

UNIVERSITY OF KWAZULU-NATAL (UKZN)

**Perceptions of Service Delivery Challenges faced by Centlec in the Free State
Province, South Africa**

by

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DEDICATION

This study is dedicated to the Siyonzana Family and clan as well as the African National Congress of opening the doors of learning

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Successfully writing a dissertation at masters level takes a combined effort of several individuals . I personally feel indebted to several colleagues whose effort led to the completion of this work. In this short note I wish to express my sincere thankfulness to all those who assisted towards this study. In particular I wish to give thanks to the following individuals

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ABSTRACT

Communities in urban areas rely on effective provision of services that range from water, roads maintenance, health, education and electricity provision. The study centres on Centlec, a hundred percent company owned by the Mangaung Metro, charged with the responsibility to provide electricity to the surrounding local municipalities of Mangaung, Matsopa and Kopanong. The purpose of the study was to explore the service delivery perceptions of the communities following persistent load shedding across the communities, which were deemed to be beyond the national electricity crisis. The study employed a mixed methodology where heads of household units were surveyed while managers of the respective municipalities were interviewed. A sample of 250 households were cluster selected with the final participants randomly selected from each cluster. The respective managers were purposively selected. The study revealed that the electricity provision challenges in the respective communities were severe and peculiar to Centlec as they were not associated with the current national electricity generation crisis. The study also revealed that there was lack of managerial and leadership capacity to effectively manage the utility provider. Further, funding, failure to manage the various stakeholder and aging infrastructure exacerbated the electricity provision challenge. In the overall, failure to provide adequate electricity affected the local business growth that could have sustained the economy of the respective municipalities through employment creation. The study recommended an establishment of an Electricity Provision Task Team to spearhead efforts towards effective electricity provision. The study recommended that similar studies be conducted in other state owned electricity entities to establish if they experience similar challenges

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CHAPTER ONE: INTRODUCTION

1.1 Introduction

The provision of electricity as a service to communities within South Africa and the world over has always been a priority to the respective governments and local municipalities (The Economist, 2016). According to Zondi and Mulaudzi (2010) electricity is a basic need to communities within the local economic development of the respective municipalities across developing economies. Without electricity adequate electricity, communities' livelihood and industries would be negatively affected as electricity is essential for providing energy to households for domestic use, powering industries to enhance production and to service organisations such as hospitals, schools, hotels just to mention a few (Zondi & Mulaudzi, 2010). In brief, electricity is the engine that drive economies the world over and without it economies would be dysfunctional (The Economist, 2016).

Centlec is a public entity that was established by the Mangaung Metropolitan Municipality (MMM) to distribute electricity within the province of the Free State after realising that ESKOM could not effectively do both – generating and distributing electricity to the greater MMM. Therefore, Centlec was created to procure electricity from Eskom and distribute to municipalities within it reach. For almost twenty years since its establishment, Centlec did very well in terms distributing electricity within MMM until 2015. The entity gradually started exhibiting signs of failure to provide electricity to the surrounding municipalities that includes Mangaung Metro, Mantsopa and Kopanong local municipalities thereby attracting mixed feelings from the community. The purpose of the study is therefore to investigate the perceptions of service delivery challenges faced by Centlec in these municipalities. The study taped the perceptions of the municipal managers through interviews as well as the households within the community through a survey in order to arrive to ascertain the nature of the challenges, factors causing poor service delivery as well as assessing the extent to which Centlec failed to carry its mandate.

Chapter one of this study introduces the study by presenting the background to the study, outlines the research objectives, questions and significance of the study. The

chapter also provided a brief of the methodology and the overall lay out of the entire study before winding off with the conclusion.

1.2 Motivation of the study

Centlec was established in 1996 in terms of both the Municipal Systems Act of 2000 referred to as the “Systems Act” and the Companies Act 1973 also known as the “Companies Act”. By virtue of being a municipal entity, Centlec is obliged to comply with the provisions of the Municipal Finance Management Act 2003 as revised.

In view of the above, Centlec is thus a public entity or enterprise created by the MMM located in the Free State Province of South Africa. The entity distributes electricity to the entire MMM area that includes Mantsopa and Kopanong local municipalities. It is governed by the Board of Directors, duly appointed by MMM from time to time and its day to day business is conducted under the stewardship of the Chief Executive Officer (CEO) and Executive Committee. The board has an approved Charter which regulates the parameters within which the Board operates and to ensure the application of the principles of good corporate governance in all its dealings, on behalf of the entity.

Since attaining political impendence in 1994, Centlec sufficiently distributed electricity within MMM as well as providing auxiliary services that include routine maintenance work on electricity infrastructure, constructing electricity distribution networks, providing operational services such as maintenance and metering. Centlec also managed to construct electrical networks for ensuring constant supply of electricity. While the Centlec successfully serviced the MMM over the years, the latest developments at Centlec have attracted mixed feelings from public as the entity transformed to become a mediocre electricity service provider as opposed to its history of offering superior service over the years.

Thus, from the year 2015, the situation at Centlec changed as signs of failure became more evident. Presently, the greater MMM area posit dilapidated electrical infrastructure with some municipalities and locations going for several months without basic infrastructure. There is generally poor maintenance of infrastructure as well as failure to build/contract networks as and when necessary. For example, the Mantsopa and Kopanong municipalities as well as some locations within Mangaung Metro have gone for 4 years without electricity distribution points to enable constant supply of

electricity. Due to exponential growth of the municipalities geographically and in terms of demand, Centlec has failed to move in tandem with the growth pattern to the extent that some locations within Mantsopa and Kopanong municipalities do not have electricity networks and connection per household unit until this date.

Currently dysfunctional electricity distributors and lack of street lights have become cause for concern within MMM. Communities in the low, middle and high density areas, industries and critical service providers such as hospitals, schools and police stations are negatively hindered in one way or the other. The current developments have culminated into severe load shedding across the MMM as the entity fails to penetrate into the remote areas which it is supposed to serve. In brief, the current situation in MMM regarding electricity distribution by Centlec, leaves a lot of unanswered questions as to whether Centlec is effectively providing the service.

It is very critical to note that, while electricity generation is a national crisis for South Africa and the Southern African Development Community (SADC), the current poor service delivery by Centlec cannot be generalised to the low generation capacity crisis within South Africa and the region. This is because Centlec procures electricity from ESKOM just like any other electricity distribution entity in South Africa and it in turn distributes to the MMM at a price. Since its establishment, Centlec effectively procured and distributed electricity to MMM in arrangements similar to other metropolitan municipalities of South Africa that includes Pretoria, Port Elizabeth, Cape Town and Durban just to name a few. Nothing has changed in these arrangements but surprisingly Centlec's service delivery capacity has deteriorated to unimaginable proportions while other entities and respective metropolitan cities have lessor service delivery challenges on electricity. The study is therefore driven by the motive to investigate perceptions of service delivery challenges at Centlec taking into account that the entity effectively provided services over the years. The failure to successfully provide effective service delivery on electricity distribution generated mixed feeling from the majority of MMM residents and stakeholders with some perceiving the challenges as beyond Centlec while others perceiving the challenges as endemic and systemic to Centlec. It is important to note that the researcher has worked with Centlec for several years where he gained some level of experience, exposure and insight on Centlec service delivery challenges. Unfortunately, not even a single empirical study on Centlec service delivery challenges have been conducted to date. In reality,

Centlec has the potential to successfully distribute electricity across MMM taking into account that it has sufficient budget to procure electricity from ESKOM, a clear vision to carry out its mandate as well as adequate manpower to sufficiently service the electricity distribution process but for reasons yet to be revealed by this study, Centlec appear to be failing to effectively service the MMM greater area.

According to The Centlec Annual Report for the (2015/2016), Centlec distributes electricity in areas under the jurisdiction of Mangaung Kopanong, Mantsopa and Kopaneng municipalities and has around 250 000 customers. Centlec's customer base is over 90% domestic and less than 5% commercial consumers. Over and above the domestic customers, there are approximately 4 400 businesses and bulk customers of Centlec electricity. The core services of the company include new electrification networks, refurbishment and maintenance of existing networks. From a technical perspective Centlec is defined as an electricity utility that comprises the development, operations and maintenance of the electricity distribution systems (Centlec Annual Report for the, 2015/2016). Technically Centlec is renowned for distribution of electricity, at lower than transmission voltage levels (132kV) to the end customers. Centlec is also renowned for the distribution of electricity from distribution centres (substations) to a large number of geographically dispersed residential, commercial and industrial customers. The distribution also includes technical activities, such as load dispatch, customer connection installation, equipment maintenance, metering installation, as well as commercial activities, such as meter reading, billing, customer service and marketing.

1.3 Problem statement

The problem is that since its establishment in 1996, Centlec gradually improved in terms effective distribution of electricity to the communities of Mangaung Metro, Mantsopa and Kopanong local municipalities. For example about 96% of the household units revealed that, they received sufficient supply of electricity in the past 10 years compared to 40 % during the current period (Mangaung Metro Report, 2016). Unfortunately, as from 2015 until today the entity's service delivery capacity has drastically deteriorated with most households and organisations characterised by load shedding. In particular, Centlec is no longer able to erect new electricity networks and distributors, maintain the existing infrastructure as well as replacing old and dilapidated

infrastructure to enable easier electricity distribution. In the overall, Centlec's failure to attend to electric cuts and subsequent service provision to the entire MMM has deteriorated and if the situation remains unchanged, the overall economic activity within MMM is likely to decline taking into account that electricity drives economies and social activities the world over. If economies are negatively affected, society suffers. Therefore, the purpose of the study is to investigate societal and stakeholder perceptions of service delivery challenges at Centlec in the Free State Province of South Africa with a view to finding a lasting solution to the challenges.

1.4 The aim of the study

The aim of the study is to investigate the service delivery challenges faced by Centlec in the Free State Province of South Africa with an overall view find last solutions for minimising the service delivery challenges.

1.5 Research objectives

The following objectives were developed:

- To identify the challenges faced by Centlec in providing service to the community
- To establish the factors hindering service delivery at Centlec
- To assess the extent to which Centlec has failed to deliver effective service to the community
- To generate recommendations to senior management on how Centlec could improve on service delivery

1.6 Research questions

Based on the problem statement above, the following research questions are suggested for the study:

- What are the challenges hindering service delivery by Centelec?
- What are the factors hindering service delivery at Centlec?
- What is the extent to which Centelec has failed to deliver effective services to the community?
- What recommendations will provided to senior management towards improving service delivery?

1.7 Significance of study

This study is significant for two major reasons. Firstly, the study provides ways on how Centlec could address the service delivery challenges that are currently affecting the organisation. If Centlec manages to address the challenges, this could translate into a productive MMM economy leading to the creation jobs that could have been lost when industries reduce production due to load shedding. Further, society benefits as the general standard of living within MMM is bound to improve taking into account that electricity is a basic requirement for domestic purposes. On the other hand, the study also serves as knowledge creation source for other entities that generate electricity across South Africa that could be having or might have similar service delivery related challenges in the future. The study could also provide pointers to the national electricity provider - ESKOM, on how best to deliver a better service in the distribution of electricity across South Africa taking into account that electricity generation is a challenge for South Africa, though MMM's challenges have reached exceptional levels.

1.8 Brief Research Methodology

The research for this study is both quantitative and qualitative in nature borrowing from the positivism and phenomenological paradigms employing a mixed methods approach. Research participants of this study are community households, Centlec electricity distribution manager and the municipal managers of the three municipalities who have in-depth knowledge, experience and insight on Centlec failure to deliver electricity. The participants for qualitative were selected using non-probability purposive sampling method, and interviewed to gain new insights, discover new ideas and increase knowledge of the service delivery challenges. Descriptive qualitative data was collected from interviews and analysed to elicit research findings and make recommendations. The participants for the quantitative part were selected through a random sampling technique with the questionnaire used as the data collection method. The results were run through the SPSS package where descriptive and inferential statistics were extracted to analyse the results.

1.9 Limitations of the study

The study is limited to Centlec, Mangaung, Mantsopa and Kopanong local municipalities. In terms of research design, this study has kept the sample size for the

qualitative part small based on non-probability sampling methods in order to allow a qualitative approach through in-depth interviews. Thus, the study would not allow for generalisation outside the group of sample units and its findings can only be evaluated subjectively. Nevertheless, whilst making generalisations from the sample to the population under study may be desirable, it is a secondary consideration for this study.

1.10 Organisation of the study

The study is presented in five consecutive chapters which as outlined below:

1.10.1 Chapter 1 Introduction and orientation

This chapter introduces the study by providing the background to the study. The chapter states the problem statement of the study, the aim and objectives of the study, the research questions to be answered to meet the objectives, delimitation, a brief research design, significance of the study and the overall layout of the study and the conclusion.

1.10.2 Chapter 2 Literature review

In this chapter, the key terms, entity and service delivery underpinning the study were defined. Thereafter, literature on service delivery challenges in general and specific to state entities were reviewed followed by a section on factors that hinder effective service delivery within municipalities and state entities. The extent to which state enterprises provide or fail to provide services would be explored. The chapter winds off with a theoretical framework on service delivery.

1.10.3 Chapter 3 Research methodology

This chapter presents the research methodology, covering the overall research design population and sampling as well as the procedure for collecting the data. The research instruments to be used are discussed in this chapter. The chapter further discusses the issues of reliability, validity and ethical considerations.

1.10.4 Chapter 4 Presentation and discussion of findings

This chapter provides detailed findings of the study, based on the data collected in chapter three. Further, the chapter interprets the data with respect to the respective objectives.

1.10.5 Chapter 5 Conclusions and Recommendations

The chapter provides detailed findings of the study, based on the results presented in chapter four and draw conclusions and recommendations. The chapter also proposes scope for further research.

