivery in town councils include:

- Councilor interference in administration, inadequate public participation;
- Inadequate alignment of budget with the requirements of the central government;
- Lack of political and administrative leadership;

inadequate infrastructure and shortages of skills

Stanton (2016) cited several impediments to service delivery as:

- Inadequate resources,
- Land tenure and
- The consequential non-rate ability of land.

Some of the critical institutional challenges facing service delivery at the level of local authorities include limited manpower and resources (Smith, 2017). Another issue applicable to all services was performance monitoring because although each of the services had monitoring systems in place, there was an overall lack of consistency and integration between the various systems in place (Angelina, 2019). Although each of the services had its capable processes for determining service requirements, planning delivery, and managing suppliers, the Directorate's co-ordination was still based on informal mechanisms, including face to face communication and meetings, and the different service groups lacked clear and enforceable performance standards (DPSA, 2016).

The study of Meyer (2014) interrogates issues of service delivery through housing in the Free State and various conclusions are made. The violent protest has been blamed due to delayed service delivery. The frustrations of most citizens have been since the democratic dispensation and are expressed through violent confrontations. In a study by Patience et al. (2021) a different dynamic concerning service delivery is looked at. The management of infrastructure has also become an issue. Poor management of infrastructure according to the study may also present a challenge in service delivery. Training of senior staff to attain new skills is one of the proposed steps towards resolution on the issue. There should be a fuss about adding new infrastructure whilst the infrastructure already there is not being maintained. The study of Managa (2012) also looks at service delivery issues. The study blames continued poverty, inequality, and unemployment as the catalysts for service delivery protests.

In a study by Jackson and Hlahla (1999) looking at poor service delivery. The authors are of the view that municipalities do not have the institutional and financial capacity to speed up service

delivery. The recommendation is that municipalities seek assistance from the private sector. Below are some of the key causes of poor service delivery in local government articulated in themes.

2.5.1. Political interference

Makanyeza (2015) identified political interference as one of the reasons for poor administration conveyance in local governments. Their research showed that the citizens postulated that political interference was the cause of poor service delivery showing a mean of 3.44 and a standard deviation of 1.097 from the other causes. Obert et al. (2014) explained that there are many cases where lawmakers utilize service delivery as support instruments and exploit their positions to pick gain support.

There may be differences between the national and local government systems (LGs) and these will be a constraint to service delivery. Grossi and Mussari (2012) argue that interference by lawmakers in the organization circle of local authorities is a huge issue for the functioning of the local authorities. Chosen delegates do not have the vital skill to do capacities successfully and effectively and in this way, may take after criteria of a political nature than a consistent and administrative thinking plan thereby compromising the quality of service delivery. Service delivery in local authorities is very poor.

It is this political interference as well that instigate and fuels political tension and more commonly political killings in the province of Kwa Zulu Natal. This position is well articulated by Arde, G. when he wrote:

“Every day some of its members in power surely get up inspired to improve the lives of the poor and to commit themselves to such honest endeavor... But evidence shows that others, arguably a growing number, are getting up with murderous intent, prepared to kill one another in their quest for power or to satisfy their greed”.

The transition from Apartheid to a democratic dispensation promised the citizens many liberties and benefits but the above expression by Arde. The profusion of political killings in South Africa,

Kwa Zulu Natal in particular has sadly become a norm. In keeping with researcher Mary De Haas', around 90 municipal councilors, political party officials, and senior municipal officers, were murdered in KwaZulu-Natal in 2015.

Most of the deceased have been affiliated with the ANC, the party that governs both the province and the country. This sentiment is further supported by (Evans, 2020) in an article that states,

“Some of the victims of the killings were honest councilors and officials who had sought to expose corruption over tenders, kickbacks, budgets, and fund allocation. Others were rivals, competing for access to power and the goodies it could buy”.

While the temptation is overwhelming to locate corruption for the top spheres of governance, recent literature argues to the contrary. Corruption is a common denominator causing protracted delays in service delivery. Recent research reveals that it is just destructive emanating from local government spheres and making its way up to the national level. A 2018 report on the ‘political killings’ by advocating MTK Moerane revealed that corruption was the backbone of violence. In the report, Adv. MTK Moerane quotes Prof. Paulos Zulu saying “some local counselors would not qualify for office as the majority of them hold no solid qualification and once they are elected they know they need to keep their jobs by all means, therefore, they eliminate all opposition fiercely”. This, they do with very little conscience as they need to keep their jobs as it maintains their flashy lifestyles. Professor Paulus Zulu (2018) says this of the situation:

“One either has the job or nothing at all. In the absence of qualifications, negative competition in the form of violence is the perfect recipe”.

Every loophole seems to be well used by internal and external forces to their advantage and they do so at all costs. While on ‘costs’, the preceding passages will delve into the causes and consequences of the lack of funds for service delivery.

2.5.2. Lack of funds

Goldsmith (2014) identified lack of funds as a cause for poor service delivery in local authorities. The authors further argue that the lack of financial resources makes service delivery problematic. LAs continue to depend on the decreasing financial assistance that comes from the central government which worsens their ability to provide public services as the central government's funding cannot be relied upon and it does not come during the exact period it is needed. The failure of residents to pay for the services rendered also translates to the lack of funds in local authorities. It also results in local authorities being owed thousands of dollars by the citizens. Poor service delivery and typical poor government services lead to the decline of resources, zero job opportunities, job losses, and common poor living conditions. However, the service delivery problems in South Africa start with the lack of sufficient infrastructure.

This refers to the indispensable systems and facilities wanted to connect to the supply chain necessary for financial activity and function. Poor service delivery in municipalities is induced via numerous factors, for instance, municipalities are now not financially self-sufficient and lack the critical infrastructure and assets to carry out their obligations to the larger public. The ratepayers are evading due payments, denying the towns the much-needed revenue, the local authorities then satisfy the human capital with hefty salaries at the expense of service delivery. The survey was done by Makanyeza (2015) also supported that lack of funds or a poor revenue base as a cause for poor service delivery by local authorities showing a mean of 3.94 of the respondents' votes with a standard deviation of 1,259 from the average of all the cited causes.

2.5.3. Corruption

Kinyua (2015) highlighted the implications of corruption in the local authorities of Nigeria saying that it robs local authorities of their financial strength to foster development and transformation in rural communities. Ejue and Madudueze (2014) advance that at the local government level, corruption has been given room to expand and even be praised and the deteriorating standard of living of the majority of the rural dwellers is evidence of the absence of good governance which is the antidote of corruption.

Due to the privileged positions of the public servants to public resources and information, they tend to abuse these privileges to the detriment of the principles (Nigerian citizens). In their conclusion, they assert that the high rate of corruption in local authorities has a great impact on service delivery. High rates of corruption mean that communities have the treasures that must be theirs to finance infrastructure and services taken away (Rom and Tukel, 2012; Wadesango and Mhaka, 2017).

Similarly, in South Africa, the number of corruption cases is on the rise as it has reached 1995, writes Accram, 2020). In municipal offices, the most prevalent form of corruption is the misappropriation of resources, accounting for 35 %. Whistleblowers suggest that municipal personnel embezzled and mismanaged funds meant for service delivery and development. In a few cases, tens of hundreds of thousands of rands have been unaccounted for. these funds were allotted for the development of sports activities facilities, roads, and houses. Accram further argues.

Going hand-in-hand with misappropriation of resources changed was 19 % of corruption cases related to procurement. Businesses, at times organized in groupings, paid kickbacks to councilors who in flip might make sure tender initiatives are completely awarded to them. Corruption Watch additionally acquired sixty-seven reports of corruption relating to the availability of food parcels throughout the COVID-19 lockdown. “You would have councilors taking food parcels that are meant for community members or selling those to community members (Corruption Watch 2020). Also, this report, spoke of about 67 cases at the local level of government where you have got councilors and officials now not providing items to families as mandated by NGOs and government departments.” health sector (Corruption Watch 2020).

While on a separate report by Ryan Cloete, he wrote that, it is far estimated that the country could have R676 billion in additional revenue if not for corruption. With the independent Electoral Commission (IEC) saying that it has dismissed the application for the 2021 local government elections to be postponed to February next year, South Africans will go to the polls earlier than the end of the year. The Auditor-general (AG) of South Africa found that R3, 47 billion of fruitless and wasteful expenditure was reported in Municipalities in South Africa during the 2019-2020

financial year. AG Tsakani Maluleke said, "the impact of compromised control environments and terrible financial and performance management was even extra pronounced during a pandemic, whilst vulnerable residents relied on neighborhood authorities to maintain them safe from harm (Cloete, R. 2021).

2.6. Developmental Local government

The developmental local government is commonly understood as means a local government committed to "work with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives" (Manicom & Rama, 2016). It encompasses the notion of transformation of local government from that expenditure type of an institution that is reactionary to a more proactive institution with the capability to generate some revenues (Stanton, 2017).

However, at the center of this is the development and improvement of service delivery. Pippet & Deacon (2015) contend that infrastructural development is of paramount importance for the realization of developmental local government aspirations. Service delivery requires coordinated municipal governance and below the section highlights the role of municipal governance.

The White Paper on Local Government (1998:17) defines developmental local government as the local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic, and material needs, and eventually improve their quality of life. Bagchi (2000:398) further defines developmental local government as one that puts economic development as the top priority and can design effective instruments to promote such an objective.

The instruments identified include, inter alia, forging new formal institutions; the weaving of formal and informal networks of collaboration between citizens and officials; and the utilization of new opportunities for trade and profitable production. Developmental local government is not constrained by ideology but is rather able to switch gears effortlessly from market-to government-directed growth, or vice versa depending on the contingent circumstances.

2.7. Municipal governance

The effectiveness of municipal governance institutions is a precondition for any country to reap the benefits of decentralization (Manicom, 2017). The transformation of local government governance systems introduced new systems of executive leadership in municipalities. These new systems have drastically changed the profile of a municipality and the desired relationship between its political and administrative components (Angelina, 2019).

At an administrative level, the transformation has been fundamental. The Municipal Systems Act (Act No. 32 of 2000) Section 21 and the Municipal Finance Management Act (Act No. 56 of 2003) have laid down a framework for municipal administration that is based on modern public management principles. Consequently, all municipalities in South Africa are established on two structures or pillars that manage the institution, namely administrative and political governance structures. Political governance constructions are composed of councilors, who have to exercise each legislative and government feature in the municipality, and are constituted as a municipal council, Maropo (2020), explains.

2.7.1. Municipal Council

This office is headed by the executive mayor/ mayoral committee and is responsible for strategic planning, policies affecting communities, business, and other related issues. Chapter 7, Section 151 (2) of the Republic of South Africa's Constitution RSA, 1996 bestows these prerogatives on the council.

2.7.2. Administration

Administration, an office of the municipal and manager executive managers, which function, is to see to it that political resolutions are implemented. This is a duty stipulated by The Local Government: Municipal Finance Management Act (RSA 2003) (Act no. 56 of 2003) Section 60(b). This act vests on the municipal manager the responsibility of guiding with compliance to the Local

Government: Municipal Finance Management Act, 2003 (Act No.56 of 2003 to the political structures and those officials of other municipalities.

2.7.3. Municipal Public Accounts & Oversight Committee

This office comes to being as per Section 79 and it consists of non-councilor members. The main duties of this office include:

- Annual municipal reports analysis
- Exercises oversight over the executive functionaries of the council and ensures good governance in the municipality
- Submission of the oversight report on the annual report with recommendations to the council
- Once the report has been considered and approved by the council, the report has to be published according to MFMA requirements and as guidance.

All municipalities in the country must adhere to the directives of this office and subscribe to its enshrined values of diligence, accountability, transparency, participation, responsiveness, and practicing integrity. Concerning the municipal council, a Section 79 Committee, Local Government Act 117, provides that a municipality may establish additional committees as needed for the effectiveness and performance of municipal duties. While Section 80 Committees come to being through the power vested in terms of section 80 of Municipal Structures Act and are meant to aid the executive committee of mayoral committees of the municipality. These sub-committees as per the dictates of each local municipality's needs may be one or a combination of the following:

- Section 79 Working Committees
- Section 80 Committees
- Audit Working Committees

The Audit Committee has been established and is operational. Following all necessary procedures, Council revised the membership in May 2016 and approved the appointment of three (3) members

to serve for three (3) years. The committee operates under written terms of reference approved by the Council, which outline authority and responsibilities. The committee's primary mandate is to evaluate the municipality's internal control systems, review accounting policies and financial information to be released to the public and assess the effectiveness of the performance management system. The committee examines and discusses the financial statements before they are submitted to Council (Umshwathi IDC 2020/21).

2.7.3.1. Committees of Ward

By establishing ward committees in all 14 wards, uMshwathi Municipality has complied with the provisions of Chapter 4 of the Municipal Systems Act. The applicable provisions of the Municipal Structures Act of 1998 were taken into consideration when selecting the new ward committee members. There are currently 140 Ward Committee members in uMshwathi Municipality. In December 2016, the Municipality held an induction workshop to improve their skills in carrying out their daily activities, and they continue to hold several workshops to further capacitate them.

Furthermore, the Municipality has set resources aside to assist with the operational costs of the Ward Committee to enrich public participation. The main operational costs are the ward committee members' monthly stipends. The IDP systems have also been put in place to deal with Ward Committee issues efficiently and cost-effectively. The Speaker's Office is in charge of holding monthly Ward Committee meetings to provide augmented support and to ensure that issues discussed at such meetings are service delivery-related and that the Council addresses issues raised at such meetings. From 2016 to the present, four additional capacity-building workshops have been held (Umshwathi IDC 2020/21).

Despite significant progress in the rationalization and modernization of municipal governance, there are specific challenges inherent in the new system, which are possibly hampering the successful transformation of local government. As mentioned elsewhere above, politics invites many incompetent people especially in local spheres, in a form of councilors. Knowing that the competition is stiff as there do many who want to enter as councilors. It is this openness that allows

incompetence to penetrate the system and further bring even heavier problems of violence and negation of responsibilities.

Common Challenges include but are not limited to the following:

- According to Peter (2010:67), governance changes, and how it occurs presents a conundrum for many older theories of governance and its practices. As the saying goes, everything is subject to change, except change itself. The world changes and responses to those changes must be addressed. As a result, governance becomes a problem. In that sense, governance is a very practical concern. New practices and theories may repeatedly create a quandary, and people must revise their ideas and actions to accommodate new changes or quandaries. Because governance is constantly changing and demonstrates a reliant manner of realistic doings, the practicality of governance. Because of this constant shifting, governance will face democratic and managerial quandaries. As a result, policymakers will struggle to find effective ways to act in a new context created by this new governance quandary. According to Peter (1999:78), the obvious normative impasses associated with supremacy are those relating to autonomous philosophy and societal integrity.

Openness, integrity, and accountability are the three key principles for effective corporate governance (Smith, 2015; Angelina. 2018). Openness ensures the public's confidence in the decision-making and management processes. Improving municipal governance promotes consultation of the local community, their participation in the decision-making process, and information provision to achieve openness. Integrity means honesty, selflessness, and objectivity. Through integrity, the Reading Borough Council presumes accountability and control of the management of the council's administration and finances. Accountability means that councilors and public servants are responsible for their decisions and actions and are available for external review.

2.8. Chapter Summary

In summary, this chapter has introduced the theoretical framework, for causes of poor service delivery of this study within which the topics will be investigated and later draw upon conclusions and make relevant recommendations for improving service delivery in uMshwathi local municipality. The eroding good governance practices are directly responsible for the prolonged poor service delivery of road infrastructure development in the municipality of uMshwathi. Unless and until robust measures are put in place, poor service delivery will continue being the talk of the town in most developing communities and municipalities.

CHAPTER THREE

ACCOUNTABILITY, TRANSPARENCY AND GOOD GOVERNANCE IN LOCAL MUNICIPALITIES

3.1. Introduction

Based on an empirical study conducted in institutions such as municipalities in South Africa, this chapter will attempt to develop an analytical framework of accountability arrangements in the public domain. Furthermore, it will assess and evaluate municipal accountability arrangements in the public domain. This chapter will also attempt to demonstrate the municipal government's lack of accountability and transparency.

This chapter seeks to develop an analytical framework for public liability agreements, based on an empirical study conducted in institutions such as local authorities in South Africa. In addition, it will evaluate the responsibilities of public law in the municipalities. This chapter also attempts to highlight the lack of accountability and transparency in local government in the local municipality in South Africa. According to Edwards and McGee (2014:67), the importance of transparency and accountability must be emphasized at both the institutional or organizational level as well as at the individual level. Both must be internal and external, i.e. a municipal institutions, officials, and public representatives to the local communities served by the municipality.

Municipal governance would be neither responsible nor responsive if transparency and accountability were not present. The various types of accountability will be thoroughly discussed. Accountability will be investigated and evaluated. The topic of transparency will be discussed to determine why transparency is important in municipal governance. Scandals involving public officials and politicians have frequently captured the attention of the entire world. The majority of these scandals are the result of politicians and public officials' deteriorating ethical behavior, which has resulted in a variety of malpractices. There is a genuine demand for all public sector institutions

to strengthen ethics, integrity, transparency, accountability, and professionalism to safeguard public resources and improve public performance (Haque1994: 23; Armstrong 2005: 78).

The government has enacted legislation to ensure that all stakeholders and role-players fulfill their respective responsibilities and obligations to provide quality municipal services. Despite these measures, public accountability and transparency remain buzzwords that are not taken seriously, particularly by municipal officials. Municipal legislation requires accountability and transparency (Municipal Structure Act of 2000 & Municipal Systems Act).

3.2. The Concept of Accountability

Schedler (1999: 45) points out that one cannot oppose golden concepts such as responsibility because they convey an image of reliability and transparency that is increasingly used in political discourse and policy documents. However, its evocative power makes it a very elusive concept. Because it means different things to different people, as anyone dealing with responsibility will soon discover. Romzek (2000: 15) defines and describes accountability as the simplest requirement to account for how responsibility has been delegated that can be carried out by an institution or by a person delegated to it. The following four standard questions that are critical to accountability should always be considered:

- Which or who is held accountable?
- To whom is this person or institution accountable?
- What values is this person or institution responsible for?
- How this institution or person is held accountable?

Aucoin (2000: 48) agrees, further defining accountability, saying: "Accountability is the responsibility of local government and its agents to the public to achieve predetermined goals and to be publicly accountable." Politicians and officials also must take public responsibility for their actions, because they must act in the public interest, which must be done per their conscience and based on professionalism. Accountability is the degree to which local government officials must explain or justify to the public what they have or have not done to be accountable to local

authorities. Administrators must feel responsible in some way to citizens and/or the public. Therefore, that responsibility can be seen as a confirmation of participation.

While accountability is generally considered a good thing, the concept is very abstract and widely used by many in many institutions. Given that, these are the procedures through which those who govern “demonstrate, as elected representatives or designated officials, that they have adequately fulfilled their functions”. Accountability consists of providing a satisfactory statement of the powers and resources entrusted to them in her name from the public, with taxpayers’ money. In short, it is a commitment to responsibly carry out the assigned activities. Someone must be responsible for the success or failure (Kakumba et al. 2007: 67) and Haque (2007: 26).

According to Koppel (2005: 45), accountability means justifying the acts or omissions of a person or authority or being responsible. Accountability remains a challenge for politicians and officials as, despite popular rhetoric, it is an elusive concept. It remains a challenge simply because its results are directly related to the actions of the individual official or politician, a section or department of a local authority, or another public service. Mattei (2007: 34) points out that public accountability is related to matters that are in the public domain, with the behavior of public institutions or authorities that enforce laws or spend public funds on projects or programs.

Mair (2009: 89) points out that public accountability has many faces. It implies accountability for matters of public interest; i.e. responsibility for what has been achieved, and must be distinguished from responsiveness and participation. Furthermore, accountability is not only about control but also about prevention, and it deals with the relationship between an actor and a forum. There is a fine line between accountability and controllability, although some equate accountability with controllability, according to Bovens (2005: 34), agreeing with the authors mentioned above. Rogers (2007: 36) points out that accountability from a democratic perspective offers actors possibilities of democratic legitimation to control politics, organizations, and administration. From the constitutional point of view, accountability is essential to face the ever-present trend towards the concentration of power in the municipality.

3.3. Variations of Accountability

Depending on the type of existing relationships, there are several categories.

3.3.1. Hierarchical Accountability

In terms of municipalities in which the chain of commands is formed by administrative, political, and community structures, the administration of an urban manager and several managers are directed as Heads of the various departments or sections. Chapter 6 of the Municipal Structural Act 200 (Act of 2000) requires the introduction of performance management systems to improve internal accountability among employees in the public sector such as a municipality. For example, main public officials should focus on their political or legislative supervisors, as well as in the public, concerning a specific course or specific work.

3.3.2. Expert Accountability

The term professional accountability gives the feeling that these attributes of responsibility reflect specialized experience and knowledge (Schroeder 2004: 30). This responsibility could be reactive with very limited discretionary authorizations. This should be ensured that these policy leaders constantly confirm that public institutions carry out the guidelines assigned by the Government and implement them in a manner that guarantees the effective delivery of monetary services (Armstrong 2005: 89). This type of responsibility requires the behavior of employees and the circumstances of their decisions. Employees should be based on standards of legality and regularity if they are responsible for their actions.

3.3.3. Legal Accountability

Legal accountability is of increasing importance to public institutions because of the formalization of social relations, and the trust which is placed in courts, and then in parliaments, as it is in South Africa. Legal accountability is usually based on specific responsibilities, e.g. the Constitutional Court or the national parliament regarding a no-confidence vote, and is formally or legally

conferred upon authorities. Therefore, legal accountability is the most straightforward type of accountability. Accordingly, legal accountability must be adhered to about constitutional and legislative mandates (West 1995:68) to determine if there has been compliance legally. This accountability might be reactive with very limited discretionary powers.

3.3.4. Political Accountability

"This type of accountability refers to the accountability of elected office bearers in a democratic society as well as the accountability of policies emanating from political role players. All aspects of government activities are accountable through this accountability" (Armstrong 2005:79). However, this accountability raises some issues, including whether or not political leadership at various levels of government should be held accountable to local governments. There should be periodic audits in parliaments, provincial legislatures, and other legislative bodies, such as the Auditor-General's office or the Public Protector's office. This is to ensure that political leaders constantly verify that public institutions are implementing the policies assigned to the services are delivered in a manner that ensures value for money and is related to government (Armstrong 2005:89).

3.3.5. Public Governance and Accountability

The standard of public accountability now overemphasizes efficiency and productivity as opposed to public concerns like representation and equality, according to Hague (2000:602). Because of a paradigm shift in public governance, the objective has become to improve such standards as socio-economic development by promoting economic growth, increasing productivity, and improving efficiency.

3.3.6. Organizational Accountability

This type of accountability focuses on the activities of government officials as employees at any government institution, such as a municipal government or a government department. This type of accountability prescribes employee behavior and the circumstances surrounding their choices.

Because they will be evaluated and held accountable, all of these employees must work within a legal framework. They must act within the parameters of their authority because they are not a law unto themselves, and if they are not accountable, they will face dire consequences (Brooks, (2014:89) and Cloete (1994:56) concur and state that administrative accountability must be understood by all government or municipal employees. Accounting officers, municipal managers, and institutional directors must ensure that this responsibility is fully understood.

This is referred to as traditional accountability. When employees are held accountable for their actions, their actions should be based on legal and regular standards. To put it another way, officials or employees act under the laws and regulations that govern that public sector institution. Another type of administrative and managerial accountability is a management responsibility. This pertains to funds and property, as well as other resources and human resources, to improve public usage efficiency. They are accountable for their actions, which include more than just adhering to regulations and promoting the prudent use of public resources (Cloete1994:58). Aucoin (2000:89) concurs with Cloete, stating that another type of administrative accountability is program accountability, which is concerned with the outcomes of government or municipal operations.

It is the responsibility of all municipal or public sector officials to ensure that all signed tasks or assigned programs are effectively completed under the goals set out. As required by law, the managers and directors of those programs must account for what has been accomplished. According to Bovens (2005:78), the other type of administrative accountability is known as process accountability. It investigates the methods and procedures used in all institution or section operations, as well as how inputs are converted into outputs as planned and arranged. It employs the process terms agreed upon by the program administrator, and or funds provider, or recipients of services or goods, for performance.

3.3.7. Social Accountability

Fourie (2000:24) defines social accountability as the accountability that is built through civic engagement, i.e. civil society organizations or ordinary citizens who may participate directly or indirectly in exacting accountability. It also refers to a wide range of actions, such as those taken by the media and civil society organizations, which can hold public officials and politicians accountable. Public expenditure tracking, accountability such as political checks and balances, administrative rules, and legal procedures must be followed for investigative journalism. As evidence suggests, social accountability can help to improve governance at the municipal level.

Social accountability, its other mechanism, is referred to as vertical and external, implying that it involves the South African governance hierarchy, which is national, provincial, and local in that vertical approach, whereas external means that other stakeholders, such as civil society groups, are taken into account. This type of accountability seeks to stimulate citizen demand, putting pressure on municipal governments or private-sector institutions to meet their obligations and provide quality services.

3.4. Upholding Accountability

Excellent governance is incomplete without accountability as a key component, which is enhanced by participatory communities and citizens who demand transparency and good representation. Governing is most legitimate when democratic principles such as citizen participation in decision-making, transparency, and accountability are implemented. Other organizations, such as the media and civil society, have roles and responsibilities that contribute to good municipal governance. The rule of law is an essential component of the democratic process for effectively promoting accountability, and its implementation is dependent on the accountable, fair, and accessible application of the law.

Respect for human rights, i.e. the protection of human rights, free and fair political and justice systems, and public trust in municipal governance, all contribute to accountability. Governance programs such as anti-corruption reforms, decentralization, strengthening legislation and policy, and public management reforms should be prioritized. This is emphasized in Schedule 7 of the

“Republic of South African Constitution Act No. 108 of 1996,” which deals with Local Authority (Edwards 2014:45).

3.4.1. Upholding Accountability for Better Governance

Municipalities should take on more responsibility in community and citizen services as the times change. As a result, at every municipal level, there should be a clear movement toward accountability of officials and politicians. Emphasis should be placed on internal operational strategies that work to the best advantage for accountability and transparency, ranging from policies, plans, and procedures that exist to improve service delivery. This is the viewpoint of Callahan et al. (2005:21).

3.4.2. Preconditions for Accountability in Municipalities

Accountability can be promoted in the municipality by implementing the following measures. Municipal managers and other managers, according to Bennies et al. (2008:78), should ensure that their teams understand the institution's big picture. It is also critical to have explicit or written expectations of what they should do, how, when, and why. The formation of accountability mastermind groups is critical in all municipal teams. This strengthens the concept and actions surrounding accountability. Teams must be clear about the ramifications of failure. When success is achieved, the municipal teams must be appropriately rewarded and recognized.

3.4.2.1. Objectives and Significance of Accountability

According to Fourie (2000:30), any organization desiring accountability, such as a municipality, its political office bearers, municipal officials or employees, or any stakeholders, should make it their goal. The following are the reasons why accountability is important to a public institution such as a municipality and why it is important to leadership:

- Accountability fosters trust – well-executed accountability fosters trust, which is essential in all work relationships, whether politicians or municipal officials (Fourie 2000: 45).

- Accountability boosts performance by eliminating distracting and ineffective behavior because they are aware that they are accountable for actions taken as part of a commitment to complete work and are aware that they have been entrusted with something (Fourie (2000: 53)
- Accountability fosters ownership by teaching employees the worth of their work. Because they are motivated to work hard when they are valued because, as officials or politicians, they have a sense of ownership over what they do at a municipal institution (Fourie 2000: 56).
- Accountability instills confidence – when work is done well, it improves team members' skills and confidence. When they know that someone is paying attention and is concerned about their performance, they will undoubtedly give their all, and this will help to build the culture. As a result, a municipality should hold itself to the highest standard of accountability (Fourie 2000: 57).

3.4.2.2. Challenges brought by Lack of Accountability

When the rewards associated with certain behaviors or activities are completely disconnected from all responsibilities and risks of municipal institutions, there is a lack of accountability. The institution or organization will then face the following problems: financial meltdown and recession or municipal bankruptcy; at the municipal level, people may become ill if sewage and garbage are not properly handled due to a lack of accountability; if officials and politicians believe they are only accountable to themselves and not to the entire organization, that institution will fail (Mair, 2009: 91).

On that point, he appears to agree when he says that a lack of accountability causes a slew of problems, including a lack of trust and support from all parties, including politicians and officials. As a result, a lack of accountability undermines one's sense of responsibility. A lack of accountability will inevitably erode trust and a reasonable expectation of good governance in the eyes of the entire community and its citizens. According to Judith (2000:23), "open government is critical to an informed public, and an informed public is critical to democracy." The principle allows those affected by administrative decisions, business transactions, or charitable work to understand not only the basic facts but also the implications of those decisions. According to

Transparency International (2011:78), this is how it provides a definition that captures a clear meaning of transparency, whether in the public or private sector.