1.11 Conclusion

This chapter introduced the study on the service delivery challenges faced by Centlec towards the provision of electricity in Mangaung, Mantsopa and Kopanong local municipalities located in the Free State province of South Africa. Centlec is state – owned entity responsible for distributing electricity in the Free State province targeting the three municipalities that includes Mangaung, Mantsopa and Kopanong. This chapter therefore presented the background to the study upon which the actual specific study problem was stated. Objectives and research questions were developed to address the stated problem. The chapter gave a briefing on the study methodology as well as the significance of the study. Finally, the chapter then concluded with an outline of the structure of the study. Based on the background information thus far, it is crystal clear that Centlec has huge challenges related to the provision of electricity in the respective communities that needs to be investigated and solved in order to assist Mangaung communities and the greater area that have had serious electricity provision challenges. The next chapter presents literature related to the study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter provides literature on service delivery in the public sector in the academic literature with due regard to the South African context. The literature includes service delivery as a commercial/business concept before narrowing it down to public service delivery. It touched on the concept, its purpose and essence, the available or popular modes of public service delivery just as it attempted to explore the challenges that constrains service delivery as documented in the literature. The focus was to explore themes and concepts that are relevant to the objectives of this study.

2.2 Service delivery: scope and concept

Service delivery is primarily a marketing/business coinage which describes the sum total interaction between providers and consumers such that provider deploys a service for the consumer and the consumer finds value as a result (Garfein, 1987).

Unlike physical products, services have some distinguishing features the most important of these are intangibility and inseparability of service. These and other features which include perishability, variability (heterogeneity), and the inability to own a service apply to all forms of services regardless of their type (Mpofu & Hlatywayo, 2015). Intangibility implies the lack of physical forms which can subject services to touching or testing, while inseparability means that production and consumption happens simultaneously or in close proximity of time (Matarirano, 2005).

The concerns of service delivery in its traditional domain includes quality of service, service impact and customer satisfaction. In this sense, quality refers to the fulfilment of the promises made by the provider to the consumers during marketing by matching the actual service deployment with the promises made (Seth et al., 2005). However, for the purpose of this study the use of service delivery intended is that which emerge from the adoption of the phrase in public services domain. Public services have been summarily defined as services that are funded partially or fully by tax proceed whether provided directly by government agencies or contracted out (Joseph, 2002). Contracted services will remain within the purview of public services in as much they are funded by public fund and their operations remain guided by public service criteria (Flynn, 2007).

Mpofu and Hlatywayo (2015:90) held that service delivery in public service usage refers to the efficient and effective provision of basic services to the citizens by municipalities or local governments. In a study by Chen et al. (2013) service delivery was described as “a common phrase in South Africa used to describe the distribution of basic resources citizens depend on like water, electricity, sanitation infrastructure, land, and housing”. Thus in this transaction, the government agencies are the services providers while the citizenry are the customers or clients.

2.3 Service delivery in the public sector

Service delivery in the public sector is distinctively different from that in the private sector. The first and primary point of departure between the two lies in the fact that while the driving force behind service delivery in private sector primarily remains the market conditions, the public sector service delivery is predicated on ensuring fairness and equity (Joseph, 2002). It is worth noting that even in situations where the consumers pay for the services rendered like in the case of transport or utilities, the guiding principles remain equitable treatment and allocation of resources according to need. In such instances the services are still funded by the government to keep the prices lower than it would have been (Ridde & Morestin, 2011).

Another point of departure is the provider-customer relationship. While in the private sector customer delivery the consumers have the choice or freedom to choose between competing service providers, on the basis of quality and/or price. Here level of demand can also mean an indication of consumers' satisfaction with in service (Joseph, 2002). Conversely in the public sector, service providers usually operate within a monopolistic or at best an oligopolistic context or set up, this thus limit consumers choice to select their providers on the basis or cost or quality of service but have to contend with what is provided which has been noticed to be considerably marked by low standards in most situations (Brown et al., 2006).

Consumers control in public service delivery is another issue worth noting. Consumers' control on the quality or the mode of delivery is usually weakened by the fact that payment (in real terms) is not normally made directly for the service received since the services are usually directly funded by government and only indirectly by the

consumers in form of tax (Joseph, 2002). This complex web of relationships is expressed graphically in Figure 2.1

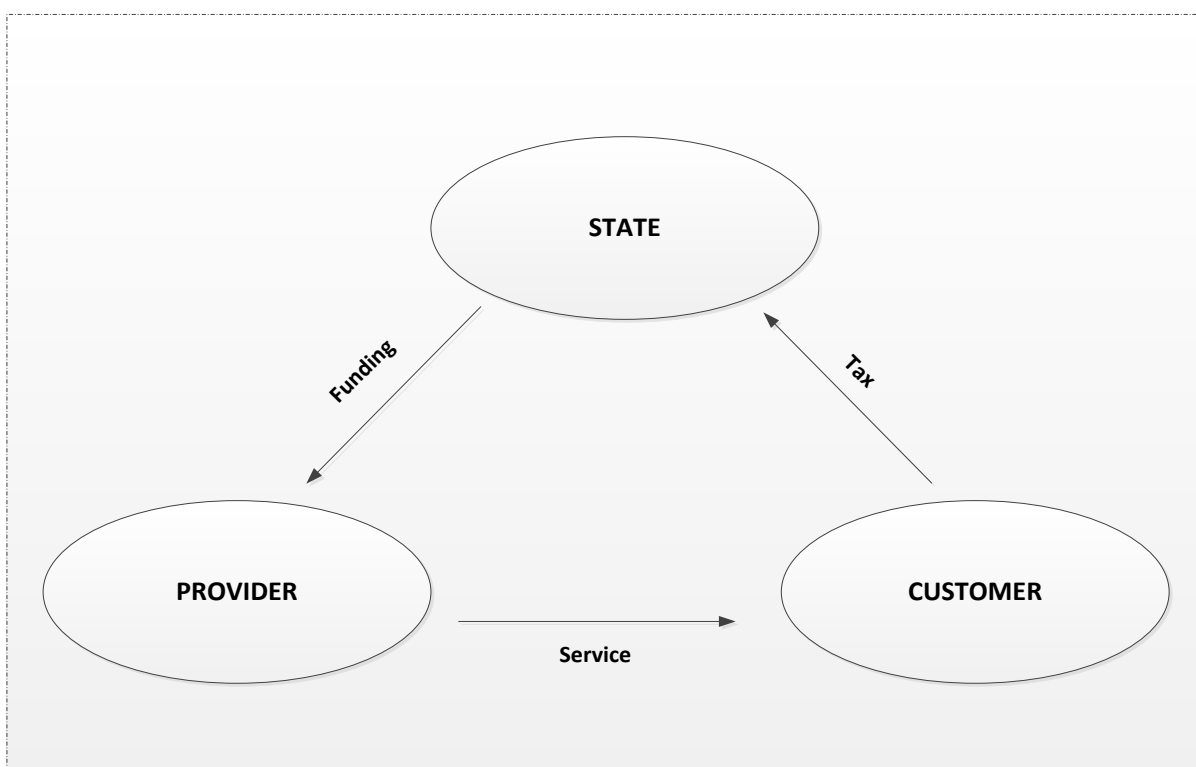


Figure 2.1: Customer-Provider Relationship Model

Source: Joseph (2002: 11). Improving service delivery. Committee for Public Management Research

It has been noted that this indirect relationship between the customers and the providers, and the monopolistic tendencies coupled with the fact that supply is often constrained not by demand but budgetary allocation could lead to a vicious circle of low standards both on their demand and on supply sides as discussed by Pollitt & Bouckaert (1995)

“The phenomenon of 'excess demand' which leads to queues and rationing decreases the motivation to improve quality in other ways too. If one customer dislikes the service and goes, elsewhere (if they can) there is usually another one waiting in the queue. Large scale desertion ('exit') may be unlikely because the public provider occupies a monopolistic or oligopolistic position (there are few if any alternatives to exit to). This restriction on behaviour is, of course, likely to be felt most acutely by low -income consumers. Trapped in a monopolistic system which provides them with essentials such as health care or education or social security benefits, such customers often form

very low expectations for service quality. To put it bluntly, they get used to low standards and so do the service providers (Pollitt & Bouckaert, 1995)

Another salient feature of the public service delivery is the socio-political atmosphere within which it takes place. Public service managers operate within a seemingly contrasting triad of the dilemma of balancing the needs of the public who are the users and accountability to the political office holders, as well as the menacing demand of the media who are supposedly protecting the interests of the masses (Lipsky, 2010; Joseph, 2002).

Service delivery in the private sector could also be viewed from the organisation as an open system, comprising various sub-systems, and operating within and interacting with a greater system – the external environment (Jones et al., 2009). Figure 2.2 below provides a diagrammatic representation of an organisation from a systems perspective.

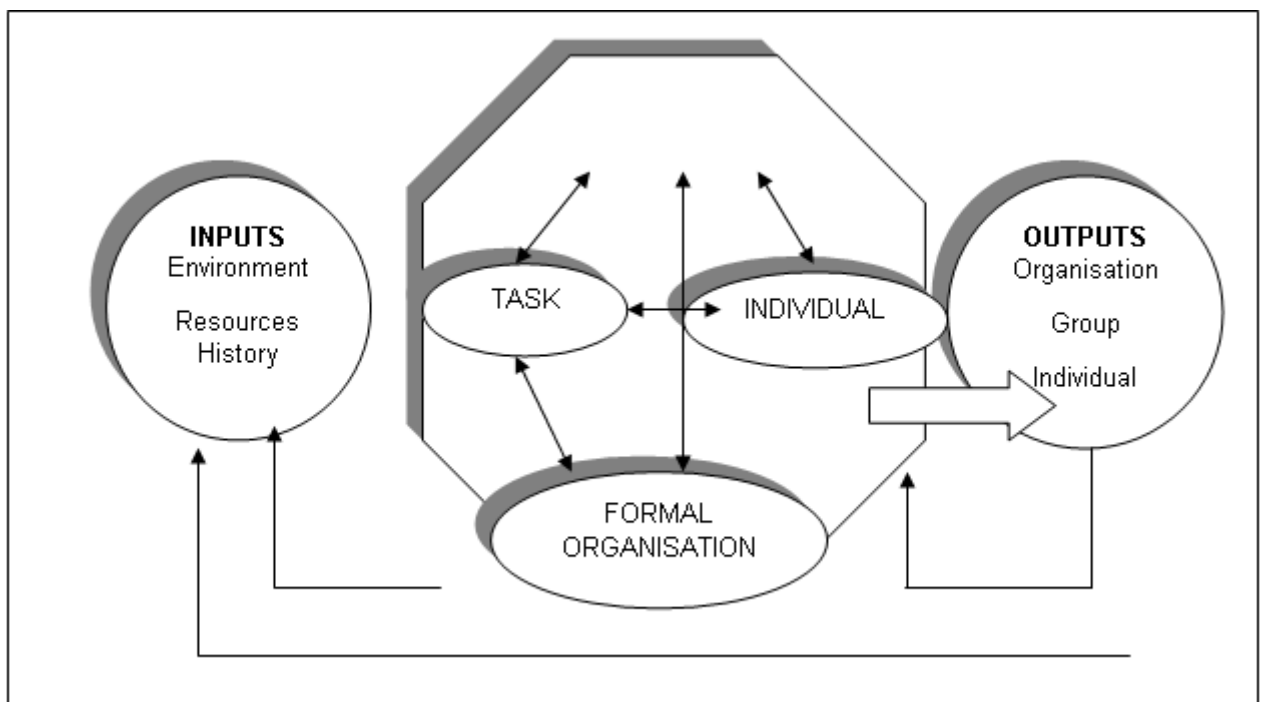


Figure 2.2: Systems Theory Model of the Organisation

Source: Vigoda E. (2002) From responsiveness to collaboration: Governance, citizens, and the next generation of public administration. *Public administration review* 62: 527-540.

The key components of Vigoda (2002) conceptualisation of the organisation from a systems theory perspective includes:

- **Inputs:** The greater environmental system comprises of markets, suppliers, competitors, technological forces, economic forces and global forces. To a large extent, organisational management, public or private is affected by the economic factors such as the cost of price of the product or service they organisation produces, the bargaining power of the citizens as well as the general inflation levels (Vigoda, 2002). The environment impacts on the organisational system by, for example making demands on the organisation, placing constraints on the organisation and providing opportunities for the organisation to explore (Vigoda, 2002). resources including employees, technology and capital. History of the organisation, which refers to past events such as past crises and the organisation's response to them is also taken into account It also includes strategy which is an input which encompasses the whole set of decisions that are made about how the organisation will configure its resources against demands, constraints and opportunities of the environment within the context of its history (Vigoda, 2002). Strategy essentially involves the interaction between an organisation and its dynamic, competitive external environment, and constitutes the process through which actions to compete, survive and prosper are developed and implemented - actions which are critical to the success of an organisation in its business context over time. Fundamentally, strategy should be soundly based on strategic thinking and involve strategic learning. It has become imperative that in today's global, rapidly changing environment of the "new economy", leaders and managers need to adapt in innovative ways if their companies are to remain competitive. Because change never really stops, the challenge that executives face is the struggle to repeatedly mobilise their companies and their staff behind new ideas to proactively anticipate and manage change. The basic underlying reason for this challenge is that sustainable competitive advantage cannot realistically come from any particular product or service, no matter how good it may be! Even exceptionally superior products and services have a relatively short "shelf life" in today's dynamic business environment. As Pietersen (2002:6) states: "In today's marketplace it is the organisational capability to adapt that is the only sustainable competitive advantage".