In essence, this creates the belief that politicians and officials of any institution, their decisions, and activities should be done in a way that captures the interest of various stakeholders such as civil society or non-governmental organizations (NGOs), and this can best be accomplished through transparency. Simply because public institutions, officials, or politicians have the responsibility to carry out their tasks efficiently, thereby fulfilling their fundamental role and adhering to effective public sector practices.

3.4.2.3. Legislative Framework for Transparency in S.A

South African policymakers have introduced some progressive transparency legislation, but implementation remains a major issue and source of concern. The South African Constitution, through the Bill of Rights, has expressed fundamental human rights that support the pursuit of transparent governance, including, among other things, sections 10: The Right to Human Dignity; 72: The Right to Access to Information; and 33: The Right to Just Administrative Action. The Promotion of Access to Information Act, passed in 2002, met a critical need in South Africa.

There is low compliance with section 14 of the PAIA, which aims to facilitate proactive disclosure as described in section 15 through the open provision of manuals. Making information freely available is currently a concern for local government. In Chapter 2, 'Bill of Rights,' South Africa's Constitution "enshrines the right of access to information held by the state: 'Everyone has the right of access to (a) any information held by the state; and (b) any information held by another person and required for the exercise or protection of any rights.'"

The Promotion of Access to Information Act (PAIA) of 2002 gives effect to the constitutional right to access any information held by the state as well as any information held by another person and required for the exercise or protection of any. When the information requested is deemed to be in the public interest, the law applies to both public and private institutions. However, there is no central agency to deal with PAIA requests; every public and private organization is required to publish a PAIA manual on its website, providing the public with clear guidelines on the process,

costs, and contact persons for PAIA requests, but this has not been forthcoming (Good Governance Learning Network, 2011).

Armstrong (2005:95) admits that, unfortunately, many public bodies appear to obstruct access to information, either due to the failure of internal systems or the incompetence of the information officers to whom a request has been made, and there appears to be an agreement with Rogers (2007:67), who also affirms that bureaucratic resistance to implementing access to information rights includes (to ensure compliance by public and private bodies with mandatory obligations in PAIA).

3.4.2.4. The Concept of Transparency

Transparency is defined by Bennis (2008:90) as the “free flow of information within an organization and between the organization and its many stakeholders, including the public,” whereas Hill (1996: 89) defines it as the principle of allowing those affected by administrative decisions to know about them, which concerns communities at large and the public that is served by a municipality. Transparency in governance entails government officials or politicians engaging in open dialogue with citizens.

Because corruption jeopardizes good governance, this is a critical component of eliminating corruption in municipal institutions. Gerrat (2002:45) emphasizes the importance of transparency in governance to the communities served by a municipality. Government transparency is defined by openness, honesty, and accountability. Transparency is any government's obligation to share information with its citizens as part of a free society. Transparency is central to how communities and the general public hold their elected officials and municipal officials accountable.

Transparency, according to Bennis (2005:93), is used in politics to hold public office bearers or representatives accountable to combat corruption. This means that politicians must be more open, trustworthy, and truthful. A politician should not keep anything from the general public. Politicians must make documents and information available to the public. Government transparency is not a new issue. Freedom of Information Acts back it up. As a result, a healthy government system is open, allowing all who want to know to find the information they seek.

According to Cross (1995:67), openness at this level of governance in a municipality provides much-needed checks and balances against corruption and misuse of government assets, while also revealing trends that will reveal mistakes that have occurred and offer solutions to challenges that government politicians or officials may not have seen. The public, without a doubt, desire transparency from the government. “Because they believe they are more responsible citizens, they demand useful information and accountability from their governments. Access to information is critical for all stakeholders” (Bovens 2007: 87).

Transparency is essential for good governance because it promotes accountability and public participation. Fur (2000:56) acknowledges that transparency allows people affected by development plans to know what options are available to them and, as a result, make informed decisions about the issue at hand. It is a necessary condition for successful beneficiary participation in program design and implementation. According to Edwards et al. (2014: 49), transparency helps citizens gain access to information and facilitates their understanding of municipal decision-making processes. Information contained in freedom of information acts, administrative acts, and published government audit reports, as well as transparency as a societally accepted public value, aid in the fight against corruption and serve as a complex tool of good governance in policies and programs. As a result, policymakers should develop it in tandem with effectiveness, accountability, and efficiency. In the absence of transparency, the public's concerns about secrecy and privacy grow (Koppel 2005:78).

3.4.2.5. Two Versions of Transparency

Cross (1995:72) observes two types of transparency: clear and opaque, and this distinction is crucial. The dissemination of information that does not reveal how institutions such as departments or any organizations behave in practice, in terms of how they make decisions or show the results of their actions, is referred to as fuzzy or opaque transparency. This refers to information that is disclosed ostensibly but turns out to be untrustworthy.

According to Cross (1995:79), clear transparency refers to reliable information about institutional performance, as well as policies and programs that reveal this information. It also sheds light on

organizational or institutional behavior, allowing interested parties such as civil society, opinion leaders, or policymakers to pursue that information, including the strategies. Data on human rights violations or compliance reports with environmental standards are examples of clear transparency.

3.4.2.6. The Trails of Transparency

According to Haque, public access to information is divided into two categories: proactive and demand-driven information requests. Proactive dissemination of information refers to information that the government makes public about its activities, projects, or programs, and their subsequent performance. (Haque, 1994:611). While demand-driven information refers to an institutional commitment to respond to a public request for specific documents or information that would not be available or accessible unless requested (Haque, 1994:613), the Right to Know Civil Society Organization in South Africa, for example, is promoting downward transparency from government. Furthermore, local government would not be without a properly structured and legislated component of governance as a principle and practice.

3.5. The concept of Good Governance

“Governance refers to the procedures of value, policies, and institutions through which society manages its economic, political, and social affairs.” According to Cheema and Maguine (2002:56), "governance consists of the complex mechanisms, relationships, processes, and institutions through which groups and citizens articulate their specific interests, exercise their obligations and rights, and mediate their differences." Furthermore, governance entails more than the term "government." “Moreover, governance is a process by which societies or organizations make important decisions about whom they involve in the process and how they account for themselves” (Starkey 1995:78). “In light of South Africa's profound transformation of government and governance, the South African public sector is characterized by significant changes, such as the replacement of old policies, legislation, statutes, regulations, and practices to more accurately reflect the de-racialization of government structures” (Schwella et al.2015:23).

The UNPD (1997:11) defines governance as "the exercise of economic, political, and administrative authority to manage national or local government affairs." It is also a set of values

and policies, and it is defined as how social life is coordinated. It is concerned with the way power is wielded in the management of local economic affairs. “Governance is broader than government because it involves more societal actors and aims to impact across all conventional areas covered by the traditional definition of government.” According to Heywood (2007:26), the broad definition of government is “to govern means to rule or control others.” As a result, the “core functions of government are thus to make laws (legislation), implement laws (execution), and interpret laws (adjudication).”

Heywood (2007:6) goes on to say that “governance refers in its broadest sense to the various ways in which social life coordinates,” whereas Rhodes (1997:16) claims that “governance is possible without government.” The term authority is frequently used to refer to the expansion of markets and public-sector structures. There is a distinction to be made between bureaucratic administration or hierarchical institutions and markets and networks conceived of as governance. Developmental theorists sometimes practice governance to varying degrees to debate monetary progression, and these partisan issues are also present in the oldest systems of state networks. (Rhodes1997:25).

Governance has thus emerged as a developmental path that supports issues such as commandment ruling, government competence, accountability, decentralization, and democracy. Governance indicators must be acceptable, trustworthy, and genuine. Rationality is dependent on their accuracy, while reliability necessitates consistency. While legitimacy is dependent on their creation of being opaque and carried out with the participation of relevant stakeholders, some see governance as a government adaptation to growing general convolution. As a result, other scholars or researchers argue that supremacy is created by many players working in opposition to the circumstantial of various customs (Hey 2000:77). According to Anonimus (2011:75), native authority, like new supremacy in general, has polycentrically increased, implying a greater variability of strategy players. The changing nature of local governance is posing typically democratic and operational challenges. A more polycentric system is capable of limiting a presentation that leads historically, that is, from the standpoint of democracy.

3.6. The Significance of Governance

People are confronted with altered conditions that they want to discuss and address because the nature of social problems has changed. According to research, in the past, the government could direct people to do things or instruct them to deal with social problems they were confronted with, but this is not as easy to do nowadays. People are confronted with complex and multi-dimensional challenges and problems. Furthermore, more citizens are being educated, and the world we live in necessitates specialized knowledge. Governance is the new term used to describe this new terrain of governing, even though governance is fraught with difficulties (Wettenhall & Bhusal 2016:85).

In this regard, Umshwathi's Batho Pele Policy and Service Delivery Improvement Plan have been approved by the Municipal Council. Copies of the Batho Pele Policy and the SDIP are attached as annexures. The appointed a dedicated official to ensure the policy's and its requirements' implementation and monitoring. The Service Delivery Improvement Plan (SDIP), Service Delivery Charter, and Service Delivery Standard have all been created (Umshwathi IDP 2020/21).

Governance refers to the institutional arrangement that delegated power to public representatives and officials and then defined the mechanism for holding them accountable. This is neither an art nor a science; it is, at best, a political process. As a result, to have legitimate governance, when a system is designed, those who will have a stake in that governing functionality must be involved. Governance must adapt to the institutional and political environment to thrive. Transparency, representation, and responsiveness must all be possible. This will provide excellent opportunities for leaders to excel and perform well (Joseph 2009:56).

3.6.1. Types of Governance

According to Rhodes (1997:74), governance can frequently refer to a specific level of governance that may be associated with a specific type of organization or a specific model of governance. Public governance, private governance, global governance, cooperative governance, participatory governance, and collaborative governance are all examples of governance.

3.6.1.1. Public Governance

Public governance can take place in three ways: through public-private partnerships, networks, or collaboration with community organizations. Either by operating under government regulations and through a market mechanism in which competition principles are applied so that resources can be allocated or by using a top-down approach, which is the type of governance that primarily involves bureaucracy and governments (Kickert 1997:83).

3.6.1.2. Private Governance

According to Rhodes (1997:10), in this case, non-governmental entities, such as private organizations or other third-party groups, make rules or standards that may have a binding effect on the quality of life of the public. Insurance companies, for example, have a significant societal impact, which is a private form of societal governance.

3.6.1.3. Global Governance

According to Minogue et al. (1998:47), global governance is made up of complex and informal institutions that are linked through relationships and mechanisms; processes among and between states; organizations and citizens, where rights and obligations are established, and sometimes differences are mediated. However, Florini (2007:78) defines global governance as the ideal in which leadership processes collaborate when they bring civil society, national governments of different countries, and multilateral agencies together to achieve common goals that are acceptable to all.

3.6.1.4. Cooperative Governance

According to Cochran et al. (1998:30), governance is the set of laws, policies, processes, and customs in government institutions. It also involves a large number of players or stakeholders. Communities, politicians, and government officials are the primary players, while regulators, customers, and the general public are also stakeholders (Starkey1995:45). The goal of intergovernmental relations is not only to cooperate and coordinate, but also to intervene, direct, and control at the highest levels of government. It is a matter of consultation at all levels of government (Mand & Wood 1974:45). However, cooperative governance, which was initiated by

the drafters of the South African Constitution, is uniquely South African, according to UWC (1999:32). The principles of cooperative government have established a normative framework for IGR relationships. Cooperative governance rules are clearly stated in Section 41(1) of the 1996 RSA Constitution. According to Mathebula and Malan (2002), the rules include loyalty, respect, and positive duty.

3.7. Characteristics of Good Governance

Accountability in governance is essential: Because local governments in South Africa are required to report, accountability is a fundamental requirement for good governance. Because local government officials represent the community, an explanation of a decision is required, as is accountability for the consequences (Williams2009:22).

Transparency in governance is essential: According to Williams (2009:30), the decision-making process at councils should be easy to follow and comprehend. Communities will be able to see how those decisions were made because of this. Communities will be aware of what advice and information the council considered, as well as which legislative requirements were met. It will demonstrate that, because good governance adheres to the rule of law, the decisions are by the relevant legislation and within the authority of the municipal council.

Governance must be adaptable: Municipalities in South Africa should always strive to meet the needs of the entire community appropriately and responsively. All groups, including the vulnerable, must be responsive equitably and inclusively (Williams2009:36).

Governance must be efficient and effective: The best available people must be appointed to ensure the best possible results for the community. The South African local government should put decisions into action and ensure that they are followed up on (Williams2009:42).

Participation in governance is essential: Through public participation processes, all interested parties or anyone affected by council decisions should have the opportunity to participate in the decision-making process. When members of the community are given information, asked for their

opinions, and allowed to make recommendations, better decisions are made. It assists local governments in meeting their legislative responsibilities and, more importantly, it provides governance with an ethical foundation (Williams2009:48).

In this regard, The Municipality has a Public Participation Strategy in place and is being implemented. Public participation plays a pivotal role in service delivery and is one of the key sound governance principles that uMshwathi Municipality is using to bring about good and effective governance. During the IDP process, the Municipality had a regular engagement with local communities through their Ward committee structures as well as through the IDP Public meetings.

Table 3.1: Umshwathi Public Participation Mechanism

<i>STRUCTURE/PUBLICATION</i>	<i>STAKEHOLDERS</i>	<i>OBJECTIVES/FUNCTIONS</i>	<i>FREQUENCY</i>
Ward Committee Meetings	Ward councillors (Chairpersons) Ward committee members Community Municipal representatives	Community communicates with the Municipality through Ward Committee structures and the Ward Councillor Informing the community of Council decisions, municipal activities etc.	Monthly
Public Meetings/Izimbizo	Mayor and councillors Community Municipal representatives	Informing the community of council decisions, community rights and duties, municipal affairs etc.	Annual

		Community informing Councillors and officials of their issues.	
Council meetings (open to public)	Mayor and councillors Municipal representatives	To formulate policy decisions Exercise oversight role Consider community contributions Make informed decisions on development direction of the Municipality	Quarterly
IDP and budget engagement	Mayor and councillors Community Municipal representatives	Obtaining community input on the content of IDP and proposals Informing the community of IDP and budget- related matters Publicising the municipality's intentions for development in the next financial years as well as giving feedback on current projects	Annual
Notices	Community Municipal representatives	Informing the general public and personnel on municipal matters Calling for representations into IDP and other municipal processes	As frequently as required

The aim is to ensure that the people's needs are considered and catered for in the IDP. The municipality employs all means available at its disposal to enhance broader community participation in municipal activities and processes. As can be seen in the table below, some of the modes of communication utilized are the community structures (Ward committees), print Media

(newspapers and various other publications), radio station updates, Municipal Website (www.uMshwathi.gov.za) and public meetings and gatherings e.g. Izimbizo. After the 2016 elections, Ward Committees were established and they hold meeting monthly as prescribed. CoGTA assesses the functionality of the Ward Committees quarterly. The figure below provides an overview of the Public Participation Structures.

3.8. Perspective of Governance in S.A

Governance, according to Schwella et al. (2015:227-8), is a set of means to an end rather than an end in itself. “Government should use proper ethical and effective processes to add value to citizens' lives by providing goods and services.” To have a positive impact on society in all of the societal spheres served by different sectors, the public sector has duties and responsibilities as a significant component of governance.

It is critical to evaluate governance's ethical and effective performance. This assessment is required to evaluate and create governance learning and understanding, as well as to ensure continuous improvement in ethical and effective governance. Subban (2008:16) confirms that assessment trends used to describe current reality will be taken into account. According to Schwella et al. (2015:321), critical governance issues in South Africa are raised by political parties that oppose the governing or ruling party (ANC). It controls the governance scene in South Africa as the ruling party. Its dominance can be seen in the fact that it governs in 8 provinces out of 9 and in all metropolitan municipalities, 8 of which are in South Africa. In eight provinces, the ANC has majority control of many local municipalities. Where the ANC does not rule, the DA does so in some cases through alliances with other parties (Good Governance Guide 2014:78-9).

3.8.1. The ‘Good’ in good governance

Rahman (2005:56) enumerates the benefits of good governance as follows:

- "Good governance should respect the Universal Declaration of Human Rights."

- Transparency and accountability in the management of public funds must be achieved through bureaucratic means.
- Have credible electoral processes that are politically accountable to voters.
- A country with good governance should have a strong judicial system.
- Have the right to free expression and information.
- Good governance is required for better service delivery, as well as to build public capacity in terms of understanding their rights.
- Freedom of association and participation should be prioritized in a good governance space.

For the following reasons, good governance assists government in meeting its legislative responsibilities and, more importantly, in providing an ethical foundation for governance (Hill 1975:89): (1) to instil trust in any public institution in the community; and (2) to increase elected government members' or officials' confidence in decision-making (Addink, 2010:56). The following are some of the advantages of good governance: it fosters community trust because residents have confidence that decisions are made and implemented in a transparent and accountable manner.

They, too, believe that government acts in the best interests of the community, though their views may differ. It reminds citizens that all government officials and politicians work on behalf of the community as a whole, and that they must conduct themselves openly and ethically in accordance with the law (Anonymous 2011:78).

3.9. Chapter Summary

This chapter discusses various aspects of transparency and accountability in municipal governance. The concepts and theories of accountability and transparency were discussed. Transparency and accountability should play important roles in municipal governance because they serve as the glue that holds municipal governance systems together. Failure to be transparent and accountable would have a negative impact on the entire municipal governance system, whose goal is to strengthen local democracy, and where leadership and officials should be accountable and transparent to the public or community at large.

This chapter also discussed mechanisms for accountability and transparency, which are thought to aid in the reduction of corruption in municipal governance. Municipalities rely on various processes such as accountability and transparency to transform their governance into good governance. As a result, an ideal municipality in South Africa can be realized when recipients of municipal services and governance are provided with good governance, accountability, and transparency. Accountability can be used as a control mechanism to ensure that delegates have performed activities as expected by the delegator, who is the electorate and employers.

It can be promoted through community involvement, representation, transparency, and accountability as a result, an effective accountability system is critical to ensuring that local municipal resources are used effectively and not abused by citizens and communities. Accountability must be used to ensure consistent official performance, which is something that all municipalities should strive for. The distinction between clear and opaque transparency prompts thought about how they relate to accountability.

A transparent civil society, NGOs, and the community at large believe it is their responsibility to assist and monitor government at any institutional level, whether municipal or departmental, in order to achieve transparency. The following chapter shall discuss and explain data collection tools that this research papers used. The combination of data tools used ensured that this project attains the most recent and latest in qualitative analysis of the poor road infrastructure in uMshwathi local municipality.

CHAPTER FOUR

BACKGROUND AND HISTORY OF THE MUNICIPALITY: SOME OF ITS KEY PUBLIC SECTOR REFORMS, AND CURRENT GOVERNANCE STRUCTURES

4.1. Introduction

uMshwathi Local Municipality was earmarked as a focus study for the investigation of poor service delivery of road infrastructure development in the municipality. This segment of the study presents a summary on uMshwathi local municipality. It presents the background and history of the municipality; some of its key public sector reforms, as well as its current governance structures

4.2. uMshwathi Local Municipality Background Information

UMshwathi Local Municipality is located in UMgungundlovu District Municipality (UMDM), which is located in the foothills of the province of KwaZulu-Natal, approximately 120 kilometers northwest of Durban, and is geographically located between the N2 and N3 highways. Out of the seven Local Municipalities that comprise UMD, the municipality is the largest in the largest district of KZN (uMshwathi.org.za). The municipality is conveniently located between the major ports of Durban and Richards Bay, and it is 90 kilometers (along the R614) and 145 kilometers (along the N3) from King Shaka International Airport and Dube Trade Port Company, respectively (DTPC). The Mdloti River headwaters, Hazelmere Dam, and Mvoti River are the main water sources for the North Coast and are located in uMshwathi. The Albert Falls and Nagle Dams are partially within the Municipal limits (uMshwathi.org.za).

The Municipality was formed through the consolidation of previous Transitional Local Councils and Tribal Areas administered by the former Development Services Board. The area has four major urban centers and fifty emerging business hubs in Bhamshela. New Hanover serves as the administrative center, and the UMshwathi district's four major rural residential settlements each have fourteen wards. The Municipality has 27 councillors, and Ward Committees work in each ward to encourage civic participation in local affairs (uMshwathi.org.za). According to the 2016

community survey, the municipality covers 1 811 square kilometres and has a population of 111 645 people. Within the uMgungundlovu District Municipality, it is the second most populous Local Municipality. In terms of population, uMshwathi is ranked 105th in the country. With 679 038 residents, uMsunduzi is the district's most populous municipality (community survey 2016). The Municipality was formed in 2001 by combining the Transitional Local Council (TLC) that existed prior to that time (uMshwathi.org.za).

4.3. uMshwathi Local Municipality Structure: Political and Administrative Governance

The Municipality's administrative structure, as approved by the Council, consists of five major departments: the Office of the Municipal Manager (headed by the Municipal Manager), the Department of Finance Services (headed by the Chief Financial Officer), and the Departments of Corporate Services, Community Services, and Technical Services (all headed by the General Managers). All Departmental Heads, and thus general managers, are appointed in accordance with Section 54 of the Municipal Systems Act No 32 of 2000, and report directly to the Municipal Manager.

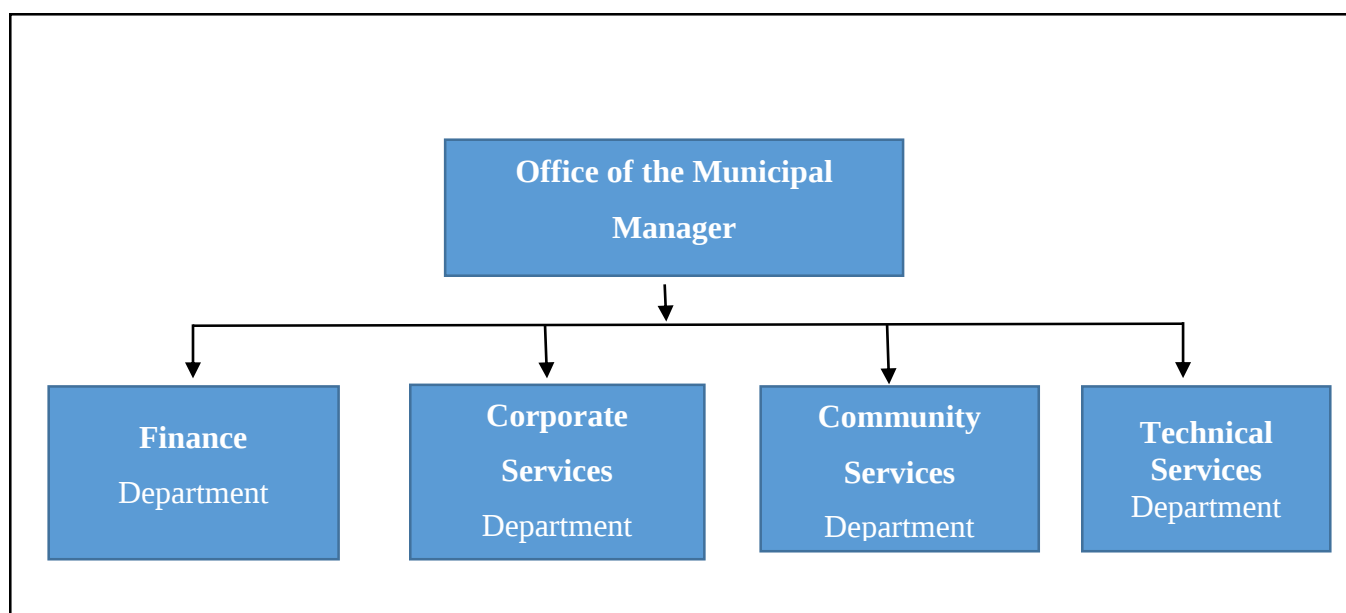


Figure 4.1: Municipal Departments

Table 4.1 : Departmental Functions

DEPARTMENT	UNIT	HEADED BY
Office of the Municipal Manager	Internal Audit Communications Monitoring and Evaluation Risk and Customer Care Legal and Council Support IGR Integrated Development Planning Development Planning	Municipal Manager
Finance Department	Revenue and debt management Procurement and stock management Expenditure management Financial administration Budgeting Supply Chain Management Stock control Asset Management	Chief Financial Officer
Corporate Services Department	Administration Record management Facilities management Legal support Secretariat function Information Technology Personnel management services Staff transformation Training and development Labour relations Fleet management Occupational health and safety co-ordination	General Manager Corporate services
	Building regulations Project management	General Manager Technical Services

Technical Department	Services Municipal parks and recreation Municipal roads Pounds Public places Infrastructure maintenance Human settlement	
Community Department	Services Economic Growth and Development Gender and disability Special Projects Child care facilities Community facilities (halls & sports) Health Care Services Protection Services Motor licensing bureau Youth development Affairs Cemetery management Disaster management Refuse removal, solid waste disposal Cleansing services	General Manager Community Services

Sourced from: *uMshwathi IDP: 2020/21*

4.4. Vision and Mission of uMshwathi Local Municipality

4.4.1. Long-term Vision of uMshwathi Local Municipality

“To be a liveable, self-sustainable and world class agricultural hub by 2030”

4.4.2. Mission

“To promote a healthy, self-sustainable community through infrastructure and socio-economic development.

4.5. uMshwathi Local Municipality Value System

In all its deliberations, uMshwathi Municipality will strive to operationalize the Batho Pele principles by:

- Caring and putting people at the centre stage of all development processes
- Being democratic, open and transparent
- Adhering to a high standard of integrity and morality
- Supporting anti-corruption drive
- Constantly improving its business processes in pursuit of excellence and best practice; and
- Supporting development of staff and councillors as a necessary condition of strengthening local governance.

4.6. uMshwathi Local Municipality Spatial Analysis

uMshwathi LM is a local municipality of uMgungundlovu District Municipality in the KwaZulu-Natal province. The uMshwathi Municipality has transportation networks such as the R33 (Old Greytown Road) and the R614 (Wartburg Road) that connect major cities such as Durban and Pietermaritzburg to the province's interior, such as Greytown and Dundee. Locally, the R33 and R614 have been identified as primary corridors with the potential to become key development routes within the Municipality and Province by connecting markets, places, and people.

Agriculture (timber and sugar cane) and rural-residential settlements dominate the land within the Municipality. New Hanover, Wartburg, Dalton, and Cool Air are the four major urban centers in the municipality. While the services provided by each of these centers differ, the Municipality's Administrative Hub, New Hanover, is the Primary Centre/Node. Within the Municipality, Wartburg serves as the primary commercial hub, while Dalton serves as the primary service industrial hub.

Various other nodes, such as Bhamshela, Swayimane, Appelsbosch, Crammond, and others, exist outside of these main urban areas and boast thriving economic activities, high concentrations of

people, mixed land use, and the availability of goods and services essential to the communities living around these nodes, e.g. Bhamshela, Swayimane, Appelsbosch, Crammond, and others. A wide range of services, facilities, amenities, and other opportunities are available throughout the Municipality with the goal of improving the Municipality's economic, social, political, and environmental status.

4.7. uMshwathi Local Municipality Demographic Profile

According to the Community Survey 2016, the uMshwathi Municipality has 111645 people living in approximately 29083 households across a land area of approximately 1867.9 square kilometers. According to 2011 Stats SA data, this represents a 4.96 percent decrease in the population count of 106,374 people.

4.8. uMshwathi Local Municipality: Economic Profile

Although urban development can be found in the main towns, the land is mostly agricultural. Communities in underdeveloped areas have very limited access to basic physical and social necessities, as well as few economic opportunities. The current authority structures are unable to provide for the urgent improvement of basic living conditions that rural residents require. Cool Air, Dalton, New Hanover, and Wartburg are the main towns. Agriculture, manufacturing, and tourism are the three main economic sectors.

4.9. uMshwathi Local Municipality Challenges & Interventions

Following the Izimbizo with the community, a strategic planning session was held. The new Council, Mayor, Deputy Mayor, Speaker, and uMshwathi's Extended Management met for a Strategic Planning Session. Ward Izimbizo was also held in October 2019, November 2019, January 2020, and February 2020. The Mayoral IDP/Budget Imbizo will be held in May 2020 (assuming the COVID-19 epidemic has subsided and all processes in SA have returned to normal)

to gather information on public service delivery challenges. In the table below, key challenges and interventions in service delivery have been identified in the uMshwathi Municipality:

Table 4.2: uMshwathi Key Challenges and interventions

CHALLENGES	INTERVENTIONS
Lack of funding/ revenue	Examine the Revenue Enhancement Plan; Locate additional sources of revenue; Introduce the driver's test track; Negotiate with the Department of Transportation for a weigh bridge; Examine all lease agreements pertaining to municipal properties; Credit control and debt collection policies should be implemented/reviewed. Appoint a dedicated attorney to pursue debt collection after the final demand process has been completed; Take legal action against government agencies that owe the municipality money; Educate finance personnel on revenue collection and conduct a land audit.
High unemployment, Poverty and Inequality	Create a Grant-in-Aid Policy and Programs; Implement capacity-building programs for women, youth, small and medium-sized businesses, and cooperatives; Improve the most vulnerable people's access to EPWP and CWP job opportunities; Encourage more procurement from local cooperatives and small and medium-sized businesses; Encourage local businesses to hire local workers by providing incentives; Create a plan to implement agrarian projects; forming business partnerships; retraining of laid-off workers; Providing assistance to local SMMEs and co-ops; Developing a clear program for small contractor development and setting minimum targets for the use of labor-intensive methods in infrastructure projects.
Aging infrastructure and backlogs	Obtain funding from sector departments; Create a self-sustaining infrastructure policy; Create Private-Public Partnerships for infrastructure development and maintenance; Create infrastructure master plans and review them on an annual basis. Create a policy for capital project prioritization. As part of the SDF, create a capital investment framework.