- **The organisation as a transformation process:** This involves tasks, which refer to the fundamental work, which the organisation performs, and encompasses workflows and functions. It also encompasses individuals, which refer to the employees who perform the organisational tasks as well as employee knowledge, competence, needs, perceptions, expectations and background as important aspects of the subsystem (Nadler & Tushman, 1980). Formal Organisation refers to the processes, structures, methods and procedures, which the organisation has formally set in place to ensure that individuals are able to complete organisational tasks. Formal organisation includes organisation structure, job design and systems for recruitment, selection, development and appraisal (Vigoda, 2002). Informal Organisation refers to the informal, unwritten and implicit processes and structures, which emerge and evolve within the organisation. This includes patterns of informal influence and communication, which emerge (Vigoda, 2002).
- **Outputs:** This refers to “what the organisation produces, how it performs, and how effective it is” (Vigoda, 2002). . Organisational effectiveness is enhanced by congruence which emphasise the organisation is most effective when there is ‘fit’ between all of its components and internal interdependence where components of the organisation are inter-connected. Output also entail the capacity for feedback, which refers to the organisation’s self-correcting capacity by being able to control itself through using information about its output (Vigoda, 2002). .

2.3.1 Service delivery in state owned enterprises

Improving service delivery systems has often been one of the major reasons for the reforms in the public service over the years. The improvement of service delivery is purely a function of management anchored in the planning function (Robbins & Judge, 2012:374). Notable among such reforms are the transition from the traditional public administration to the new public management and subsequently to ‘citizen-centred governance’, or ‘networked governance paradigm (Hartley, 2005). In all such transitions managerial planning plays a key role towards organisation focussing (Robbins & Judge, 2012:374). The citizen-centred approach underscores an attempt to improve the consumer- service provider relationships over time, from that of dependency to that which involves much greater involvement and empowerment or simply put, from being clients to citizens (Denhardt & Denhardt, 2000; Alford, 2009)

Table 2.1 captures the main essence of some of the reforms in the public service over time.

Table 2.1. Innovation and Improvement in Governance and Public Management

	'Traditional' public administration	'New' Public Management	Networked governance
Innovation	Some large-scale, national and universal innovations	Innovations in organizational form more than the content	Innovation at both central and local levels
Improvement	Large step-change improvements initially, but less capability for continuous improvement	Improvements in managerial processes and systems. Customer focus produces quality improvements in some services	Aiming for both transformational and continuous improvement in front-line services
Role of policy-makers	Commanders	Announcers/commissioners	Leaders and interpreters
Role of public manager	'Clerks and martyrs'	Efficiency and market maximizers	'Explorers'
Role of the population	Clients	Customers	Co-producers

Source: Hartley (2005: 29). Governance and Public Management in the Public Sector

Vigoda (2002) maintained that the thrust of the ultimate desired reform in public service delivery is improved service delivery, better responsiveness and more collaborative engagement with the citizens. He maintained that while responsiveness has been hailed to be a public service virtue, collaboration is a stage ahead of responsiveness as it better captures the dynamic needs of heterogeneous communities with which public managers have to deal with as it entails been sensitive.

The use of collaboration as a tool for improvement in public service calls for constant engagement with the public. One of the reasons for the imperative of such engagement is that it aids the exploration of the pertinent need of the public, development of relevant policies and setting of priority, as well as assessment of deployed services (Thomas & Davies, 2005). Contextual reasons like adequate consideration of the cultural and attitudinal values, as well as garnering of support for a new idea (Wynne, 2006). Vigoda (2002) argue that the success of state entities comes with effective leadership. Effective leadership develops a vision and amass resources to achieve such vision. “Leadership means vision, cheerleading, love, trust, verve, passion, obsession, consistency, creating heroes at all levels, coaching, effectively wandering around, and numerous other things” (Peters & Austin cited in Kreitner & Kinicki, 2001: 551). It is critical to note leaders are either task oriented or employee oriented. According to Wynne (2006), leadership in most public entities focus on achieving the task without giving attention employees. Most studies of leader behaviour have focused on the task-orientation and the employee-orientation of the leader. A leader who demonstrates task-oriented behaviour “focuses on the supervision of group members to obtain consistent work methods and job accomplishments” (Cook & Hunsaker, 2001: 495). On the other hand, a leader who demonstrates employee-oriented behaviour seeks to satisfy the social and emotional needs of his/her staff

One of the identified benefit of public engagement is that it fosters co-production which is held to be of higher pedestal compared to responsiveness and collaboration. Co-production refers to the possible relationship between a regular (or street) producer of public service like teacher, police officer, health worker etc and the users who wants to derive values from such services by being better educated, safe or being cured of ailments (Fledderus et al., 2014). It can equally also be described as the involvement of the users in the production of such services (Vamstad, 2012).

Co-production has been noted to be not only for improvement in public service quality (Vamstad, 2012), but it also serves as an antidote to the waning public trust in public service (Fledderus et al., 2014). Such trust has been noted to generate through improved political efficacy, participation in decision making and improved relationships that are herald in by co-production.

2.3.1 State-owned/public enterprises

Public or state owned enterprises are tricky to define as most of the available definitions are hardly free of certain downsides (Florio, 2014). A definition which succinctly summarises the content of a lot of other defines or describe public organisations broadly as “organizations (a) directly producing public services, either through liberalized market arrangements or under franchised monopoly, (b) ultimately owned or de facto controlled by public sector entities, (c) with a public mission, (d) whose ownership in principle can be shifted to the private sector” (CIRIEC, 2012). They remain the primary/oldest structure for public service delivery.

State owned or public enterprises are set up by government to achieve greater good. Unlike private enterprises, they are more focus on provision of social benefit than on profit (Boardman & Vining, 1989). According to De Alessi (1996: 260) the “crucial difference between private and political [publicly owned] firms is that ownership in the latter effectively is non-transferable. Since this rules out specialization in their ownership, it inhibits the capitalization of future consequences into current transfer prices and reduces owners' incentives to monitor managerial behaviour. Among other things this implies that the managers of political firms have greater opportunity for discretionary behavior than managers of regulated, privately owned firms” . While managing a private entity could be different from managing a public entity, the basic functions of management remains the same – planning, leading and controlling an organisation. Cook and Hunsaker (2001:5) view management as a practice that involves “...directing, organizing, and developing people, technology, and financial resources to provide products and services through organisational systems.”

The foregoing description by De Alessi implies that management oversight in public enterprises is less efficient compared to private owned enterprises and by extension that latter tends to have greater performance efficiency compared to the former. Though the general feeling is that public or state owned enterprises are less efficient than private owned enterprises, however empirical evidences suggests that the superiority is not so pronounced (Short, 1994; Boardman & Vining, 1989; Weimer and Vining, 2015). The differences in performance becomes more blurred in sectors where there is no much competition like electricity and gas supply (Weimer & Vining, 2015).

2.3.2 Contracting

Contracting and similar delivery option which are described as market based options which includes privatisation, were conceived primarily to promote greater efficiency, improved alignment of managerial objectives with the concerns of the citizens and also to enhance local economic development (Warner & Hefetz, 2008). The notion that a market based delivery approach is better poised to achieve these objectives was predicated on the theory of public choice which means that with these approaches the citizens will have more options of suppliers and also they will be served with greater efficiency (Reddick & Turner, 2012).

Recent studies have challenged privatisation, especially outsourcing public services. It is contended that while it may truly improve efficiency in delivery, it is less service-quality oriented, and also tends to miss out the importance of the engagement that ensues between citizen and government in the process of service delivery process (Nalbandian, 2005; Denhardt & Denhardt, 2000). Hefetz and Warner (2011) concluded that, mode of delivery whether via contracting or in-house delivery is best determined by considering the nature of the service to be delivered, the market situation, management characteristics, the citizens, and the place or location.

2.3.3 Joint contracting/mixed delivery

Sclar (2000) has found that relational contracting is more important than competition because the complex nature of government services requires an ongoing relationship with the private provider. Such ideas heralded in the idea of joint contracting or mixed delivery in which the government remained an active participating in the service despite outsourcing.

Its adherents argued that mixed delivery would help government retain the internal capacity to remain relevant in the market and ensure be better positioned to ensure successful and quality delivery. Mixed delivery could also reduce information asymmetries and the costs of monitoring by allowing governments to experience production costs directly (Girth et al., 2012). Mixed delivery would ensure continued public involvement in the service delivery process - not just at the moment of letting the contract.

Mixed delivery can be conceived as part of an innovative and dynamic decision making process where city managers recognize the need to balance the benefits of markets, the costs of contracting and the need for citizen engagement in service delivery (Warner & Hefetz, 2008). By maintaining public delivery capacity, even while using private delivery mechanisms, mixed contracting ensures redundancy in the system. Organizational redundancies are essentially mechanisms for avoiding monopolistic outcomes and ensure/assure quality deliverables in the event that a contract failed (Landau, 1969; Priemus et al., 2013; Miranda & Lerner, 1995) . This would be especially important for capital-intensive services or where failure will have highly damaging impacts. Such redundancy is crucial if the government or its relevant agency are to maintain relevance in their industry or niche area. It will be impossible for a government that has lost capacity to deliver to rise to the occasion when contractors fail.

Miranda and Lerner (1995) claims contracting may increases efficiency but at unreasonably high cost. They reached this conclusion after finding no significant correlation between percent complete and contract expenditure in a study of government contracting data over 13 years. Bel et al. (2010) reached similar conclusion.

2.3.4 Third sector

Refers to voluntary participation of the citizens in production of services either as individuals or organisations. Such involvement of users or client be it in private or public sector was traditionally known and referred to as co-production (Ostrom, 1996). It serves as the foundation of the involvement and participation of voluntary and community organizations (VCOs) in the provision of public services (Osborne & McLaughlin, 2004) for the purpose of transforming such services.

The third sector comes under various other names, such as the voluntary sector, the (private) non-profit sector, the social economy, civil society (Branden and Pestoff, 2006). The third sector involvement could take any of the following forms:

- Co-governance which is an arrangement, in which the third sector participates in the planning and delivery of public services.
- Co-management which is essentially a format in which third sector organizations produce services in collaboration with the state.

- Co-production, in the restricted use of the term, refers to an arrangement where citizens produce their own services at least in part. This is a specific interpretation of user involvement, although there are of course various other type (Brandsen & Pestoff, 2006:4).

2.5 Challenges to service delivery

The service delivery by the public sector is confronted by a plethora of challenges which include the capacity constraints, resources limitation, the changing nature of public need and demographics, moral hazard (e.g. corruption), policy related challenges etc (Wilding, 1998; Bangura & Larbi, 2010). A major challenge to effective and quality service delivery especially in sub-Saharan Africa is what is termed political market imperfection, a phrase coined by Keefer and Khemani (2005) all form of flaws apparent in the relationship between the political class and the citizenry. This include lack of trust, non-fulfilment of election promises, mis-allocation of state fund towards political patronage at the expense of the greater good, predicated on the trio of lack of information on the performance of the elected politicians among the voters, social fragmentation among voters which usually lead to identity-based voting which implies voting not being based on merit or track records (Keefer & Khemani, 2005).

The attendant lack of fulfilment of electoral promises in form of service delivery elicit various responses from the public. These include voter apathy, violence (Keefer, 2008) and protests- ubiquitous service delivery protests in South Africa is a clear example. In Malawi, for example (and also in many other African countries) state resources are grossly used for political party ends (Keefer & Khemani, 2005). Thus location or implementation of projects are defined by presence or domination of party loyalists' resources for party political ends and this is very evident in the modality of water provision in the country (Booth et al., 2006). Similar examples can be found in how health facilities were being situated in Niger (Olivier de Sardan et al., 2010).

It has also been noted that marginalised groups are often disadvantaged when it comes to apportioning of service delivery, a good case in point is people who live in informal settlements in South Africa who has to live on very little daily water rations compared to people in the suburbs (Chen et al., 2013)

Policies contradictions or incoherence has been identified as another bane of public service delivery. Such contradictions which could be traced to the size and usually unappreciated interconnectedness of the public sector contradictions often occur both inter and intra sectors. They include contradictions in structure and policy designs and sometimes in roles. These could render part or an entire policy design to become implementable or unimplemented.

While the policies contradiction may often stem from poor coordination, it also takes practical manifestations which include overlapping mandates and mixed-up responsibilities among co-providers and other public entities (Wild et al., 2012). And sometimes it could take more fundamental forms like lack or inadequate implementation plans or funding plan (Booth, 2011).

Examples of how horizontal incoherence can result in confused responsibilities for service provision abound. A notable one is the observed form of incoherence (vertical) in Cameroon's health sector, where alignment of existing district and territorial administrative boundaries was not adequately taken into consideration in the course of implementing a process of decentralisation thus resulting into a totally chaotic situation characterised by blurred supervision lines and unrealistic administrative expectations on some of the health districts (Gruénais et al., 2008).

Similar situation was reported in Kenya water sector where improper coordination interacted with existing unstructured political market to create a situation where programmes were drawn up and structures were created to run them but the prevailing situation as described created room for rent seeking behaviours and inordinate scramble for resources (Rampa, 2011). The Kenyan experience was a case of total institutional weakness and lack of accountability. Despite huge investment into the water sector, the service delivery impact remains considerably low and the subsisting scarcity remained unabated (Rampa, 2011).

Such vertical coherence and attendant implementation gaps more often than increases cost and create room for funds diversion. Poor planning and vertical incoherence in Malawi education sector brought about a situation where parents still need to outlay school fees despite huge donor funds that were made available to the sector (Kadzamira & Rose, 2001).