Unknown land use and ownership	Conduct a land rights and usage audit; review bylaws; enforce bylaw compliance; appoint a property valuer; update and apply a valuation roll using an appropriate property rates technique; and review and update the enforcement structure.
Poor work ethic and organizational culture	Examine the organizational structure and personnel placement. Reorganize the organization; Implement a code of conduct, disciplinary policy, and a collective bargaining agreement; Distribute the PMS Policy to all employees. Examine the Recruitment Policy.
Undue political interface (failure to follow protocol)	Delegations will be reviewed and workshopped and a communication mechanism will be developed.

Sourced from: uMshwathi IDP 2020/21

The uMshwathi SDF 2017-2040 Framework has defined nine (3) kinds of development nodes, including: "supporting equal development throughout all 14 wards within the Municipality" and "attractive to a specific community."

Table 4.3: SDF Unlocking Challenges

CRITERIA	NODE CATEGORY	UMSHWATHI MUNICIPALITY NODE
It must provide a comprehensive range of social, community, and other services and amenities. It will be the focal point for urban job possibilities. The entire spectrum of permanent		

residential alternatives will be promoted, with the existing character, natural assets, and attractions in mind. Mixed-use corridors and regions with a more flexible and general land use character, as opposed to solely agriculture and residential, are planned inside the node. The goal is to promote non-polluting, environmentally beneficial job possibilities in cities. While it is accepted that the Primary Corridor (R33) provides development potential, they must be limited to acceptable mixed-use development inside the corridor.	Primary Node	Wartburg and New Hanover
➤ Agriculture should be considered an important element of the urban node, since it provides chances for high-intensity farming. ➤ Residential Estates, Tourism, and Recreation are all possibilities in urban transition zones. In these regions, smallholdings are the most common land use, and agricultural activities are encouraged to continue. ➤ Topographical and other physical limitations, as well as high-potential agricultural land, limit the extent of residential growth. These are designed to give as high a density as possible, depending on effect and servicing options. ➤ Infilling and densifying existing residential neighborhoods is supported when it is demonstrated to have no negative influence on the area's amenity.		
The main goal is to consolidate and upgrade. They are lower-level Service Centres that serve the rural communities. Schools, hospitals, clinics, and a pension payout point are all available.	Secondary Node	Dalton, Cool Air, Bhamshela, Trustfeed)

Sourced from: uMshwathi IDP 2020/21

4.10. uMshwathi Local Municipality Development Principles

4.10.1. Sustainable Development Goals

The Millennium Development Goals are a collection of development goals that were agreed upon during worldwide conferences and world summits in the 1990s. World leaders condensed the Millennium Declaration's major aims and ambitions at the close of the decade (September 2000). The goals were supposed to be met by 2015, and the international community is now debating the post-2015 MDG Goals. South Africa, on the other hand, has already committed to advancing the MDGs, which include:

- Halving extreme poverty and hunger;
- Achieving universal primary education;
- Promoting gender equality;
- Reducing under-five mortality by two-thirds;
- Reducing maternal mortality by three-quarters;
- Reversing the spread of HIV/AIDS, malaria and TB;
- Ensuring environmental sustainability;
- Developing a global partnership for development, with targets for aid, trade and debt relief

The municipality has started poverty eradication programs as part of the financial year's strategy to meet the aforementioned millennium goals. These programs involve aiding the local population in the planting of crops for the families' subsistence. The municipality is revising its Local Economic Development Plan in order to better connect it with the Agri-Business plan. The LED review will give a current and accurate picture of the economy, assisting in the identification of economic possibilities in uMshwathi that may be exploited to spur economic growth and job creation.

4.10.2. National Development Goals

The draft national plan, which was announced in November 2011, was produced by the country. The strategy adds four theme categories to the diagnostic: rural economics, social protection, regional and global concerns, and community safety. The strategy focuses on the essential competencies required for economic and societal transformation. These capabilities are not automatic, and they will not develop if the country continues on its current path. Frustration and impatience are rising, implying that time is of the essence: failure to act may jeopardize democratic achievements. South Africa, in particular, must find measures to lower the worrisome proportions of youth unemployment and offer young people with opportunities.

Over the next two decades, progress will include doing things differently. Given the complexities of national development, the plan outlines six interconnected goals:

- Uniting all South Africans behind a shared agenda for prosperity and equality.
- Increasing public participation in order to improve development, democracy, and accountability.
- Boosting economic growth, increasing investment, and increasing labor absorption.
- Concentrating on people's and the state's important skills
- Creating a competent and growth-oriented state.
- Encouraging great leadership to work together to tackle challenges across society.

While achieving the National Development Plan's objectives necessitates success on a variety of fronts, three priorities stand out:

- Increasing employment via accelerating economic growth
- Improving educational quality, skill development, and innovation
- Increasing the state's capacity to play a developmental, transformational role

A faster-growing economy and the elimination of structural obstacles, such as poor-quality education or spatial settlement patterns that exclude the majority, will be required for a long-term growth in employment. These are necessary for increasing investment and competitiveness, as well as boosting output and exports. To achieve quicker economic growth, businesses, labour,

communities, and government will need to collaborate. The plan must be anchored in social cohesiveness. South Africa's transformation would be cosmetic if it makes headway in deracializing ownership and control of the economy without addressing poverty and inequality. In the same way, if poverty and inequality are decreased,

Longer-term local government initiatives should consider the following:

- Promote mixed housing schemes and more compact urban development to improve people's access to public spaces and facilities, state agencies, and employment and business possibilities.
- Invest in public transportation, which will assist low-income households by allowing them to travel more easily.

The picture is needlessly convoluted when it comes to infrastructure that supports human settlements (housing, water, sanitation, roads, parks, and so forth). The planning role is situated at the municipal level, the housing function is located at the provincial level, and responsibility for water and electricity provision is shared between those in charge of bulk services and those in charge of reticulation. These arrangements do not function in practice. Human settlements are generally poorly designed, with little cooperation between those responsible for building water reticulation equipment and those in charge of supplying bulk infrastructure.

Housing responsibility should be transferred to the level at which planning is carried out: the municipal level. The plan lays out guidelines for efficient urban development. Poor capability, inadequate administrative systems, inappropriate political intervention in technical and administrative decision-making, and unequal budgetary capabilities are among issues that local governments confront. The Commission thinks that within the Constitution's structure, there is more opportunity for asymmetrical authority and function allocation, as well as greater variation in how developmental goals are executed.

Longer-term initiatives, such as resolving capacity limitations, enabling more experimentation in institutional forms, and collaborating with national and provincial governments, are required to achieve this. Remaking South Africa's cities, towns, and rural communities is a long-term

undertaking that will need significant changes and political commitment. However, given the huge social, environmental, and financial costs imposed by current geographical divisions, it is an essential effort. The Commission recommends a national focus on spatial change at all scales of geography. To minimize travel distances and costs, policies, strategies, and tools are required, particularly for low-income households. By 2030, a higher percentage of the population should live closer to their workplaces, and the transportation they use to get there should be safe, dependable, and energy efficient. This requires:

- Strong measures to prevent further development of housing in marginal places
- Increased urban densities to support public transport and reduce sprawl
- More reliable and affordable public transport and better coordination between various modes of transport Incentives and programmes to shift jobs and investments towards the dense townships on the urban edge
- Focused partnerships with the private sector to bridge the housing gap market.

Rural regions are particularly difficult to navigate. To pull these households into the mainstream economy, policies are necessary. However, there are rural regions with strong transportation connections and densification.

4.10.3. CoGTA KZN Planning Development Principles

The 2018/2019 IDP review focused on the development concepts included in various national and provincial laws and programs. The following are the principles that the IDP will follow, among other things:

Table 4.4: Planning Development Principles

DEVELOPMENT PRINCIPLE	SOURCE	IMPLICATIONS
Development / investment will only happen in locations that are sustainable	(NSDP)	Private development proposals aimed at increasing investment and the Municipality's rate base. The investment potential/nodes intervention areas have been identified in the 2018-2040 SDF (Framework) and will be considered in the comprehensive Review of Spatial Development, which will take place in the 2020/2021 fiscal year. As a result of the SDF's development, private development applications will be able to start with a better chance of success.
In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres.	(NSDP)	The SDF will inhibit urban sprawl by encouraging settlement at current and projected nodes and settlement corridors, as well as fostering densification and compaction.
In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes	(NSDP)	The municipality is taking steps to develop SMMEs and cooperatives in order to address poverty, which is one of the Millennium Goals' main aims. Youth Development Implementation Plan aims to address the socioeconomic needs of young people in the uMshwathi Municipality through a cooperative business program that mostly focuses on agricultural projects or programs.
Providing basic services that enable people to develop capabilities to take advantage of opportunities around the		Improvement of economic growth and employment creation will be ensured by the establishment of LED,

country, enabling them to contribute to their communities through remittances and skills transfer	NDP	plan, and Agri-Business Strategy, which will eventually discover local economic prospects inside uMshwathi.
If low-income housing is needed, it must be located near areas of opportunity (“Breaking New Ground: From Housing to Sustainable Human Settlements”).	BNG	Current and proposed housing projects in close proximity to places of opportunity have been represented in the approved Housing Sector Plan.
Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency	(KZN PGDC)	To be addressed in the comprehensive SDF that will be built, which will primarily unravel the link between human talents, environment, and infrastructure in great depth.
This policy identified the following key pillars which every local municipality that each local municipality should aim at achieving: Basic Services: Creating decent living conditions, Good Governance, Public Participation,	Back to Basics	The municipality began reporting on the back-to-basics initiative. The reporting requirement has been addressed with all stakeholders, and reports are sent to DCOG on a monthly basis and to Provincial CoGTA on a quarterly basis. In the substance of the IDP, the municipality's assistance plan and answers to all pillars have been addressed.
To provide a framework for spatial planning and land use management in the Republic;		

to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government; norms and standards for spatial development planning and land use management; to address past spatial and regulatory imbalances;	SPLUMA	The Act has been given effect by the IDP, which covers all private development proposals filed to the municipality, and the Act has been detailed and linked with the SDF 2017-2040 framework. The comprehensive SDF that will be created will also provide precise alignment on the municipality's spatial intended goals.
Development must optimize the use of existing resources and infrastructure in a sustainable manner;	CRDP	Council recognized the necessity to actively promote agricultural initiatives and maintain their long-term sustainability in order to minimize the loss of agricultural land to non-agricultural activity. This is accomplished through supporting the Business Cooperative Program in order to protect agricultural land's long-term viability.
In January 2010, Cabinet adopted 14 outcomes within which to frame public-service delivery priorities and targets	Outcome 1-14	The Service Delivery Budget Implementation Plan (SDBIP), developed by the Operational Performance Management System (OPMS), displays objectives and performance by assuring alignment with outcomes and key performance areas, key performance indicators, and strategies.

The Republic of South Africa's Constitution specifies the role of local government in expanding democracy and fostering socioeconomic and environmental development. Furthermore, the municipality offers basic services and operates in line with the Municipal Structures Act of 1998, the Municipal System Act of 2000, the Municipal Finance Management Act of 2003, and the Municipal Property Rates Act of 2004. The Integrated Development Plan review procedure is outlined in Section 34 of Chapter 5 of the Local Government Systems Act, 32 of 2000. As a result,

uMshwathi Local Municipality has begun a consultation process in order to comply with the legal mandate governing the review process.

4.11. Government Policies and Imperatives

This section gives a brief overview of government policies and imperatives, as well as its purpose and aims, which serve as a guiding tool for uMshwathi growth. In the jurisdiction of uMshwathi, the table presented in section 2.1 demonstrates how each of the policy and legislation principles implies/relevant in the jurisdiction of uMshwathi. It also identifies strategies and programs aimed at attaining policy principles alignment. UMshwathi IDP has also assured that, despite the fact that certain key plans have yet to be implemented, it would work to establish these plans, such as a thorough SDF, during the 2018/2019 fiscal year.

4.11.1. The 14 National Outcomes

Cabinet approved 14 outcomes in January 2010 to guide public-service delivery goals and targets. Cabinet ministers have signed commitments tying their performance to these goals. Targets and duties have now been extended to national and provincial departments, agencies, and municipalities through more specific delivery agreements. The UMshwathi Local Municipality is making an effort to comply with the 14 outcomes by include them in the budget and IDP process.

In the absence of efficient land-use management and urban administration, this is happening. These situations necessitate immediate action. Targets and duties have now been extended to national and provincial departments, agencies, and municipalities through agreements. The UMshwathi Local Municipality is making an effort to comply with the 14 outcomes by include them in the budget and IDP process.

Table 4.5: National Outcomes

Outcome No.	Outcome	Output	Implications to Umshwathi Lm
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1	Improve the quality of basic education	Improve quality of teaching and learning Regular assessment to track progress Improve early childhood development A credible outcomes-focused accountability system Improve quality of teaching and learning	Within the municipality, staff is being trained and attend workshop as per the area of individual's expertise Attempts are being made to reduce the pregnancy through collaborations with the government departments and non-government organizations. Educating learners on sexual reproductive health is upscale through engaging key role players. Skills Audits are conducted on an annual basis
2	Improve health and life expectancy	Increase life expectancy to 58 for males and 60 for females Reduce maternal and child mortality rates to 30-40 per 1000 births Combat HIV/Aids and TB Strengthen health services effectiveness	The local aids council is established and functional and have linkages with operation Sukuma Sakhe's Local Task Team The multi sectoral representation includes departments, Non-government organizations and sectors at a ward level The establishment of SMME's and cooperatives in order to deal with the issues of poverty as one of the key objectives of the Millennium Goals has been achieved
3	All people in South Africa protected and feel safe	Reduce overall level of crime An effective and integrated criminal justice system Improve perceptions of crime among the population Improve investor perceptions and trust	UMshwathi has formulated programmes and awareness campaigns in agriculture, land restitution, HIV/AIDS, Youth, Tourism, Co-operatives and SMMEs as tools to create jobs opportunities and combat crime actions and transmittable diseases Through government state departments, police stations have been well located in uMshwathi.