It has been noted that such incoherence can be combated by initiatives that better define mandates horizontally and vertically for government and clarify roles and responsibilities; and strategies aimed at evolving stronger and more robust political leadership, as well as building capacity to drive delivery (Blair, 2010). Impact of such strategies are evident in countries like Rwandan health sector which flourished under the dyad of Kagame's strong leadership and public engagement (Chambers & Golooba-Mutebi, 2012).

Weak and unstructured performance monitoring and oversight constitute another challenge to public service delivery. Service delivery will be grossly affected in places or situations where there is no formal supervision processes in place or where they are not being enforced or followed thus resulting in reliance on informal supervision which is seldom sufficient (Wild et al., 2012). This becomes worse in situations where there no clear enabling regulations for monitoring service delivery performance or characterised by low level of adherence. Such situation makes service delivery more difficult even in situations where non-state providers attempts to step in (Palmer, 2006).

The appalling thing is that even in situation where people take recourse to other providers because of lack of performance by public providers, such exit does not spur reforms but rather things get worse (Ayee & Crook, 2003). Sanitation situation in Ghana provides a case in point. Contracts for provision of public toilets went to politicians whose saw such contracts as mere tools of revenue generation hence they fail to perform and the waste management department could not sanction them because of their political statuses (Ayee & Crook, 2003).

Poor service delivery due to of regulatory lapses is not limited to public providers alone. It has been noted that it is common place for private providers not to adhere to government regulations in some instances and thus resulting in sub-optimal delivery or practices as was observed in India and Liberia private health providers (Batley & Mcloughlin, 2010). One notable cause of these performance monitoring and regulatory breakdown asides from the political influence is when governments undertake reforms and changes without making similar reform and changes in the existing monitoring and regulatory framework. For example, many governments undertake decentralisation of

existing structures thus leading to expansion without making adequate provision for performance monitoring to cater for such expansion (Forsberg, 2011).

Thus, conclusively when performance monitoring is largely bottom-up i.e. by the users and communities instead of top-down (from formal monitoring agency) or a combination of both what happens is that service delivery continue to degenerate as the first reaction by users is usually to seek for alternatives which in some cases could be private providers operating at somewhat low standards as well especially in situations where cost is an issue and this has manifested itself in form of poor organised private health facilities and other services in many places (Leonard, 2002; Batley & McLoughlin, 2010).

Central to the provision of effective and quality public service delivery is the collective sense of responsibilities by all relevant actors. Moreover, significant here is the collective adherence by users to act responsibly in using provided facilities as well as in payment of tariffs where applicable. Not doing this often by a segment of actors often ultimately work to deprive everybody of the expected benefits (Olivier de Sardan et al., 2010).

“In some cases, institutional arrangements intended to solve some of the collective action challenges necessary to support service delivery have been present, but have failed to function as planned. In Freetown, cost recovery within the water sector and improvements in quality and coverage of services depend in part on collective adherence to payment of water tariffs, and payment for water by any single service user is insufficient without that of other users (Harris et al., 2012). However, features of the underlying political economy have meant no collective adherence to tariffs; instead, a significant number of service users remain immune from sanctions for non-payment in Freetown”.

Looking at different cases and situations indicated that, the availability of alternative revenue sources like NGOs and donor agencies sources does not only drives the moral hazards earlier mentioned within public service (Palmer, 2006), but could have more particularly problematic effects on service delivery where such external sources of funding are provided without due consultation with state authorities, thus leading to emergence of parallel systems and leading to provision with little oversight or regulation. This can further reduce the likelihood of transiting such alternative system

to sustainable forms of provision over the medium to long term as usually envisaged by such system. In Niger, for example, water boreholes have been provided almost exclusively by NGOs, with little consultation with local authorities. As a result, local authorities have been unable to map existing provision effectively, reducing their ability to plan for improved provision (Olivier de Sardan, 2010).

A study found that most of the facilities provided by NGOs to local leaders ended up being appropriated by local elites because they are usually unwittingly provided. This has contributed to an inefficient allocation of resources and, over time, inequitable access to such facilities (Harris et al., 2012).

South Africa's electricity power generation monopoly and the subsequent entities have had a fair share of challenges over the past decade (The Economist, 2015). According to the Staff Reporter (2012) South Africa faces serious crisis which could lead to load shedding throughout most towns and cities negatively impacting on business and service provision in most of the local municipalities. The Economist (2016) reports that South Africa's gross domestic product decreased by 3% due to power crisis with cities on the receiving end as they fail to provide services. The on-going power outages are severe especially for state owned entities with the situation likely to persist beyond 2016 despite new projects on power generation (Tsimane, 2009:5). The most critical challenge for state entities lies in the distribution of electricity to the respective communities. The challenge is not peculiar to South Africa alone; most of the SADC member states that includes Zimbabwe, Malawi and Tanzania are in a deep power crisis. The Democratic Republic of Congo (DRC), although rich with the Congo River for hydropower, is struggling to supply its economy. This is a sad story as DRC through its Congo River could power the entire African continent and the World (Economist, 2007). In summary the entire SADC region is in a severe electricity generation challenge with some entities in South Africa experiencing the worst ever power crisis of the century (Tsimane, 2009:5).

2.5.1 Effect of the challenges on service delivery: illustrative examples

The series of challenges discussed earlier and other have a number of unpleasant effects wherever they are found and this is well documented. Prominent effect includes unsatisfactory service delivery qualities, restricted access to delivery and sometimes marginalisation of some groups. For example, in situations where there is collective

action challenge either in form of government agencies not playing their roles adequately or lack of required responsiveness on the part of the community, poor quality of service often results. Ayee and Crook (2003) reported that provision of waste dump sites that were not excluded properly by Ghanaian waste management authority resulted in indiscriminate dumping of refuses in unsanitary ways. Similarly, political market imperfections (explained earlier) Cameroon led to siting of health facilities in locations where they are not needed but done as forms of political patronage or consolation and thus resulting in depriving people who really needed such facilities of them or making access difficult for them (Gruénais et al., 2008).

The challenges or constraints works singly or interact in some cases to result in marginalisation of certain groups within the country or community. In Kenya for example incoherencies in policies coupled with underlying political market imperfections led to a situation where in certain groups and communities remain perpetually excluded from access to basic services (Rampa, 2011). Poor governance, inequality and ethnical polarisation have been noted to account for the high level of poor service delivery noted in some parts of Pakistan despite the country's rapid development (Kabeer, 2006).

The persistence of marginalisation and restricted access to services have been noted to be the cause of full fledged violence and war in some places. Notable examples include Nepal (Vaux, 2011) as well as Sierra Leone and some other Sahel states (Raleigh, 2010). Capturing of public funds especially funds from donor agencies for primary education has work to greatly reduce school enrolment in Uganda. Only little amounts of the fund from the donor agencies reach the schools while majority has been appropriated by government officials and politicians. The fall back effect of the in terms of poor funding and inadequate provisions are felt more in poorer communities (Reinikka & Svensson, 2005).

Corruption is another big hindrance to service delivery, taking an example of water and sanitation sector in South Asian, Davis (2004) concluded that lack of service delivery in those communities was largely attributable to corruption. He noted that the magnitude and sophistication of the corrupt practices seems to make reform despondent.

2.6 Measuring the efficiency/impact of s service delivery

The question of the assessment or measurement of service delivery quality is complex and multi-faceted. While it is rational to focus on improving the satisfaction of existing customers as an indices public trust in a product or service, this does not hold true in the case of the masses and governments. Empirical results have shown that the effect of negative experience with services far outweigh that of positive experience when it comes to public trust in government. Thus, focusing on reducing the number of clients with negative experience could be more impactful on public trust than increasing the number of satisfied clients (Kampen et al., 2006).

This becomes important because of the dominant logic in governance that an increase in quality of service delivery will translate to an increase satisfaction with the public sector and subsequently increased trust in government (Kampen et al., 2006; Bouckaert and Van de Walle, 2003). This underlies the renewed government effort in improving the quality of public sector service delivery across the globe especially in Organization for Economic Cooperation and Development (OECD) countries (Christensen & Lægreid, 2007).

Van Thiel and Leeuw (2002) noted since the adoption of the new management approach, which is premised on increased efficiency and cost saving, there has been an increase measurement of performance indicators or output measurement in the public sector. She however, posited that, as a result of the peculiarities of the public sector not only does such measurement the propensity to midwife several unintended consequences that may not only invalidate conclusions on public sector performance but can also influence that performance negatively.

The problem with performance indicators derive both from the nature of the indicators themselves as well as the nature of public sector. To start with, performance indicators are usually measured but in most cases they do not convey the meanings and also people learn what is being measured over time and thus manipulated them thereby giving wrong impression of performance. And best they develop a mastery of them and focus on those indicators or indices thereby measurements results in false impression of performance as well (Harbour, 2008).

The other dimension of problem with the performance indicators are the nature of public policies. They are usually multi-faceted addressing different programmes or even contradictory in some instances thus, it becomes difficult to develop indicators that will effectively capture policies in some instances, And same goes for programmes, indicators in most cases only captures some components of programmes and not the essence of those programmes. Dynamic nature of public services is another thing the dwarf performance measurement (Van Thiel & Leeuw, 2002; Frost and Brockmann, 2014). It is worth mentioning that the apprehended error of performance measurement could swing both ways, underperformance could be measured when actual performance is optimal and vice versa.

The essence of the foregoing discussion was never to totally discountenance or discourage service delivery measurement, but rather it is to show the limitation of performance measurement as well as the complexity of public service measurement (Frost & Brockmann, 2014). And more importantly, this is a call for reflection of critical drivers of performance measurement whenever performance is to be measured (Harbour, 2008).

2.7 Service delivery in South Africa

Provision of basic and essential services to the citizen is entrusted to the municipalities in South Africa. A discussion of service delivery in South African ca best be engaged along the pre and post-apartheid timelines. Service delivery during the apartheid era was deliberately restrictive. Most services were restricted to the white dominated area. Such exclusion fuelled discontents that were carried over to post 1994 period (Alexander, 2010).

However, post 1994 in what seems to be exhaustion of the citizen's patience, South African has continued to witness what seems to be an unending series of service delivery protest by the townships people and shacks' dwellers. These protest were meant to register displeasure not only about lack of services but also lack of maintenance of existing services and poor management- significant among which is wrong billing (Atkinson, 2007; Booysen, 2007).

A number of reasons have been adduced for these seemingly unending service delivery protests; these included the ineffectiveness of the municipalities, the prevailing

culture of rent-seeking and enrichment by the council staff and political office holders, as well poor support structure from higher levels of government in terms of capacity building, role and power clarifications etc (Atkinson, 2007).

The fact that most of the services were designed to serve a section of the country thus requiring massive upgrade of relevant infrastructure coupled with other vestiges of apartheid like massive income inequalities and its attendant poverty all work together to aggravate the service delivery problem in the country (Coovadia et al., 2009). Another cause of service delivery setbacks in South Africa is the adopted of market oriented or neo-liberal approaches like privatisation, corporatisation etc which usually work against the working class in the long run (McDonald, 2002).

However, these approaches have some populist rhetoric, which were clear departure from initial ideas or conceptions of resource governance in post-apartheid South Africa. This is because they are capitalist in orientation – an attribute that give them the propensity to increase the poverty line (McDonald, 2002). To underscore the fact that pro-market policies are contrary to South Africans expectation in the build up to post-apartheid South Africa, Congress of South African Trade Unions (COSATU) stated as follow in its draft policy on resource governance in 1992:

“There must be a redistribution of resources and power. This will have to be done by a process of state intervention combining nationalisation, anti-trust legislation and other forms of legislative intervention including price controls. A process of redistribution must be carried out by ... increasing the production and provision of basic necessities like electricity, water, transportation, housing, education health & welfare, food, clothing and recreational facilities. The state must ensure that these basic services are retained in public hands and any such services that have been privatised should be renationalised” (COSATU, 1992: :212)

Based on this in order to effectively address service delivery concerns of South Africa paths similar to recommendation by Pape (2002) need to be followed, that is “the production and allocation of good and services is no longer decided on the basis of profitability, but on the basis of societal welfare as determined through participatory democracy” (p192)

2.8 Conclusion

The chapter reviewed literature related to the study. The review began with service delivery scope in terms of what service delivery entails in the public sector. The state, the entities and customers were identified as key players in the service delivery clientele system with the state playing a funding role while the state entities provide the service with customers appreciating or disapproving the kind of service. The environment in which state entities operate was also identified and discussed as critical for influencing service delivery. The chapter also reviewed various service delivery models in view of how Centlec could deliver effective services. It is important to note that the third sector, identified as volunteering individuals from the community play a key role in the service delivery equation. However, literature suggests that the challenges in the delivery equation are increasingly becoming cause for concern in the South African context. Based on the review, it is clear that service delivery by state entities in South Africa has become a huge challenge, in particular entities that provide electricity. Electricity generation and distribution is a challenge for South Africa of late posing as a threat to service delivery with the the Mangaung, Mantsopa and Kopanong local municipalities of the Free State Province on the receiving. In the next chapter, the methodology employed for the study is presented.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter presented the literature related to the study. This chapter documents the detailed methodological approach adopted in order to achieve the objectives of this study and to answer the attendant research questions. The overarching objective of the study was to identify and assess the challenges confronting Centlec in the provision of Electricity for the study area, as well as come up with suggestions on how to overcome the challenges. The study area comprises of in Mangaung Metro, Mantsopa Municipality and Kopanong local municipality.

In order to link the study to the continuum of similar studies, literature review was conducted into the areas of simulations and change management. This was followed by empirical work, which comprised of survey administration and interviews.