		Effective and integrated border management Integrity of identity of citizens and residents secured Cyber-crime combated	Safety Plan is currently being formulated
4	Decent employment through inclusive economic growth	Faster and sustainable inclusive growth More labour-absorbing growth Strategy to reduce youth unemployment Increase competitiveness to raise net exports and grow trade Improve support to small business and cooperatives Implement expanded public works programme	Proposition of providing small business stalls Agri-Business strategy has been formulated together with the Local Economic Development Strategy to formulate programmes and projects which will eventually provide jobs for citizens of uMshwathi. The Municipal Environmental Framework for business development (private sector facilitation) aimed at making uMshwathi Municipality an agri-hub and agro-processing
5	A skilled and capable workforce to support inclusive growth	A credible planning institutional mechanism Increase access to intermediate and high level learning programmes Increase access to occupation specific programmes (especially artisan skills training)	The municipality under Local Economic Development aims at promoting SMMEs and Cooperatives such as the programmes introduced through the LED Strategy: Drought Resilience project located in Swayimana

		Research, development and innovation in human capital	
6	An efficient, competitive and responsive economic infrastructure network	Improve competition and regulation Reliable generation, distribution and transmission of energy Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports Maintain bulk water infrastructure and ensure water supply Information and communication Technology Benchmarks for each sector	The municipality has formulated all infrastructure masterplans which will therefore guide the municipality in terms of provision and budget for the provision of infrastructure. These master plans have been included in the IDP as annexures
7	Vibrant, equitable and sustainable rural communities and food security	Sustainable agrarian reform and improved access to markets for small farmers Improve access to affordable and diverse food Improve rural services and access to information to support livelihoods Improve rural employment opportunities	An investment and business retention plan have been included in the LED Strategy to support sustainable job creation in uMshwathi Proposition of Agricultural businesses to be done by cooperatives is being explored

		Enable institutional environment for sustainable and inclusive growth	
8	Sustainable human settlements and improved quality of household life	Accelerate housing delivery Accelerate housing delivery Improve property market More efficient land utilisation and release of state-owned land	The Municipality is embarking in the process of identifying new sites to eradicate Informal Settlements. Through consultation with the Department of Rural Development & Land Reform and Department of Human Settlements, the municipality engages these departments regarding the Land Acquisition UMshwathi housing pipeline has been included as part of the prioritised service delivery
9	A response and, accountable, effective and efficient local government system	Differentiate approach to municipal financing, planning and support Community work programme Support for human settlements Refine ward committee model to deepen democracy Improve municipal financial administrative capability Single window of coordination	The municipality is currently in support of the EPWP Programme which mainly provides jobs for the community residents The municipality has developed a revenue enhancement strategy which is currently being reviewed for Council Adoption The municipality ensures that tariffs 2016/17 and rates policy 2016/17 which is undertaken
10	Protection and enhancement of environmental assets	Enhance quality and quantity of water resources	

	and natural resources	Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality Sustainable environment Management Protect biodiversity	
11	A better South Africa, a better and safer Africa and world	Enhance the African agenda and sustainable development Enhance regional integration Reform global governance institutions Enhance trade and investment between South Africa and partners	To promote celebrating cultural diversity, the municipality under the Local Economic Development has a competitive festival which is done yearly to bring citizens of UMshwathi together
12	A development-orientated public service and inclusive citizenship	Improve government performance Government-wide performance monitoring and evaluation Conduct comprehensive expenditure review Information campaign on constitutional rights and responsibilities Celebrate cultural diversity	To promote celebrating cultural diversity, the municipality under the Local Economic Development has a competitive festival which is done yearly to bring citizens of UMshwathi together

13	An inclusive and responsive social protection system		Disaster Management plan has been formulated for the purpose of promoting safe and security within uMshwathi Communities. Community Development and LED departments have compiled different programmes which ultimately aim at providing food security, community safety and learnerships to promote cohesion and safety.
14	Nation building and social cohesion		HIV and Aids unit has multiple committees and programmes which bring about all people. In addition, the LED and Sports unit have implemented and still growing on developing on its current local programmes in sports and local economic development.

4.11.2. The 5 National Priorities

The goals of the government have an impact on all South Africans, the majority of whom are women and girls. Black women and girls, in particular, face numerous types of discrimination and are among South Africa's most socioeconomically disadvantaged populations. This analysis examines how the government's priorities for 2012, as outlined in President Barack Obama's State of the Nation Address (SONA 2012), will affect women's social, political, and economic status, and assesses progress made in relation to the president's five priorities from the 2009 SONA, namely:

- Decent Work
- Education
- Crime

- Health
- Rural development & Agrarian reform

UMshwathi Local Municipality has played a catalytic role in ensuring that all Capital Projects are more labor intensive in order to provide an opportunity for local communities to acquire necessary skills and employment opportunities while also ensuring self-sustainability and efficiency through its social and economic development initiatives. Furthermore, direct programs and awareness efforts in agriculture, land restitution, HIV/AIDS, youth, tourism, cooperatives, and small and medium-sized businesses (SMMEs) are excellent instruments for creating jobs and combating crime and communicable diseases.

4.11.3. Provincial Growth and Development Plan

By 2035, Kwazulu-Natal (KZN) wants to make the most of its position as a gateway to South and Southern Africa, as well as its human and natural resources, to create a secure, healthy, and sustainable living environment. Poverty, inequality, unemployment, and the existing illness load should be a thing of the past; basic services should have reached the whole population; domestic and outstanding infrastructure, as well as a trained workforce, should attract international investment.

People will have choices about where and how they live, work, and play, where the concept of putting people first is a way of life, and where leadership, cooperation, and success are commonplace. The province has seven targets that it wants to attain by 2035, as listed in the PGDP:

Table 4.6: PGDS Goals and focus Areas

GOAL	FOCUS AREAS
Inclusive economic growth	Agriculture, Manufacturing, Tourism & EPWP Programmes
Human Resource Development	Primary, Secondary and Tertiary Education, Skills Development to Support Economy
Human Community Development	Poverty, Health, Food Security & Human Settlement

Strategic Infrastructure	Airport, Road & Rail, Water, Sanitation, Energy, ICT, Health, Education & Human Settlement
Environmental Sustainability	Productive Use Of Land, Renewable Energy, Biodiversity & Climate Change
Governance and Policy	Public / Private Sector Relations, Capacity Constraints, Fraud & Corruption
Spatial Equity	Rural Development Imperatives & Land Use Planning Controls, New Emerging Towns

4.11.4. The PGDP has 30 objectives, which are listed below:

- Industrial Development through Trade, Investment & Exports
- Government-led job creation
- SMME, Entrepreneurial and Youth Development
- Enhance the Knowledge Economy
- Early Childhood Development, Primary and Secondary Education
- Skills alignment to Economic Growth
- Youth Skills Dev & Life-Long Learning
- Poverty Alleviation & Social Welfare
- Health of Communities and Citizens
- Sustainable Household Food Security
- Promote Sustainable Human Settlement
- Enhance Safety & Security
- Advance Social Capital
- Development of Harbours
- Development of Ports
- Development of Road & Rail Networks
- Development of ICT Infrastructure
- Improve Water Resource Management
- Develop Energy Production and Supply
- Productive Use of Land
- Alternative Energy Generation

- Manage pressures on Biodiversity
- Adaptation to Climate Change
- Policy and Strategy Co-ordination & IGR
- Building Government Capacity
- Eradicating Fraud & Corruption
- Participative Governance
- Promoting Spatial Concentration
- Integrated Land Man & Spatial Planning

4.11.5. Comprehensive Rural Development Programme (CRDP) PRINCIPLES

The CRDP Principles state that:

- Development must be limited in terms of financial, institutional, and physical resources;
- Development must optimize the use of existing resources and infrastructure in a sustainable manner;
- Land development procedures must include provisions that accommodate access to secure tenure;
- Prime and unique agricultural land, the environment, and other factors must all be considered.

4.11.6. The Back to Basic Approach

uMshwathi LM is devoted to the execution of the South African government's "back to basics" policy. Back to Basics data is updated on a monthly basis and reported to the National Department of Cooperative Governance and Traditional Affairs.

4.11.7. Alignment of Government Imperatives with Umshwathi Goals

All of UMshwathi LM's aims, objectives, and strategies are aligned with those of the international community and the three (3) levels of government, including MDG, NDP, PGDP, DGDP, and DM IDP.

Table 4.7: Alignment of Government Imperatives with uMshwathi Goals

NKPA	IDP Goal	NDP	Sustainable Development Goals
Municipal Transformation & Institutional Development	Improved administrative, legal and advisory support	Building a capable and developmental state. Focusing on key capabilities of people and the state. Improving the quality of education, skills development and innovation Building the capability of the state to play a developmental, transformative role	Achieving universal primary education;
Basic Service Delivery	Improve the quality of life of our citizens	Invest in public transport, which will benefit low-income households by facilitating mobility	Reducing under-five mortality by two-thirds;
Local Economic Development	Self-sustainable communities	Bringing about faster economic growth, higher investment and greater labour Absorption.	Halving extreme poverty and hunger;
Municipal Financial Viability and Management	Sound financial management	Raising employment through faster economic growth	Developing a global partnership for development, with targets for aid, trade and debt relief

Good Governance and Public Participation	Strengthened democracy	Encouraging strong leadership throughout society to work together to solve problems. Uniting all South Africans around a common programme to achieve prosperity and equity. Promoting active citizenry to strengthen development, democracy and Accountability.	Promoting gender equality;
Cross Cutting Issues	Credible IDP Safe and secure environment Sustainable development To reduce the probability of disaster occurrences and take effective action during disasters. To promote a sustainable environmental management system, through open space management (parks, cemeteries); b. Municipal health (waste management) c. Environmental compliance facilitation	Promote mixed housing strategies and more compact urban development to help people access public spaces and facilities, state agencies, and work and business opportunities.	Ensuring environmental sustainability

4.12. Chapter Summary

This chapter has presented a summary of the case study on uMshwathi local municipality. It presents the background and history of the municipality; some of its key public sector reforms, as well as its current governance structures. The next chapter will introduce research methodologies

used in this study to investigate and explore the extent to which poor services delivery has had on the daily lives of uMshwathi communities.

CHAPTER FIVE

METHODOLOGY

5.1. Chapter Overview

The preceding chapters reviewed the literature as it relates to this research. This chapter describes the methodology procedures employed to investigate and explore the extent to which poor services delivery has had on the daily lives of uMshwathi communities and ultimately to answer the research questions. It begins with discussion on the selected research paradigm and its justification. This is followed by justification of the research approach as it relates to the research problem. The next section discusses the research design. The subsequent sections outline data collection procedures and then followed by the data analysis. The chapter concludes by considering the ethical considerations for this research.

5.2. Introduction

Research methodology refers to the methods used to conduct research, procedures, steps and strategies to gather, and analyse data (Polit & Beck, 2004). Research methodology can be described as a systemic way to solve a problem (Rajasekar, Philominathan & Chinnathambi, 2013). The latter authors further describe a research methodology as a science of learning how research process is to be approached. So basically, the procedure by which researchers go about their work of defining, clarifying and envisaging phenomena are called research methodology (Rajasekar, Philominathan, & Chinnathambi, 2013).

In discussing the research methodology it is therefore important to note all its extensiveness and intricacy, the numerous approaches and practices that are engaged, “the foundation that underlies the use of such methods, the limitations of each technique, the role of assumptions and presuppositions in selecting methods and techniques, the influence of methodological preferences on the types of data collection and analyses employed and the subsequent interpretation of findings” (Babbie & Mouton, 2001: 87).

5.3. Research Paradigm

Research paradigms, according to Kuhn (1972) and Creswell (2009), are the underlying belief systems or worldviews that guide researchers' enquiries. Other authors have called paradigms world philosophies, while Saunders, Lewis, and Thornhill (2015) defined research philosophy as beliefs and assumptions about the development of knowledge, with a well-thought-out and consistent set of assumptions constituting a credible research philosophy that underpins good methodological choice. As shown in Table 3.1, Kivuja and Kuyini (2017) divided scientific paradigms into four categories: positivism, realism, critical theory, and constructivism.

Table 5.1: Research Worldviews Philosophies

Element	Positivism	Paradigms Critical theory	Constructivism	Realism
Ontology	Reality is real and apprehensible	Virtual reality shaped by social, economic, ethnic/cultural, political gender values crystallised over time	Multiple local and specific constructed realities	Reality is real but only imperfectly and probabilistically apprehensible
Epistemology	Objectivist: findings are true	Subjectivist: value mediated findings	Subjectivist: created findings	Modified objectivist: finding probably true
Common methodologies	Experiments/surveys: verification of hypotheses, chiefly quantitative methods	Dialogic/ dialectical: researcher is transformative intellectual who changes the social world within which participants live	Hermeneutical/ dialectical: researcher is a passionate participant within the world being investigated	Case studies/ convergent interviewing; triangulation, interpretation of research issues by qualitative methods such as structural equation modelling

Source: Healy & Perry (2000)

Different forms of inquiries allow researchers to comprehend a variety of events and their reasons. Moreover, rather than a commitment to a certain paradigm, the methodology used is dictated by the work at hand (Hassmen, Piggott & Keagan, 2016). As a result, the methodology employed must be suitable for the phenomenon of interest. Different phenomena may necessitate the use of different approaches; however, by focusing on the phenomenon under inquiry rather than the methodology, researchers can select appropriate methodologies for their investigations (Dammak, 2015). In this study, the researcher applied the constructivism paradigm.

5.1.1. Justification of the Research Paradigm

To answer the research question, the study employed the qualitative method underpinned on the constructivism philosophy. Constructivism goes beyond the objective of the problem and creates an in-depth interpretivism philosophy understanding within the actual context of the phenomenon (Bless & Higson-Smith, 2000). This approach does not use any numerical values to justify the phenomenon but rather intends to elaborate on the occurrences from a qualitative perspective (Moretti, van Vliet, Bensing, Deledda, Mazzi, Rimondini, Zimmermann & Fletcher, 2011). Tenny, Brannan, Brannan, and Sharts-Hopko, (2017) emphasises that constructivism philosophy is executed in a real-world environment where the researcher does not manipulate the phenomenon of interest.

Understandably, the constructivist paradigm was employed in this study because it requires a knowledge of diverse interpretations as demonstrated in Table 3.1. As a result, constructivism permitted the researcher to investigate and explore the extent to which poor services delivery has had on the daily lives of uMshwathi communities.