The data was analyzed quantitatively and qualitatively in order to identify pertinent and critical issues both from the perspectives of the consumers and the operators. The quantitative analysis involves statistical analysis of the survey responses with the aim of identifying generalisations. The qualitative analysis on the other hand, entails thematic analysis that was done on the interview transcripts in order to establish the pertinent themes and patterns. Such themes and patterns served as the basis of generating a rich and robust description of the issues concerned and as well unearth deeper issues that may not be ascertainable through survey responses (Sofaer, 2002).

3. 2 Research design

The study made use of a mixed research approach. This entails the simultaneous use of both quantitative and qualitative research approaches in a single study. It entails combining positivism and phenomenological approaches to combine findings from different approaches with the aim of increasing knowledge that may not be achievable by either of the methods when used singly (Creswell & Clark, 2007). Such approaches, among other benefits, reduces the over reliance on statistical analysis to explain social phenomena by explaining the nuances and subjective meaning of the numbers or the usually terse survey responses (Jogulu and Pansiri, 2011). It is also a viable tool of triangulation which is essentially the use of multiple methods to overcome or counteract the biases of the individual research models/methods in a single study or inquiry in order to boost the validity of the results of the inquiry (Greene et al., 1989).

The philosophical underpinning of mixed method is pragmatism. Pragmatism, unlike positivism (quantitative research) or interpretivism (qualitative research) holds contrasting views of the world, held that the world is made up of existential reality, which refers to “an experiential world with different elements or layers, some objective, some subjective, and some a mixture of the two” (Dewey, 1925 in Feilzer, 2010: 3). It debunks the concepts such as “truth” and “reality” which informs the application of quantitative and qualitative research methods and focuses on what works in each research situation (Teddlie & Tashakkori, 2011). Thus given that while certain research questions are best-addressed using qualitative approach and others using quantitative methods, pragmatism allows for the combination of both methods in a single study.

3.2.1 Justification for use of mixed method in this study

While the literature has documented a lot of reasons and rationale for mixed method research approach, the reason for its adoption in this study borders on data triangulation, completeness and complementarity (Bryman, 2006).

The subject of the inquiry bothers on delivery of electricity to household in the study by the district municipality area via a third part entity, which is Centlec. Given that each of these three stakeholders i.e the households, the municipality and Centlec, are exposed to different aspects of the issues, thus it becomes expedient to explore the data from these different sources or stakeholders. This is achieved in this study via methodological triangulation, which entails the use of survey (a quantitative method) to obtain data from the households because of their large numbers, and interviews (a qualitative approach) were used in the case of Centlec and the municipality officers.

The choice of methodology for this study was also motivated by the quest completeness, by this is meant the attempt to capture all sides of the story so that a more robust and more complete data is captured (Jogulu & Pansiri, 2011).

3.3 Population and Sampling

Population can be defined as the entire group of people that the researcher intends to examine or study. According to Sekaran and Bougie (2013), the target population must be distinct in terms of elements, geographical limits and time. The entire population of approximately 250 000 households in the Mangaung Matsopa and Kopanong local municipalities served as the target population. The population for this research is entire electricity consumption stakeholders in Mangaung Metro, Mantsopa Municipality and

Kopanong local municipality. However, due to the non-feasibility of including each unit of a research population in a study a methodologically selected proportion of the population is selected – the sample. In view of the mixed nature of the research approach, the sampling process consisted of two distinct procedure.

3.3.1 Quantitative sampling

The focus of the quantitative aspect of this study was the electricity consumers. The unit of analysis chosen was the individual households because the majority of users in the study area comprises of domestic households. The total number of households across the study area, which constitute the primary research population, is 250,000 households. In order to select a representative sample from this population proportionate or stratified sampling method was used.

Stratified sampling is for heterogeneous population where exist subgroups with significantly different characteristics, which could be of consequence to the study behavior (Sekaran, 2000). Such sampling is done by dividing the population into subgroups and randomly selecting samples from each subgroup with due consideration to the proportion of each subgroup (Sekaran, 2000). Thus, the study employed the random sampling technique. The subgroup recognized for this study was defined by the political boundary represented by each of the three local municipalities.

Given the large size of the population, the Slovin formula is adopted because of its documented appropriateness for estimating the correct minimum sample size when estimating a population proportion (Almeda et al., 2010) This is based on the assumption that such population is large and has a relatively small variance, and a degree of confidence not greater than 95 percent (Almeda et al., 2010).

The formula is given as:

$$N = N / (1 + Ne^2)$$

Where:

N is the population to be estimated from, n is the sample size and e is the margin of error. Applying the formula to the study popular of 250,000 (approx.) at 93.5 percent confidence level yielded a sample size of approximately 250 households. This number was apportioned across the three municipality in proportion of their size as follow:

- Mangaung Municipality: 150 households
- Mantsopa Municipality: 50 households
- Kopanong local municipality: 50 households.

3.3.2 Qualitative sampling

As mentioned earlier, the purpose of the qualitative part of this research is to obtain a rich narrative about the issues from both ends of the value chain this include the high level client which is the municipality and also the service provider which is Centletec. Qualitative research allows a researcher to explore phenomena in their natural setting, work collaboratively with the participants and hear the meanings they made of the subject of enquiry; such meaning is usually shaped by the history and context and proper understanding of social issues is often difficult to achieve without them (Denzin and Lincoln, 2005; Creswell, 2013).

The qualitative approach used in this study was semi-structured interviews. The interviewees were purposively selected and the major inclusion criteria was the passion of global view of the issue being addressed. Five managers were thus selected. Three (3) of them were the municipality managers of each of the three (3) concerned municipalities and two senior managers from Centelec.

Though, an involving process, interviews were secured after series of postponements and rescheduling four interviews were successfully conducted. Three (3) with the municipality managers as planned and one with a manager from Centlec. Each of the interviews took approximately one hour each.

3.4 Pilot study

A pilot study is used to refine the questionnaire so that respondents would not encounter problems in answering the questions (Saunders et al., 2012:451). The pilot study was conducted with 10 participants who were not part of the study participants. This enabled an assessment of the validity and likely reliability of the data that will be collected (Saunders et al., 2012:245). The pilot study was also critical for testing the appropriateness of the wording of the questions (Sekaran & Bougie, 2013:158). Saunders et al. (2012:245) highlights that the pilot study forms a critical part of a research designing by refining the data collection instrument. Some of the important benefits of conducting a pilot study for this research include;

- The need to detect possible flaws in measurement procedures and give an indication in advance, about where the main research may encounter problems;
- To identify unclear or ambiguous items in a measurement instrument and
- The reaction of participants in the pilot study to some of the information or wording in the questionnaire, which may cause discomfort, provided a useful feedback to the researcher on what needed to be amended or changed.

In this study question item 7, 11 and 16 were revised as the original questions were double barreled and ambiguous. Some grammatical mistakes noted were also corrected.

3.5 Data collection instrument

As alluded to by the sampling strategies, there were two forms of data collection the survey administration and the interviews. The questionnaire comprised of four sections, the first part for collecting relevant demographic information and a second part, which comprises of 20 questions aimed at investigating the research objectives. For ease of administration and consistency, the questions were on a simple Likert scale format. The 5-point Likert scale format was use. The questionnaire took the following structure:

- Section A: Biographical Data - 4 questions
- Section B: Perceptions of challenges towards service delivery – 9 questions
- Section C: Factors affecting the delivery service delivery by Centlec – 8 questions
- Section D: The extent to which Centlec has failed to deliver effective service – 5 questions

The target participants were household heads and the primary strategy for recruitment or survey administration was at community meetings in each of the municipalities. The choice of the forum was informed by a number of considerations; this include the fact that the meetings are were attended by household heads and most attendees were people who were passionate about their communities. However, recruitment was not restricted to this category of respondents as random selection of participants was done. Due to the publicity of public meetings, there was high attendances leading to a 100 percent response rate was recorded, meaning that all the 250 questionnaires were filled and returned.

3.6 Interviews

The choice of interview was informed by the need and quest to understand what people thought or felt regarding the issue being studied (Esterberg, 2002). Interview also reveals to the hidden attitudes and feelings of the respondents, which have an enriching influence of the data obtained and on the process of analyzing or making meanings of such data (Norman, 2010). This was so that the researcher could unearth the respondents' covert attitudes and feelings (Ehigie & Ehigie, 2005).

This study made use of a semi-structured interview schedule or guide (attached as an appendix). The construction of this instrument was initially influenced by both the literature reviewed and the research objectives. However, it was modified based on the responses obtained from the survey. The same version of questions were asked to all the four (4) interviewees.

The interview questions were structured in such a way that they elicit rich narrations around the pertinent issues from the stakeholders interviewed. As mentioned earlier, drawing on the concept of "key informants" by Key informants, as suggested by Tremblay (1957) was employed to select the interview participants based on their familiarity, role and exposure to the issues being investigated.

Four (4) out of the targeted five (5) respondents were successfully interviewed. This number comprises of the three (3) municipal managers targeted and a manager from Centlec. According to (Norman, 2010) interviews are associated with huge challenges which the difficulty of securing time with the respondents due to their busy schedule especially given the nature of the period in which the study was conducted which happened to be build-up to local government elections; the anxiety and uneasiness of respondents when the interviews are being tape recorded as well as the possibility of the subjectivity and bias of the researcher during the transcription and subsequent interpretation of the interview data (Qu & Dumay, 2011).

3.7 Data analysis

The data analysis for the very same reason of the dual nature of the research approval took place as two distinct processes. The qualitative interview analysis and the quantitative survey data analysis.

3.7.1 Quantitative data analysis

The survey analysis took place in a number of steps. The first step involved capturing of the data. The data from each of the 250 surveys received was coded, and captured onto an excel spreadsheet. After the captured data have been cleaned, it was exported into Statistical Package for Social Sciences software SPSS which was used for the analysis.

The statistical tests conducted were informed by the research questions to be answered and the nature of data collected. Given that Likert scale was used, the data collected being ordinal is highly amenable to descriptive statistics and a number of these were used. These include calculation of measures of central dispersion like means and standard deviation. However there were also few instances of parametric tests as this has been proven to work perfectly well with ordinal scales (Norman, 2010). However, relying on the argument that some inferential tests can be done on Likert scale at a group level, an instance of ANOVA test was run as a result of the need to extend a part of the finding beyond the research sample.

3.7.2 Qualitative data analysis

Thematic analysis was employed to analyse the interview data. This comprises of a two-step approach which are the transcription of the audio tapes into writing and data reduction aimed at identifying themes and patterns. The researcher commenced by transcribing the audio tapes for the four (4) interviews conducted. After this the thematic analysis was commenced and iteratively done guided by the five step approach (or cycle) suggested by Folkestad (2008):

- Read the first unit of data;
- Read the second unit;
- Proceed in this fashion until all units have been assigned to categories;
- Develop category titles or descriptive sentences or both that distinguish each category from the others and;
- Start over.

The categories used initially were informed by the research questions and survey responses, thereafter there were many emerging themes and categories that were identified in the process of reading and re-reading the transcripts. More information about these themes and categories will be made available in the presentation chapter.

3.8 Validity and reliability

Validity and reliability is important to ensure the quality of the research and its conclusions (Wagner et al., 2012:80). Internal validity refers to whether the model being investigated is consistent with the recognised procedures for the research techniques it advances (Greener, 2011:60). Internal validity is verified when the research proves a causal relationship between two variables (Saunders et al., 2012:193).

External validity examines whether the model the researchers have examined and developed is applicable to the phenomenon it is meant to be investigating (Greener, 2011:60; Saunders et al., 2012:193).

Content validity refers to the extent to which the research instrument provides sufficient coverage of the research questions which form the basis of the study (Cooper & Schindler, 2003:231-232; Saunders et al., 2012:429).

Construct validity refers to the degree to which the research measures actually measure the occurrence of those concepts that the researcher intended to measure (Saunders et al., 2012:193; Wagner et al., 2012:81).

Criterion-related validity indicates the success of the measures used for forecasting or projections (Cooper & Schindler, 2003:233). Saunders et al. (2012:429) explain this as the capability of the questions to be used for predictive purposes. The content and construct validity was ensured by using the literature review to guide the questions asked in the self-administered questionnaire taking into account the research questions.

Reliability implies that the data collection methods and analytical procedures would produce consistent findings if they were repeated by another researcher or duplicated on another occasion (Saunders et al., 2012: 429). Reliability is concerned with the stability of the measure which can be established through re-testing according to Bryman and Bell (2007:162), as well as internal reliability and inter-observer consistency (Bryman & Bell, 2007:163).

3.9 Ethical Considerations

Saunders et al. (2009:202) describe research ethics as the appropriateness of researcher's behaviour with regards to the rights of those who become the subject of the study or are affected by it, and ensuring that no harm or prejudice comes to them.

Ethical considerations can occur at any stage of the research which includes: when seeking access to the intended participants or reliable data, during data collection, during data analysis and when reporting on the findings. During this study the researcher adhered to the following ethical principles:

- Obtaining the consent of participants to be part of the study by fully disclosing the objective of the research and its purpose to ensure that they make informed decision.
- Ensuring that the confidentiality and anonymity of the respondents is maintained.
- Maintaining objectivity by ensuring that data is collected accurately and comprehensively thereby avoiding the issue of exercising subjective selectivity in the recordings.
- Respecting intellectual property and giving credit where credit is due by giving proper acknowledgement for all contributions to the research.

3.10 Conclusion

Spirited attempts were made to address the issue of reliability and validity of both approaches. While the surveys were pretested with 10 people randomly selected and the result was used as a basis to refine the survey, validity and reliability was ensured through consistency in the questions asked and provision and attempt at provision of unbiased accounts (Neuman and Robson, 2012). The next chapter reports the findings from the two datasets in relation to the research questions.