5.4. Research Approach

The word research approach refers to a strategy for conducting research in a logical and methodical manner. There are three types of research methodologies, according to Mohajan

(2018): quantitative research, qualitative research, and a hybrid strategy that combines quantitative and qualitative research.

5.4.1. Qualitative approach

Qualitative research is a systematic, subjective approach used to describe life experiences and give the experiences meaning (Burns & Grove, 2005). Qualitative approach is defined as being unstructured or semi-structured, as in the case of focus groups, observations, or individual interviews (Kothari 2004). It is “sometimes referred to as naturalistic since researchers need to operate within a natural setting, or research context, in order to establish trust, participation, access to meanings and in-depth understanding” (Saunders, Lewis & Thornhill, 2016: 75). Qualitative approach mostly adopts non-probability approach and unlike in quantitative approach, the research process is naturalistic and interactive hence the data collection is not standard which allows for question and procedures to be flexible (Saunders, Lewis & Thornhill, 2016).

5.4.2. Quantitative approach

Quantitative research is a formal, objective method requiring a systematic process where numerical data is used to obtain information about the world (Burns & Grove, 2005). Quantitative approach is a highly structured methodology to enable duplication and ensures reliability (Saunders, Lewis & Thornhill, 2016). Quantitative data is structured or standardised and is based on meanings deduced from numbers (Saunders, Lewis & Thornhill, 2016). Quantitative approach uses numerical data to study correlation between variables or construct. This data is based on entity attributes like individuals or organisation. Various statistical and graphical methods are employed to make inferences. Data controls is enforced to make sure of the data validity (Saunders, Lewis & Thornhill, 2016). It is important that questions are clearly articulated to ensure that they are interpreted objectively since the data is collected in a standardised approach (Saunders, Lewis & Thornhill, 2016).

5.4.3. Mixed method

Mixed method is a subset of multiple methods approach that mixes qualitative and quantitative (Saunders, Lewis & Thornhill, 2016). Inductive, deductive and abductive theory development approach may be used in mixed method (Tashakkori & Teddlie 2010). In a mixed method both qualitative and quantitative are used simultaneously or sequential. In concurrent mixed methods research both quantitative and qualitative are used simultaneously in the same step data collection and analysis to get to a richer and comprehensive conclusion as compared to mono method design (Saunders, Lewis & Thornhill, 2016). Sequential mixed methods research has more than one step of data collection and analysis and each step uses a different method for example initial phase will use qualitative then followed by quantitative in the next phase or vice versa (Saunders, Lewis & Thornhill, 2016). Multi-phase design is similar to the sequential mixed methods, but it has additional phase which is similar to the first phase (Saunders, Lewis & Thornhill, 2016).

5.4.4. Justification of the selected research approach

This study adopted a qualitative approach to investigate and explore the extent to which poor services delivery has had on the daily lives of uMshwathi communities. The researcher chose qualitative research over other approaches such as quantitative and mixed research methodologies because it is largely inductive, with the inquirer extracting meaning from the facts acquired during the data collection process. An inductive technique is defined as switching back and forth between the subjects and the database until the researchers have developed a comprehensive enquiry (Cypress, 2015). Against the backdrop of the research philosophy and design, a qualitative research method is adopted for this study. Cooper and Schindler (2013:162) explain that to understand the different meanings that people place on their experiences often requires research techniques that delve more deeply into people's hidden interpretations, understanding, and motivation. It assists in enabling researchers to gain a better understanding of complex concepts, social interactions or cultural phenomena. (Bless & Higson-Smith, 2000). Qualitative research is useful in the exploration of how or why things

have occurred, interpreting events and describing actions (Creswell, Ebersohn, Eloff, Ferreira, Ivankova, Jansen, Niewenhuis, Pietersen & Plano Clark, 2016).

5.5. Research strategy

The research strategy is a blueprint to guide the researcher to answer the research question (Saunders, Lewis & Thornhill, 2016). The research strategy provides the researcher with a method to link the research philosophy and subsequent research choices and data analysis (Denzin & Lincoln, 2011). Many research strategies have been identified by the researchers but in this study, only five are discussed that is; common narrative, phenomenology, grounded theory, ethnographic and case study approach (Creswell & Poth, 2018). The next sub section discusses the various qualitative research strategies.

5.5.1. Narrative

The narrative approach refers to a non-structured inquiry to obtain stories of experience of the participants (Creswell & Poth, 2018). It originates from education, history, anthropology, sociology, sociolinguistic and literature (Chase, 2005). Narrative approach does not have a standardized method of data collection but rather represents an informal data collection of topics (Clandinin & Connelly, 2000). This is supported by Clandinin (2013) who argued that narrative approach “highlight narrative inquiry as a fluid inquiry, not as set of procedures or linear steps to be followed”.

5.5.2. Phenomenology

The phenomenology approach is a form of qualitative research in which the researcher attempts to understand how one or more participant experience a phenomenon (Jenma, 2016). Phenomenology seeks for common themes of lived experiences in a group of participants (Creswell & Poth, 2018).

5.5.3. Grounded Theory

Grounded theory might mean a methodological approach, a method of investigation and the outcome of research (Corbin & Strauss 2008). It is mostly used to uncover social processes such as social relationships and behaviours of groups (Noble & Mitchell, 2016). Grounded theory as a research was developed by Glaser and Strauss (1967) as a counter approach to extreme positivism at the time (Saunders, Lewis & Thornhill, 2016). Grounded theory methodology is an action plan of conducting a research which includes analytical process and data collection practices that are utilised (Saunders, Lewis & Thornhill, 2016).

5.5.4. Ethnographic

Ethnographic refers to a strategy of inquiry in which the researcher studies a cultural group in a natural setting over a prolonged period of time by collecting, primarily, observational data (Creswell & Poth, 2018). Ethnography mostly focuses on patterns shared by a group of participants (20 or more) involved in a grounded theory (Creswell & Poth, 2018). Ethnographers study the meaning of the behaviour, the language, and the interaction among members of the culture-sharing group (Creswell & Poth, 2018: 143).

5.5.5. Case study

According to Saunders, Lewis & Thornhill (2016: 711), a case study is a “research strategy that involves the empirical investigation of a particular contemporary phenomenon within its real-life context, using multiple sources of evidence”. This definition is consistent with that of Yin (1989: 23) which defines case study as “an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident”. Stake (1995: 101) defines case study as “study of the particularity and complexity of a single case, coming to understand its activity within important circumstances”. Merriam (1998) defines case study as “an intensive, holistic description and analysis of a bounded phenomenon such as a program, an institution, a person, a process, or a social unit”. Whereas, Hayes (2019) defines case study as a “systematic inquiry that investigates

a contextually specific phenomenon of relevance to current practice, using multifaceted approaches to the collation of evidence and where there is often evident ambiguity between the phenomenon and the context”.

A case study is ideal when an in-depth profound and exploration of facts or knowledge is required. Thus, the phenomenon of the inquiry is usually a “contemporary phenomenon in its real-life context” (Yin, 2009:13). This means that the comprehensive understandings of the case, its emerging richness of knowledge and its multifaceted interrelations composed with its procedures bounded within its setting are uncovered. Based on profoundness of phenomena, a case study approach often follows a constructivist paradigm with a qualitative research methodology. This study calls for a case study so as to get an in-depth profound and exploration of facts or knowledge to investigate and explore the extent to which poor services delivery has had on the daily lives of uMshwathi communities

5.6. Research Design

The design is the methodology's framework that lays the groundwork for data interpretation and analysis while also providing a clear image. There are four types of study designs, according to Akhtar (2016) descriptive, 2) exploratory research design, 3) explanatory research design, and 4) experimental. This study employed the explanatory research design. The explanatory research design helped respondents explain the extent to which poor services delivery has had on the daily lives of uMshwathi communities. The explanatory research design made use of secondary data to help obtain in-depth information that explains the phenomenon under study. Finally, because the purpose of explanatory research is to learn more and inspire "why" research questions, it is more formulative and qualitative than descriptive research. The explanatory research design is employed when there are few studies to which information can be referred. Furthermore, unlike non-explanatory research, explanatory research focuses on adding new knowledge to the research field, which is why the explanatory design was chosen for this study.

5.7. Data Collection and Research Procedure

In order to achieve the desired results in this study, data was collected from available secondary data mainly through document analysis.

5.7.1. Secondary Data

Secondary data involves using data gathered by other researchers usually for a different purpose (Nachmias & Nachmias, 1992). Whereas secondary data in research methodology is any information or statistics that researchers have already collected through their primary resources (Johnston, 2014). Secondary data is readily available for other individuals to reference as they conduct their own primary research, allowing them to gain insights into different processes that contribute to a research process. There are many kinds of secondary research available. Many of these are online documents or published works, such as books. Some examples of secondary research include (Coe, Waring, Hedges & Ashley, 2021): Textbooks, News articles, University-published studies, Encyclopaedias, Published market research, Academic journals, Published demographic research, and Government records. Secondary research can have many advantages and understanding them is important for knowing when it is most helpful to you. When deciding whether to conduct secondary research, one should consider the following advantages (Coe, Waring, Hedges & Ashley, 2021):

- It can be less costly and time-consuming.
- There could be a lot of data available.
- Seeing how others have used the same available research can help one determine its usefulness.
- You can compare multiple sources in addition to current trends.
- You could find published documents that explain the ways others have already used the data and whether it was helpful to them.

5.7.2. Document analysis

Document analysis is a systematic procedure for reviewing or evaluating documents—both printed and electronic (computer-based and Internet-transmitted) material. Like other analytical methods in qualitative research, document analysis requires that data be examined and interpreted in order to elicit meaning, gain understanding, and develop empirical knowledge (Corbin & Strauss, 2008). As a research method, document analysis is particularly applicable to qualitative case studies—intensive studies producing rich descriptions of a single phenomenon, event, organisation, or program (Stake, 1995). Document analysis yields data—excerpts, quotations, or entire passages—that are then organised into major themes, categories, and case examples (Labuschagne, 2003). For the document analysis, the researcher mainly used written documents such as; news articles, academic journals, published demographic research, and government records. There is the question of how many documents the researcher should gather. Bowen suggests that a wide array of documents is better, although the question should be more about quality of the document rather than quantity (Bowen, 2009). The rationale for document analysis lies in its usefulness as a standalone method for specialised forms of qualitative research.

5.7.3. Data Analysis

The interview technique was used to conduct the document data analysis. In this case, the researcher treated the gathered document like respondents or informants that provided the researcher with relevant information (O’Leary, 2014). The researcher was guided by the research questions and sought to ascertain the extent to which poor services delivery has had on the daily lives of uMshwathi communities then highlighted answers within the text. To ensure that the analysis was conducted logically the following eight-step process offered by O’Leary (2014) were followed:

- I. Gather relevant texts.
- II. Develop an organization and management scheme.
- III. Make copies of the originals for annotation.
- IV. Assess authenticity of documents.
- V. Explore document’s agenda, biases.

- VI. Explore background information (e.g., tone, style, purpose).
- VII. Ask questions about document (e.g., Who produced it? Why? When? Type of data?).
- VIII. Explore content.

Step eight refers to the process of exploring the “witting” evidence, or the actual content of the documents. Essentially during step eight, the researcher determines what is being searched for, then the text is then organized into what is “related to central questions of the research” thus, providing the researcher a means of identifying meaningful and relevant passages within the document (Davie & Wyatt, 2021).

5.8. Trustworthiness of Data

With the aid of document analysis, this study aims to put the data collected and knowledge acquainted through this study into practice. Therefore, it is of importance that this research study is acknowledged as common and understood as authentic by academics, policy makers, practitioners and the public at large. Trustworthiness is another way that scholars and academics can argue that findings in their research are worthy of attention to the public and future scholars (Abdalzer & Muta, 2020:27). For research to be trustworthy it must meet the following criteria.

5.8.1. Credibility

Credibility does not only address the fit between respondents’ views it also addresses the researcher’s presentation of them (Abdalzaher *et. al*, 2017). In order to address credibility of this study, the researcher used multiple credible sources of secondary data to inform the study findings. Furthermore, the selected documents were assessed for their completeness; in other words, how selective or comprehensive their data is.

5.8.2. Transferability

Abdalzaher and Muta (2020) claim that transferability of data addresses the generalizability of a study. Researchers may not know the sites that they want to transfer the research findings. However, the researcher will be responsible for providing compact reports, so that those who

may have interest in transferring the findings of this study to their own site can judge transferability.

5.8.3. Confirmability

Confirmability is mainly concerned with the fact that the findings and interpretation are derived from the data (Lemon & Hayes, 2020). In this study, the researcher was able to fully demonstrate how conclusions and recommendations have been reached with the given data.

5.8.4. Audit trails

With the audit trail, the researcher is able to provide the readers with evidence of the data, choices and decision made by the researcher regarding methodological and theoretical issues throughout the given study, which in more cases than not requires a clear rationale regarding such decisions. A study is auditable when another scholar can follow the decision trail of the study (Stahl & King, 2020). For the purpose of audit trail for this study, the researcher kept records of the secondary data sources which were used to investigate poor service delivery on road infrastructure at uMshwathi local municipality.

5.9. Research Ethics

In research, ethics means that obtaining data should be legitimate, and credit should be afforded to those that contributed to the study. There should never be data fabrication as future researchers could base their research on untrue data meaning that the future research could be bogus. This means that research ethics also needs the researchers to put context in their own perspectives and words without overlooking referencing. McBurney (2010: 45), explains that referencing “will, in essence, obviate plagiarism. Plagiarism is scientific theft involving stealing the ideas of others”. For this research to be ethical, the researcher embarked on the following:

- Applied for gate keepers letter – approval to conduct research at uMshwathi local municipality

- Applied for ethical clearance – ethics committee approved the ethicality of this research
- Ensuring that the information quoted or illustrated in this research has been authorised for public access
- Reported sources truthfully and not faking results

5.10. Conclusion

In this chapter, detailed information on the methodology that was utilised is delineated. Particularly, in order to achieve the desired results in this study, data was collected from available secondary data mainly through document analysis. The significance of ethics in the research was also described by the researcher. The next chapter outlines the summaries of findings, provides recommendations and conclusion.

CHAPTER SIX

SUMMARIES OF CHAPTERS, FINDINGS, RECOMMENDATIONS AND CONCLUSION

6.1. Introduction

The purpose of this chapter is to summarize the entire research per chapter; share findings of poor road infrastructure development in the uMshwathi local municipality, draw conclusions and formulate recommendations for improvement towards service delivery in the uMshwathi local municipality.

6.2. Overview of the Research Conducted

The Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996) states that local government should act as a force for change for community development since it is no longer expected to provide only essential services such as water, electricity, and garbage pickup. Local governance in South Africa, on the other hand, has seen major changes over time.