CHAPTER FOUR: PRESENTATION OF RESULTS AND DISCUSSIONS

4.1 Introduction

The previous chapter presented the research design for the study. This chapter presents the results of the study, discussion and the interpretation of findings. Data analysis was done by running the raw data into the SPSS as well as Microsoft Excel. Actual presentation of results followed the study objectives as developed in chapter one. Thus, under each objective, data pertaining to the respective question is presented, analyzed, discussed, interrupted and critically linked to the literature as reviewed in chapter two.

4.2. Response rate

A total of 250 questionnaires were distributed to participants at meetings held during the 2016 local government elections. Firstly, the participants were clustered according to municipalities followed by the random distribution within the cluster. Due to the anxiety and interest, which had engulfed the community regarding local government elections, such meetings were highly attended, hence all the questionnaires were returned on the day of the meeting. According to Saunders et al. (2007:284), for delivered and collected questionnaires, a response rate of greater than 50% is considered satisfactory. Taking into account that the return for this study was 100%, this served as an excellent indicator for a possible study success.

As alluded in chapter three (3), the study employed a mixed method. Thus, other than the quantitative, this study also employed the qualitative method in which four (4) managers out of the intended five (5) were interviewed. The managers' busy schedule on the interview date, compounded with the 2016 local government election period, one of the two (2) Centlec managers failed to attend interview. Nevertheless, this did not negatively affect the study as the other manager from Centlec availed for the interview. Mindful of the ethical considerations on voluntary participation and withdrawal from the study, this development did not negatively affect the study taking into account that the other Centlec manager was interviewed.

4.3 Reliability of the questionnaire

Table 4. 1 Cronbach's Alpha Coefficient measurement

Part	Cronbach's Alpha	Item numbers	Comment
B	0.868	9	Reliable
C	0.827	8	Reliable
D	0.919	5	Reliable
Total	0.909	20	Reliable

The research instrument for the quantitative study comprised of 20 questions, at a nominal and ordinal level. The Cronbach's Alpha calculated indicated that the questionnaire was reliable as shown in Table 4.1 above. According to Fields (2007), an alpha of ≥ 0.7 indicates a reliable set of questions. The total instrument reliability was 0.909 which is an excellent reliability measure for this study (Fields, 2007:640-648)

4.4 Section A: Biographical information

This section presents biographical information that includes age, gender, race, and period the participants had stayed in the respective communities. For this study, understanding the biographical profiles and variables was considered very important taking into account that the study was concerned with the provision of services to the community, in particular electricity. Electricity is important for the livelihood of society as an energy source for domestic and business purposes hence knowledge of the existing demographic variables and profiles could aid in predicting the kind, level and quality of service needed (The Economist, 2016).

4.4.1 Participants Age

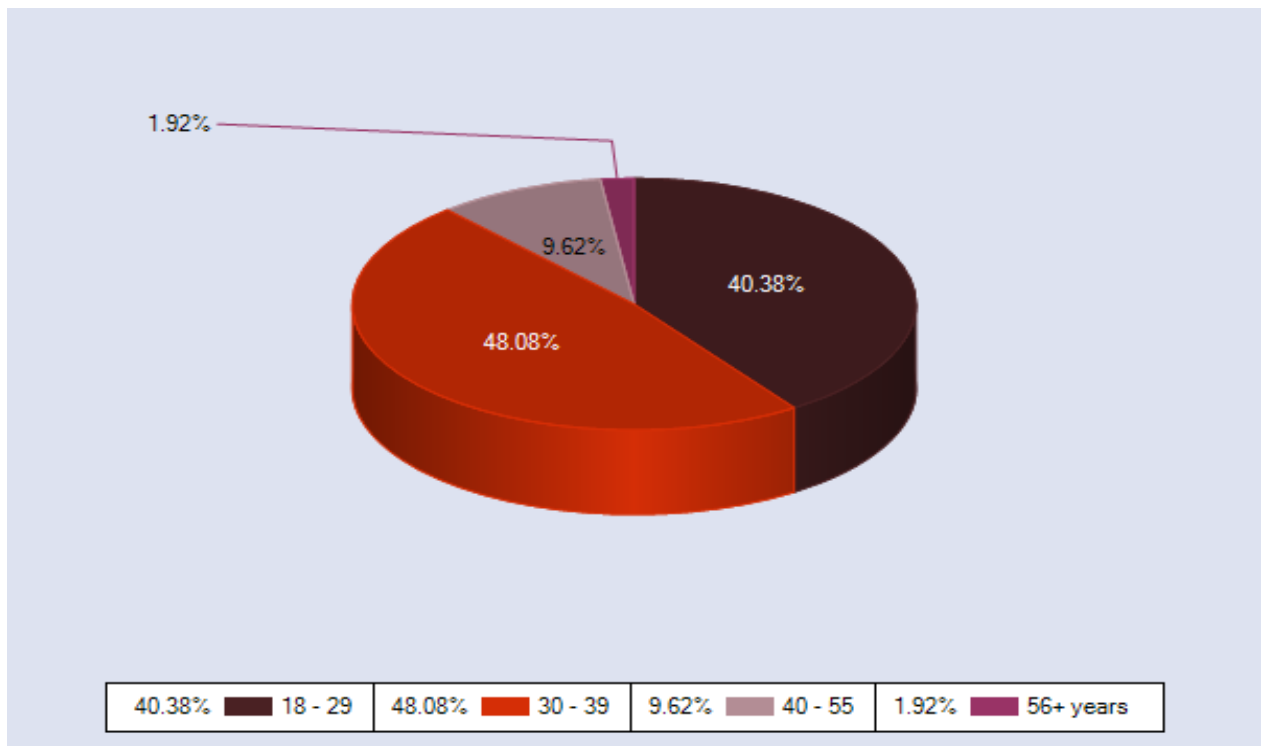


Figure 4.1 Participants' Age

Data collected on Figure 4.1 above shows that a total of 88.46% of the community residents of Mangaung, Mantsopa and Kopanong local municipalities were below the age of 40. This indicates that communities in this particular geographical area of Free State province has more of the youths or younger generations than the adult population. Conversely, this could mean that the communities have people who are still active in the economy and therefore expect the local municipalities to offer services that meaningfully affect their livelihood such as employment creation. In this study, the provision of electricity is key to day to domestic needs and as well as the entrepreneurial activities that support respective household units. Therefore, a younger population may exert pressure on Centlec in pursuit of adequate electricity provision. The results also indicate that a total of 9.62% of participants were between the ages of 40-55 while the remaining 1.92% were between ages of 56 and above. An older age group is generally less demanding. On other hand, Figure 4.1 also reveal that the Mangaung, Mantsopa and Kopanong communities has a younger generation, saving as a warning to the local government on the need to provide for services for this demanding group the population.

4.4.2 Participants Race

This section presents information regarding the different racial demographics residing in the Mangaung, Mantsopa and Kopanong communities. It was important to understand the racial composition taking into account transformation agenda regarding provision of services to the population divide of South Africa.

Figure 4.2 Respondents race

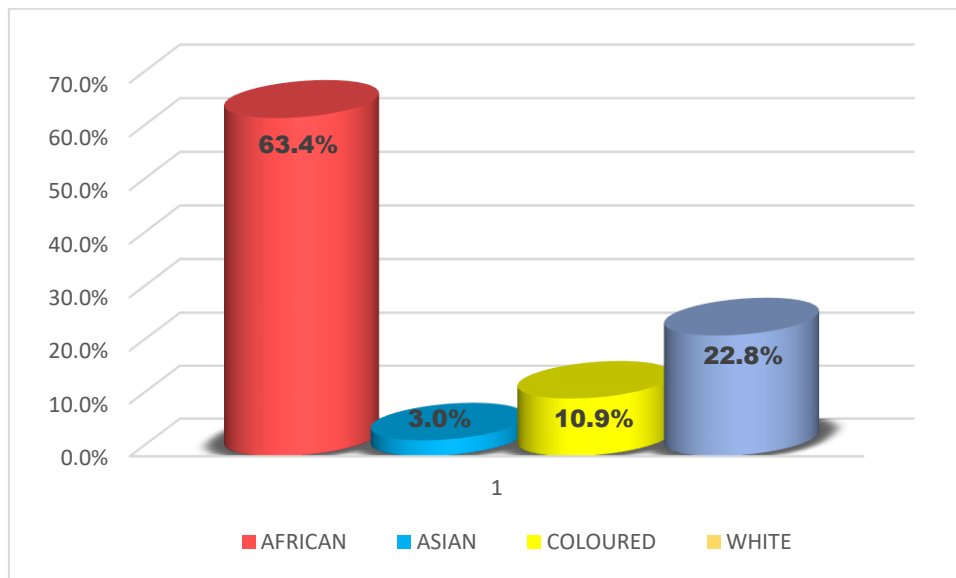


Figure 4.2: Race

Figure 4.2 indicates that Africans represent 63.4% of the Mangaung, Mantsopa and Kopanong communities, Asians 3.0%, Coloureds 10.9% and Whites 22.8%. The results are somewhat reflective of the racial demographics of the Free State Province; however there is a serious under representation of the coloured race in the Mangaung, Mantsopa and Kopanong communities. The biographical data presented on Figure 4.2 thus, reveal that the communities under study have more of Africans than any other race which is line with the overall population demographics of the Republic of South Africa where Black Africans constitute over 65% of the population

4.4.3 Participants Gender

Under this section, gender of the research participants is presented.

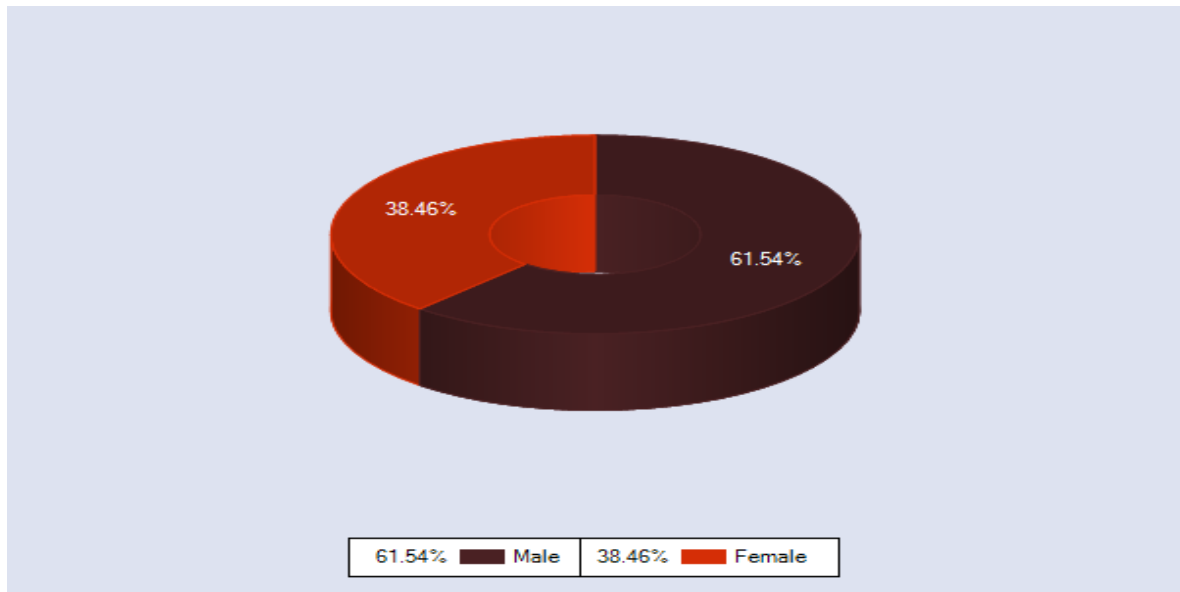


Figure 4.3 Gender

Figure 4.2 above shows that 61.54% of the participants were males while females made up 38.46% of the sampled population. The findings suggest that political meetings of this nature which were used as a data collection point are predominantly attended by males while women attend to domestic chores at home this is due to the fact that data on Figure 4.2 depicts high males attendees on such meetings

4.4.4 Participant duration in the community

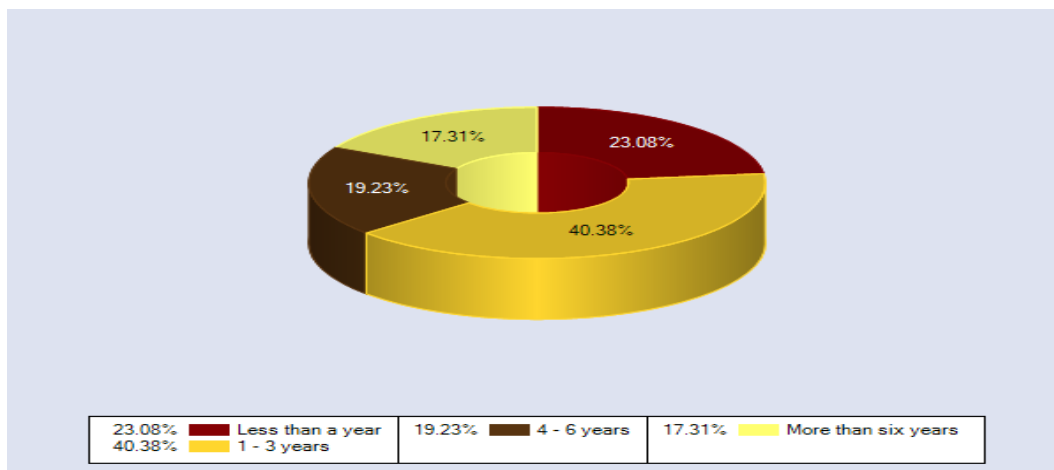


Figure 4.4: Duration in the community

Figure 4.4 above shows that 23.08% of the participants have been living or staying in the Mangaung, Mantsopa and Kopanong communities for less than a year while a total of 40.38 % of the participants have been around for 1-3 years. The fact that more than 60% have lived in the respective communities for less than 3 years is a clear indication that the majority of South Africans migrate from one city or community to another probably in search of opportunities to earn a living as reflected on data on figure 4.4 above.

4.5. The challenges faced by Centlec in providing service to the community

This section gathered data to address the first objective of the study. The objective sought to establish the challenges faced by Centlec in the provision of electricity provision related services to the community. A total of nine (9) questions were surveyed to all the 250 participants in order to establish the challenges faced by Centlec towards delivering effective service within the three municipalities of Mangaung, Mantsopa and Kopanong.

4.5.1 Question 1: Centlec's failure to provide constant supply of electricity to the community is severe

This was the first question of the study aimed at gathering views of participants on whether's Centlec's failure to provide electricity to the respective communities of Mangaung, Mantsopa and Kopanong was severe or not. Understanding the severity of the challenge was critical for the study as it would shade light on residents' perceptions regarding Centlec's failure to provide the much needed electricity to the respective communities.

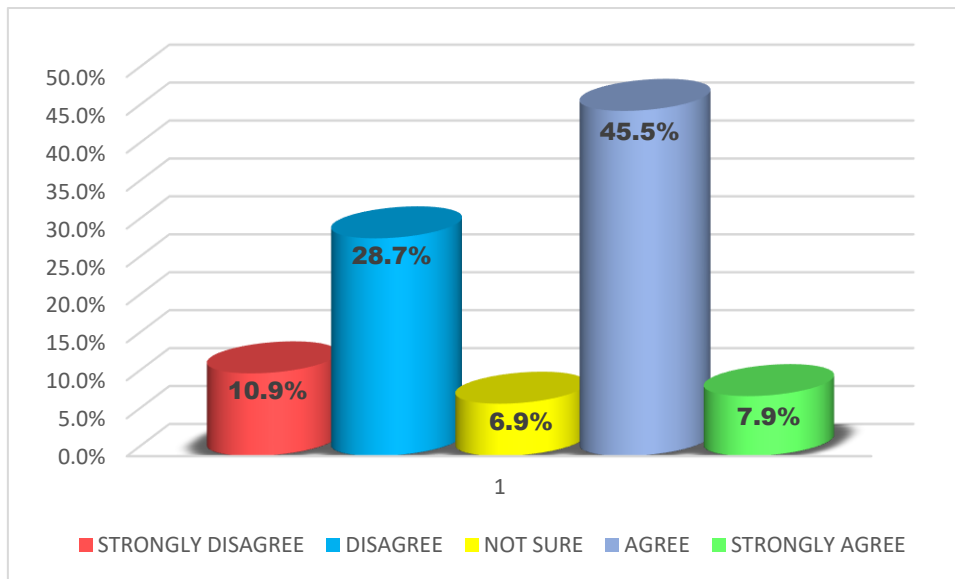


Figure 4.5: The state of electricity provision by Centlec

Figure 4.5 above shows that a total of 53.4% of the participants agreed to the statement that Centlec's failure to provide constant supply of electricity to the community was severe. On the other hand, a total of 39.6% disagreed with the statement while 6.9 % were not sure. Taking into account that almost every household residing in Mangaung, Mantsopa and Kopanong rely on electricity as a basic source of energy for domestic purposes, the perception that failure to provide electricity was severe sends a negative and strong message to Centlec as an organization.

With a 53.4% overall indication of severity, it is clear that the majority of is of impression that the electricity provision is a crisis. Therefore, the overall finding under this question is that the Centlec's failure to provide constant supply of electricity to the community is severe. This finding could be true taking into account that South Africa's power generation entities have had a fair share of challenges over the past decade (The Economist, 2007). On top of this, the Staff Reporter (2012) alludes that South Africa

faces serious energy crisis which could lead to load shedding throughout most towns and cities dragging the communities under study and Centlec into the electricity crisis equation.

4.5.2 Question 2: Centlec's failure to provide electricity is a result of the current national electricity crisis.

The second question of the study sought to establish if the current electricity crisis was a result of the national electricity crisis. It is important to note that at the time of the study, electricity crisis was a huge challenge across the country, however, the Mangaung, Mantsopa and Kopanong communities seemed to experience more challenges than the rest of the communities across South Africa, motivating for this question. Figure 4.6 below provides data related to question two.

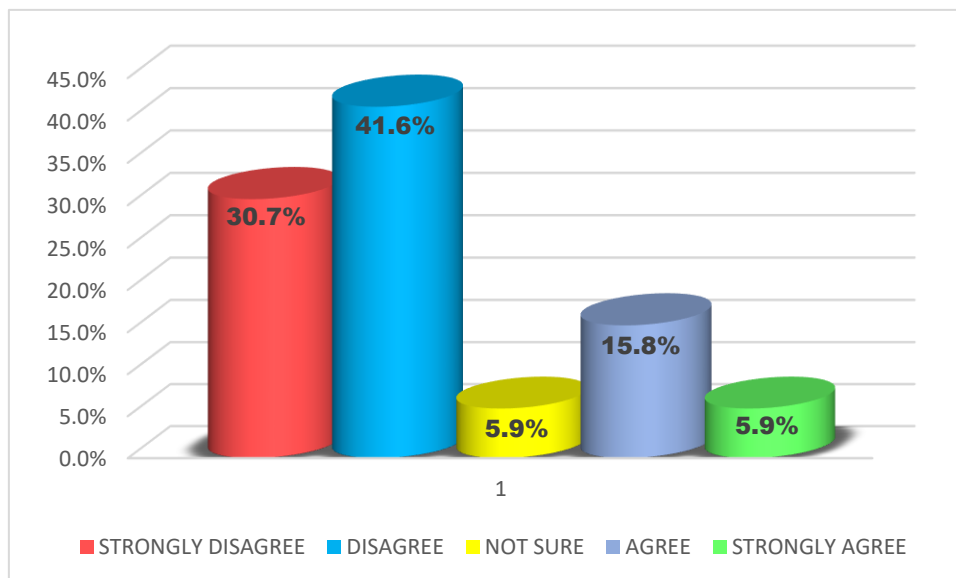


Figure 4.6: The nature of the electricity provision problem

Figure 4.6 above shows that a total of 72.3% of the participants disagreed with the statement that Centlec's failure to provide electricity was a result of the current national electricity crisis while 21.7% agreed with the remaining 5.9% giving a neutral position. Under this section respondent believe that, the current power distribution may not be linked to the entire country even though electricity has become a national crisis as pointed above under figure 4.3. The findings suggest that Mangaung, Mantsopa and Kopanong communities' energy crisis may be attributed to the energy distribution crisis as opposed to generation. The Economist, (2015) posit that South was in a power

generation crisis. Power generation refers to electricity production while power distribution entails delivering electricity to the door step of each and every household or business. In this case, communities through participant voice are saying that, there could be adequate electricity which Centlec might be failing to distribute. Therefore, the overall finding under this question is that the Centlec's failure to provide electricity is not related to national electricity generation crisis but rather organisational crisis.

Tsimane (2009:5) argue that the current power outages are severe especially for state owned entities with the situation likely to persist beyond 2015 despite new projects on power generation. Tsimane (2009:5) argues that the most critical challenge for state entities lies in the distribution of electricity to the respective communities as opposed to power generation. The power distribution is not peculiar to South Africa, as Southern African Development Community (SADC) member states such as Zimbabwe, Malawi and Tanzania are in a deep distribution crisis. The 21.7% who believe the power crisis was national are obviously driven by information overload through media and hands on experience of load shedding across most cities in country crisis.

4.5.3 Question 3: Centlec's failure to provide electricity is due to lack of planning

The third question of the study sought to ascertain if Centlec's failure to provide electricity was attributable to managerial planning. Planning is a key management function for ensuring organisational performance. Figure 4.7 below presents data pertaining to this question.

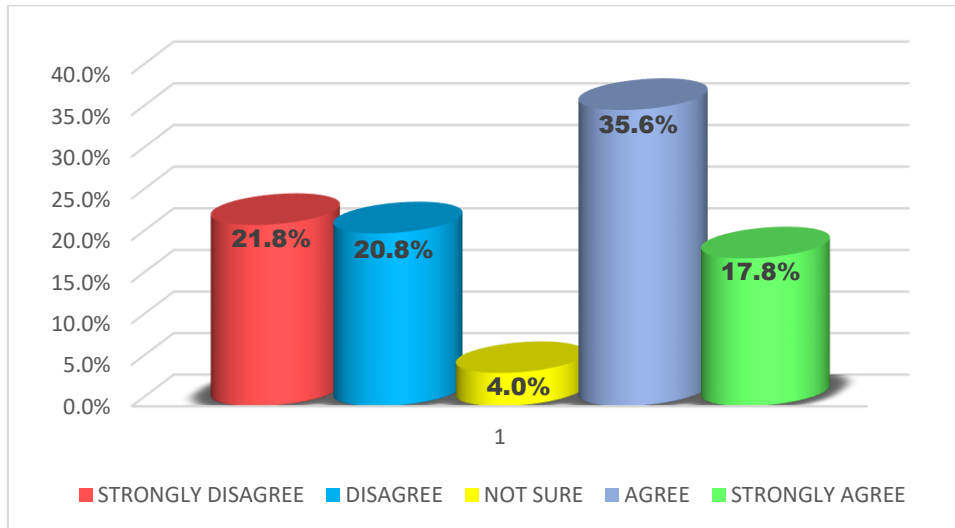


Figure 4.7: Planning and electricity provision

Figure 4.7 above shows that a total of 53.4% of the participants agreed to the statement that Centlec's failure to provide electricity was due to lack of planning. On the other hand, 42.6% of the participants disagreed with the statement while 4.0% were neutral.

The overall finding under this section was that lack of managerial planning may have been responsible to Centlec's failure to provide electricity. Robbins and Judge (2012:374) highlights that managerial planning remains the backbone of public entities the world over in particular improvement of service delivery systems. The improvement of service delivery is purely a function of management anchored in the planning function (Robbins and Judge, 2012:374). Notable among public service delivery is the transition from the traditional public administration to the new public management and subsequently to 'citizen-centred governance', or 'networked governance paradigm all rooted in managerial capacity and ability (Hartley, 2005). For successful transitions managerial planning plays a key role towards organisation focussing (Robbins & Judge, 2012:374).

4.5.4 Question 4: Centlec's failure to provide electricity is due to lack of leadership

The fourth question of the study sought to establish if Centlec's failure to provide electricity was due to lack of leadership. Leadership is critical in any organisation setting for providing direction. Thus, figure 4.8 below presents data related to this question.

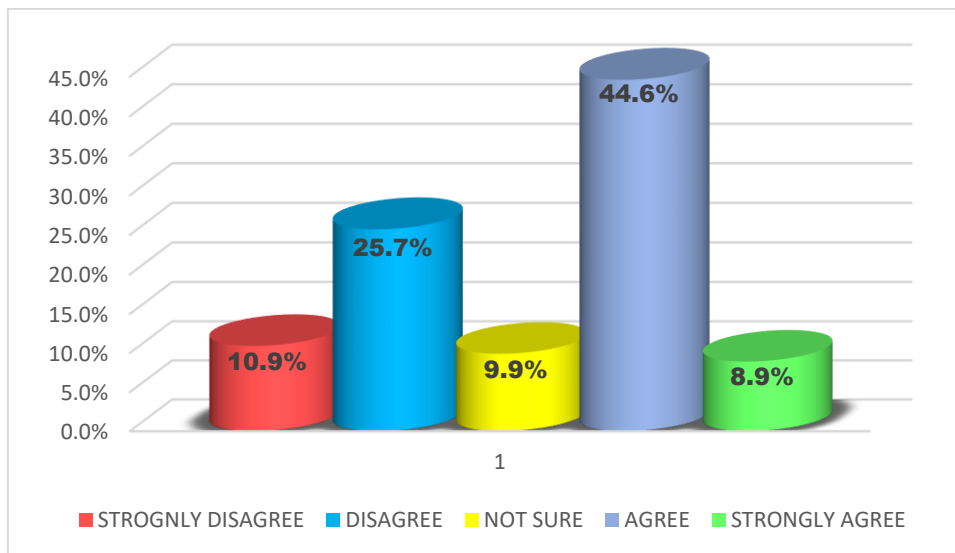


Figure 4.8: Leadership capacity and electricity provision

The results of the study as shown on Figure 4.8 above indicate that a total of 53.5% of the participants agreed to the statement that Centlec's failure to provide electricity was due to lack of leadership. On the other hand, 9.9% of the participants were not sure while 36.6% disagreed.

In the overall, participants believe that Centlec's failure to provide electricity was due to lack of leadership. According to Vigoda (2002) the success of state entities has its foundation in effective leadership. Effective leadership develops a vision and amass resources to achieve such vision. "Leadership means vision, cheerleading, love, trust, verve, passion, obsession, consistency, creating heroes at all levels, coaching, effectively wandering around, and numerous other things" (Peters & Austin cited in Kreitner & Kinicki, 2001: 551). It is critical to note leaders are either task oriented or employee oriented. According to Wynne (2006), leadership in most public entities focus on achieving the task without giving attention employees. Most public organisations focus on task-orientation at the expense employees. A leader who

demonstrates task-oriented behaviour “focuses on the supervision of group members to obtain consistent work methods and job accomplishments” (Cook & Hunsaker, 2001: 495) while a leader who demonstrates employee-oriented behaviour seeks to satisfy the social and emotional needs of his/her staff ultimately leading to motivation and improvement in service delivery. This could have been the missing dimension at Centlec as 53.5% believed that leadership was responsible for Centlec failure to provide electricity. The 36.6% who believed that leadership had no effect with the failure, probably had a different perception of what leadership entails, or they might have been misguided by rhetoric presentation on the part of leadership. Above all, the perception on leadership influence on organisational performance is purely subjective leading to the 36.06% and the 9.9% respectively

4.5.5 Question 5: Centlec’s failure to provide sufficient electricity is due to lack of management.

Managers play a key function in organisational performance and management. The functions of management include planning, organisation and leading. Thus, the fifth question of the study aimed at gathering data to ascertain if Centlec’s failure to provide sufficient electricity was attributable to lack of management. Figure 4.9 below provides data on question five.