A qualitative study technique was used in the research since the issue of lack of openness and accountability needed to be addressed in-depth, although transparency and accountability are difficult to assess properly; as a result, it was suitable to utilize a qualitative rather than a quantitative technique — on the study issue of "the lack of accountability and openness in South African municipal government."

6.2.1. Study objectives

The study sets the following research goals in an attempt to explore poor service delivery on road infrastructure at uMshwathi local municipality:

- To evaluate the problems of Poor Service Delivery of Road Infrastructure in uMshwathi Local Municipality

- To ascertain the link between service delivery and road infrastructure in the local municipality of uMshwathi.
- Recognize the significance of service delivery in the development of local government.
- To make recommendations for enhancing road infrastructure in the uMshwathi local municipality.

6.3. Summary of Research Chapters

The purpose of chapter one was to present an overview of the poor road infrastructure development in the local municipality of uMshwathi. The context for the problem of infrastructure development was discussed, with emphasis on structural and institutional constraints. Several constraints impede road infrastructure development in the uMshwathi local municipality. These difficulties are a direct result of structural and institutional flaws. Unfortunately, politics is utilized to determine whether roads should be built or refurbished, as well as which areas should be prioritized over others. The method in which road infrastructure development has been carried out reflects political differences and favoritism.

Institutional flaws are also visible in the fact that the selection procedures for independent contractors leave much to be desired. Unfinished road projects, badly paved roads, and the use of low-cost materials are not unusual in this municipality. The relevant domains of government are failing or under-capitalized to provide enough assistance and stringent oversight of how independent contractors carry out building projects.

Similarly, the question of contributors vs government agencies appears to be troublesome. There appear to be numerous difficulties about the autonomy of these two organs, as there is little support for either one, and donors appear to be unaware of their boundaries. Moreover, municipal scandals have captivated the entire country and garnered international attention. The majority of these crises are the consequence of poor behavior by public representatives and officials who participate in a variety of malpractices. The continually qualified audit outcomes of 265 auditees (83 percent) are an example, owing mostly to a lack of fundamental control and

inadequate execution of necessary steps in response to poor performance or violations (Consolidated General Report on Audit Outcomes of LG, [2012/13:32]).

As a result, there is a high need for municipal circumstances to be enhanced via openness, professionalism, and accountability to raise this sector's performance to the intended level (General Report on Local Government Audit Outcomes, [2013/14:101]). Chapter two has established the theoretical framework, for causes of inadequate service delivery, of this study, within which the issues will be explored and afterward conclusions and recommendations for enhancing service delivery in uMshwathi local municipality will be drawn. The deterioration of good governance standards is directly accountable for the municipality of uMshwathi's long-term inadequate service delivery of road infrastructure development. Poor service delivery will continue to be the talk of the town in most emerging towns and municipalities unless and until strong measures are put in place.

There is a legitimate desire for all public sector organizations to develop ethics, integrity, openness, accountability, and professionalism to safeguard public resources and improve public performance. Thus, Chapter two reports on the concepts studied, namely accountability, transparency, and different types of accountability, such as legal accountability and courts; political accountability; accountability and public governance; administrative accountability; social accountability; and promoting accountability; the goals and significance of accountability; the issues that a lack of accountability may create; South Africa's statutory foundation for openness; transparency ideas; why transparency is required; why government openness is essential Local government administration transparency.

Chapter three examined many local government legislations. The purpose of this chapter was to examine the legislation as well as the tactics used to inculcate good governance in municipal officials, such as accountability and transparency. The constitutional measures also affect the Auditor-General and Public Protector, and they attempt to provide an example of ethical behavior by municipal functionaries while also fostering good governance among municipal functionaries. These legislations were in this chapter were evaluated if they require municipalities to govern with accountability, whether municipalities are adequately transparent,

and, most importantly, whether municipalities comply with legislation. Municipalities will extensively investigate the municipal council, governance frameworks, monitoring mechanisms, and political administration interface.

Transparency and accountability are critical components of municipal government because they act as the glue that ties municipal governance systems together. Failure to be open and responsible would harm the overall municipal government system, whose purpose is to improve local democracy and where leadership and officials must be accountable and transparent to the public or community at large. The Constitution of the Republic of South Africa, 1996 (RSA, Act 108 of 1996) and local government acts such as the Local Government White Paper of 1998 (RSA Act of 1998); Local Government Municipal Structures, 1998 (RSA Act 117 of 1998); Local Government Municipal Systems, 2000 (RSA Act 32 of 2000); and Local Government Municipal Financial Management Act, 2003 are examples of legislative frameworks (RSA Act 56 of 2003). Chapter four has presented a summary of the case study on uMshwathi local municipality. It presented the background and history of the municipality; some of its key public sector reforms, as well as its current governance structures. Umshwathi being known as a predominantly rural and farming-dependent municipality has propelled the municipality to make massive structural and institutional development with the hope of keeping up with national development goals.

6.4. Findings

Poor road infrastructure development in Umshwathi's local municipality is just a direct result of a myriad of underlying challenges experienced at different levels of municipal governance both institutionally and structurally. As indicated and discussed in the previous chapters of this research work, poor governance, lack of cooperation, poor communication channels, fraud, corruption, and sheer incompetence are to blame for the poor road infrastructure service delivery in the municipality.

What does it mean to be a responsible and responsive municipality in terms of governance? To be responsive and responsible, as well as to be known for transparency and accountability, a

municipality should strictly adhere to the four dimensions of a municipal government Hanekom (1987:42) declares the following governance system: values as well as principles, systems, procedures, and practices, as well as capability and leadership.

Findings,

- *According to AG Mr. Kimi Makwetu (AG General Report 2015/16:110), he warned that fraud and misconduct would continue and that there would be wasteful, irregular, and unauthorized spending. This will be fueled by the failure of the municipal institution's political leadership and senior management to prioritize accountability and transparency for any transgressions. It was also discovered that as a result of this, management is weak and vulnerable to corruption and fraud within municipalities. Municipalities cannot allow money intended to serve the people to be lost, despite legislation requiring both political leadership and municipal administrations to take measures to prevent such loss.*

The Local Government Municipal Structural Act, 2000 (Act 32 of 2000) prescribes that each local Authority/municipality should have a municipal council where officials and office bearers take fundamental decisions, to carry out the tasks and duties of the municipality in service of their communities in an accountable and transparent manner, guided by legislation, by-laws, and strategies. Local Government: Municipal Structural Act (Act 32 of 2000) also defines the mayor's and councilors' roles.

These functions are as follows: councilors are responsible for monitoring and overseeing the work of the municipal manager and department heads. The full council of the municipality, which approves the policies and budget, as well as the implementation plans, holds all councilors accountable. The executive or mayoral committee is then responsible for ensuring that the municipal administration, led by the municipal manager and officials, implements the plans and required actions.

Findings:

- *MPACs, which serve as oversight structures, as well as political leaders such as mayors and councils, accounting officers, and other senior managers did not respond with the necessary urgency to address the risks and improve the municipalities' internal controls, which is the root cause of poor service delivery of road infrastructure. This demonstrates the lack of leadership and accountability that should exist to ensure that municipal officials and office bearers perform the tasks for which they are hired.*
- *Another issue discovered was that some municipal employees lacked the necessary competencies to carry out the tasks for which they were hired. This aggravates matters because there will be no improvement.*
- *Oversight role: the political leadership failed to execute their oversight; they failed to penalize poor performance and transgressions committed, as seen in the Kwa Zulu Natal province 2015/16 Audit Outcomes at 21 municipalities.*
- *Some councils failed to insist on receiving performance reports from the administration, indicating a negative impact on councilors' oversight responsibilities from a governance standpoint.*
- *MPAC resolutions were not tracked, monitored, or implemented at some municipal institutions (AG General Report 2015/16:1162-163).*

Excerpt from Chapter 4 of the research: As a result, the Local Government Municipal Systems Act (Act No. 32 of 2000), establishing a simple framework, was enacted. The framework includes core issues such as how planning should be processed, resource mobilization, and how performance for all in the institution must be managed, as well as institutional change management.

Furthermore, the framework is for monitoring and providing support to other government spheres, including the establishment of acceptable standards; those spheres are provincial and national.

Findings,

- *Monitoring and support from other government spheres: According to the AG General Report (2015/16:118), it was discovered that in the North West Province, the provincial treasury provided limited assistance to municipalities in the province, causing most to regress because they needed assistance to identify control weaknesses in those municipalities. The reason given was a capacity issue.*

Section 11 of Schedules 4 and 5 was extracted from Chapter 4 done and analyzed. Additional functions may be granted to a municipality under national and provincial laws, as well as through contractual assignments and delegation.

Finding:

- *According to the AG General Report (2015/16:121), the Cooperative Governance and Traditional Affairs (CoGTA) department did not provide the required level of assurance to municipalities as an oversight institution during the fiscal year under review. If that assistance had been provided, it could have resulted in positive outcomes in all municipalities, had been carried out under the law*

Section 4(2) mandates the municipal council to use its executive and legislative authority to manage resources in the best interests of the community it serves, as well as to ensure democratic and accountable government. Section 51 of the Local Government: Municipal Structures Act (Act 32 of 2000) (RSA, 2000) requires municipal councils to establish appropriate controls over reporting systems and procedures for monitoring and policy evaluation implementation to account to the community.

Findings, as documented in the AG report on the outcomes of local government audits, (2015/16:56),

- *In South Africa, 38% of municipalities including that of Umshwathi lack the necessary mechanism for reporting transgressions or investigating possible fraud activities.*

- *52% of municipalities including that of uMshwathi have insufficient methods for following up on allegations of misconduct and fraud in financial and supply chain management. There are 151 municipalities to be exact.*

6.5. Recommendations

This section provides recommendations based on the literature research and studies conducted. The recommendations are provided concerning the study's objectives and core themes. The following suggestions and recommendations are made to help improve service delivery of road infrastructure development in the uMshwathi local municipality:

- When it comes to human resources, regulations and openness must be addressed when it comes to hiring municipal employees.
- Policymakers or rules at a municipality must tighten anti-corruption and ethical codes and legislations, particularly in terms of prosecuting those guilty for corrupt conduct, whether politicians or municipal officials.
- The Code of Conduct for Municipal Councillors and Municipal Officials must be applied uniformly and without favor or fear to everyone who violates it.
- When the above advice is enforced and executed, local governance will save face and reclaim its reputation.
- It is also suggested that the political-administrative relationship be strengthened.
- Incompetent "political workers" (cadre deployment) must be replaced with professional personnel to demonstrate the distinction between political representatives and officials.
- Long-term skill development plans for technical, professional, and senior managers should be applied in municipal governance to enhance capacity.
- It is recommended that active monitoring and support be provided by national and provincial governments as required by law.
- To mainstream public engagement, an enabling structure should be built.
- It is advised that relevant information be supplied to local communities to provide them with the knowledge that will allow them to engage in deliberative processes aimed at

identifying priorities and trade-offs because communities must be consulted following legislation. Accountability and participative governance will improve as a result of this.

- To solve the underlying governance issues, a combination of institutional, political, and community-focused initiatives must be researched and created.
- More emphasis must be placed on correcting bad financial management through the development of financial management ability, as this will increase and enhance financial management - one of the fundamental shortcomings of municipal governance. This is consistent with good governance concepts aimed at enhancing the financial viability of municipalities. Because bad administrative and financial management, as well as a lack of adequate controls and accountability procedures, have a detrimental influence on community service delivery. Even though recommendations for implementing strong administrative and financial management practices are included in local government framework law, implementation remains a struggle in many municipalities.
- The political deployment must be halted immediately and fully.
- The CoGTA must impose harsh penalties on towns that fail to file audit reports and financial accounts on time, as required by law.
- Accountability, transparency, and responsibility of government employees must be improved. They should be held legally accountable for their acts as people, especially when dealing with public resources of any type.
- The municipality's senior management should set a good example, accept accountability, and be open and transparent. Senior managers must get more active in the supervision of junior staff's work to guarantee that they delegate properly.
- Although tasks may be assigned, the management retains ultimate accountability.
- Municipal leadership, both political and official, must be held accountable for their decisions, actions, and policies, including accountability to the communities or individuals they serve.

6.6. Areas of further research

Given the impact that this study has to the country's development, the researcher recommends that, a longitudinal future study should therefore be conducted on a national level for effective policy recommendations. Furthermore, the study was based on document analysis and as such further studies need to make use of primary data particularly through interview or focus group discussions in order to holistically understand the phenomenon. The study mainly focused on KZN and consequently, there might be unique poor service delivery of road infrastructure in other provinces. Thus, future comparative studies can therefore be conducted with other provinces. Last, given the significance of the study it would be imperative for future research to look at other service delivery beyond road infrastructure.

6.7. Conclusion

Various findings may be drawn from the research that is relevant to the study's topic. To summarize, transparency and accountability are critical in municipal government as the public sector in South African administration. Most municipalities in South Africa face serious governance issues, including patronage, political intervention in local government, and a lack of political leadership, among other things. Complex reporting obligations from other levels of government, both provincial and national, impede the effectiveness of many local organizations. Another source of worry is a lack of policy coherence between departments and government agencies. Even though structures, processes, principles, and practices are in place, assessments indicate that the challenge is with system application and manifestation, interpretation, and functioning., even though all municipal organizations have structures, processes, principles, and ideals in place.

Furthermore, there is a major deficiency or absence of skills, clarity about responsibilities and powers, commitment, competence, a willingness to interact with and respect other sectors of government and their activities, and, lastly, a near-total absence of participatory democracy. Cooperative governance is not functioning well. As a result, realistic solutions to increase municipal governance implementation must be established to assure the efficacy and efficiency

of cooperative governance and intergovernmental relations. Local government laws and policies must be amended to improve the stability and effectiveness of legislation and policies. Good communication and interactions between residents and the larger community are necessary to achieve cooperation. The correct combination of collaboration and performance may be the key to accountability and transparency aimed at enhancing local government capability. Good communication between ward committees and the community is critical because it reduces tensions between the community and ward committees, which often contribute to instability and unrest, which may lead to demonstrations and even violent protests.

As a result of the lack of accountability and transparency, residents of Umshwathi municipality have limited faith in the efficiency, effectiveness, and responsiveness of local government in general. This is exacerbated by broken political promises and misuse of power by public authorities and local officials. According to the findings of this study, there is a severe absence of political leadership in the South African municipal government sector. Despite a slew of capacity-building and assistance initiatives by national and provincial governments over the last two decades, many towns remain in a crisis. The issue of why all of these endeavors have had less-than-ideal results is legitimate.

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