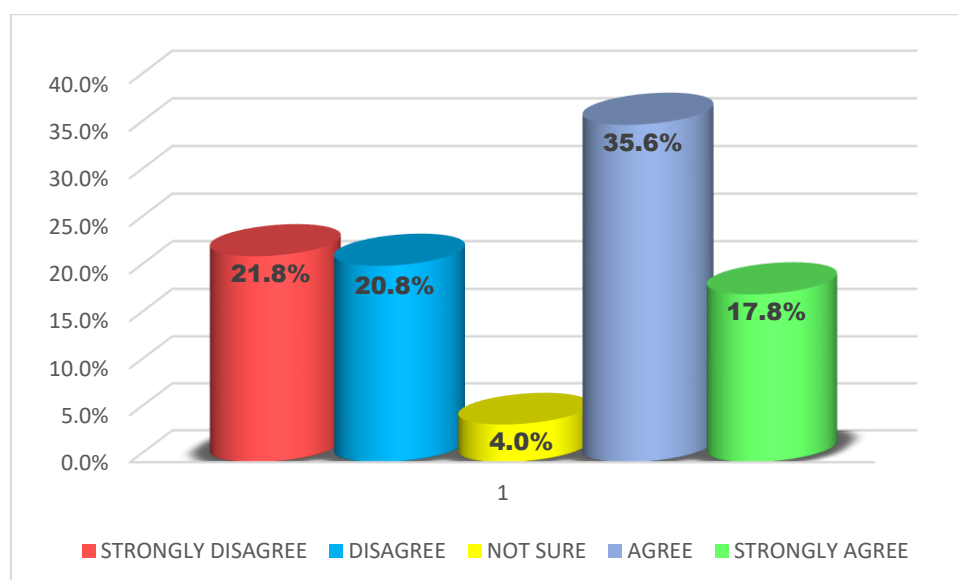


Figure 4.9: Management capacity and electricity provision

The results of the study as revealed on Figure 4.9 show that a total of 53.4% participants agreed to the statement that Centlec’s failure to provide sufficient electricity was due to

lack of management. A total of 42.6% of the participants disagreed with the statement while 4.0% % were not sure. In the overall, the results speak for themselves that participants believed that lack of management contributed to Centlec's failure to provide electricity. This finding is in line with Boardman and Vining (1989) as they argue that most state owned or public enterprises that are set up by government for achieving greater good are usually difficult to manage. Unlike private enterprises, they are more focus on provision of social benefit than on profit (Boardman & Vining, 1989). According to De Alessi (1996) the "crucial difference between private and political [publicly owned] firms is that ownership in the latter effectively is non-transferable. Since this rules out specialization in their ownership, it inhibits the capitalization of future consequences into current transfer prices and reduces owners' incentives to monitor managerial behaviour. Among other things this implies that the managers of political firms have greater opportunity for discretionary behavior than managers of regulated, privately owned firms". While managing a private entity could be different from managing a public entity, the basic functions of management remains the same – planning, leading and controlling an organisation. Cook and Hunsaker (2001:5) view management as a practice that involves "...directing, organizing, and developing people, technology, and financial resources to provide products and services through organisational systems."

4.5.6 Question 6: Centlec's failure to provide electricity is a result of lack of managerial skills

Every organisation needs skilled personnel in order to effectively produce services or products that are of quality and value towards meeting customer needs. The skill issue becomes more critical in engineering and science industries and taking into account that the electrical engineering industry has scarce skills across the South African country and the entire SADC region, the question on skills was appropriate. Electrical engineers and related maintenance workers in the electrical engineering fields fall under the critical skill category. Question Six of the study sought to ascertain if Centlec's failure to provide electricity was a result of lack of skills.

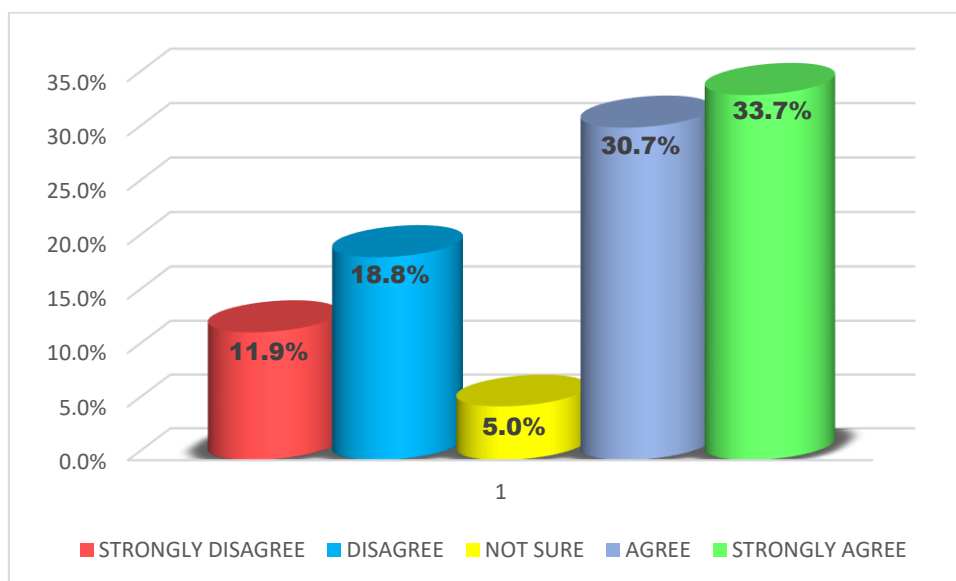


Figure 4.10: Managerial Skill and electricity provision

Figure 4.11 above indicates that a total of 64.4% of the participants agreed with the statement that Centlec's failure to provide electricity was a result of lack of skills. The results also reveal a percentage of 5.0% participants who took a neutral position while 30.7% disagreed. Managers require certain skills in order to do good for the organisations. Unfortunately, most of the managers in the public domain lack the requisite managerial skills that includes technical, human, conceptual and communication skills (Robbins, 2009). According to Robbins (2009) managers ought to be technically skilled in the specialised knowledge or expertise. Managers should have the human skills in order to work with and through others and they should also understand the business concept of the organisation they work for.

4.5.7 Question 7: Centlec's failure to provide electricity is due to inadequate material resources

Organisations can only function if they have adequate material resources. Without resources it would be difficult or impossible to provide adequate products or services. Thus, the focus of the seventh question was to ascertain if Centlec's failure to provide electricity was due to inadequate materials resources.

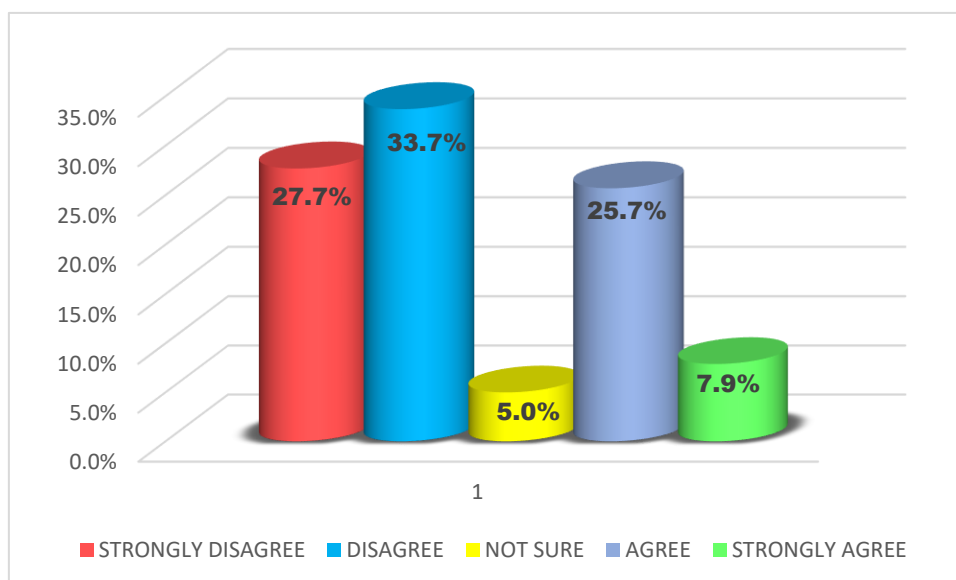


Figure 4.11 Material resources and electricity provision

Data presented on Figure 4.11 above shows that a total of 61.4% of the participants disagreed with the statement that Centlec's failure to provide electricity was due to inadequate material resources, while 33.6% disagreed with only 5.0% taking a neutral position. Vigoda (2002) and Keefer and Khemani (2005) posit that the service delivery function by the public sectors in the Republic of South Africa and the SADC region is predominantly confronted by a plethora of challenges which include the capacity constraints and resources limitation. A major challenge to effective and quality service delivery especially in sub-Saharan Africa is what is termed the resource stricken system a phrase coined by Keefer and Khemani (2005). Vigoda (2002) argue that the success of state entities comes resource availability and the managerial capacity to manage available resources. A significant percentage of 33.6% who believe that failure to provide adequate electricity was not attributable to lack of resource may have been persuaded by the fact that they perceived Centlec as an organisation with enough resources taking into account that electricity was not a free commodity and further

Centlec receives an annual budget from the national government to cover recurrent expenditure while raising revenue through selling the electricity.

4.5.8 Question 8: Centlec's failure to provide electricity is due to lack of strategy

Every organisation should have or has some form of strategy, be it formal or informal strategy. Without a strategy organisations tend to lose direction and focus. This is because a strategy serves as guiding map on how the organisations intends to deliver its mandate. The eighth question of the study sought to ascertain if Centlec's failure to provide electricity was due to lack of strategy.

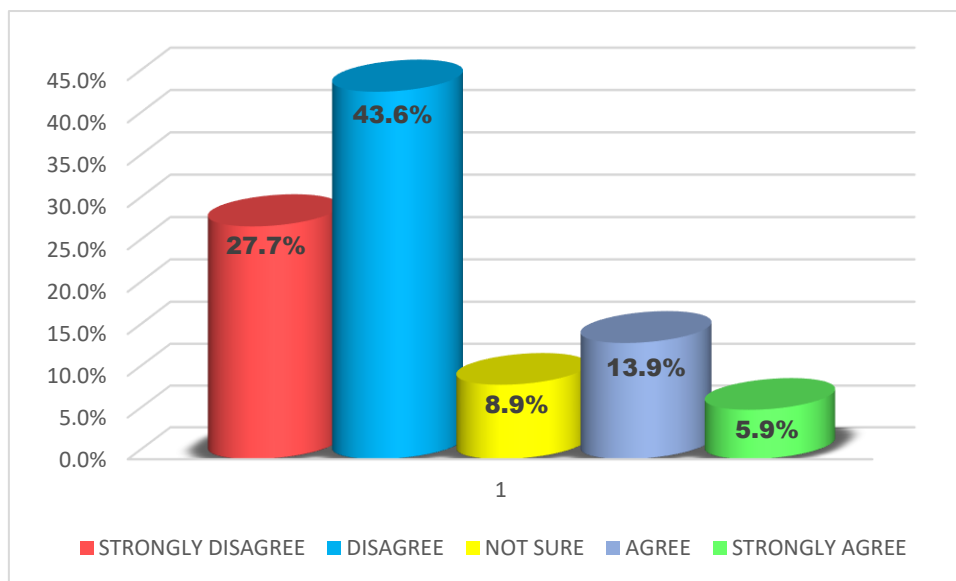


Figure 4.12 Strategy and electricity provision

Data gathered and presented on Figure 4.11 above shows that a total of 71.3% of the participants disagreed with the statement that Centlec's failure to provide electricity was due to lack of strategy, while 19.8% agreed with 8.9% taking a neutral position.

In other words, participants believe that Centlec failure to provide adequate electricity was not attributable to lack of strategy. This could make a lot of sense because a strategy is most ideal in situation where an organisation faces competition. In this instance, Centlec has no competition, hence strategy for competitive advantage falls away.

According to Carpenter and Sanders (2009:11) strategy essentially involves the interaction between an organisation and its dynamic, competitive external environment, and constitutes the process through which actions to compete, survive

and prosper are developed and implemented - actions which are critical to the success of an organisation in its business context over time. The bottom line is that Centlec is not in competition, in fact it operates on a monopoly basis which is why a resounding 71.3% dismissed strategy as a cause to the electricity crisis. However, strategy should be soundly based on strategic thinking and involve strategic learning. It has become imperative that in today's global, rapidly-changing environment of the "new economy", leaders and managers need to adapt in innovative ways that will enhance organizational performance gaining the favor of the 19.8% who agreed that lack of strategy was responsible for Centlec failure to provide adequate electricity. The 8.9% might have difficulties in understanding or appreciating what strategy entails.

4.5.9 Question 9: Centlec's failure to provide electricity is due to lack of financial resources

Financial resource in any organisation is critical as it drives organisational processes and activities that includes the day to day expenses, providing for stores and other critical materials the organisation may require. The ninth question of the study aimed at establishing if Centlec's failure to provide electricity was due to lack of financial resources as reflected on the figure below.

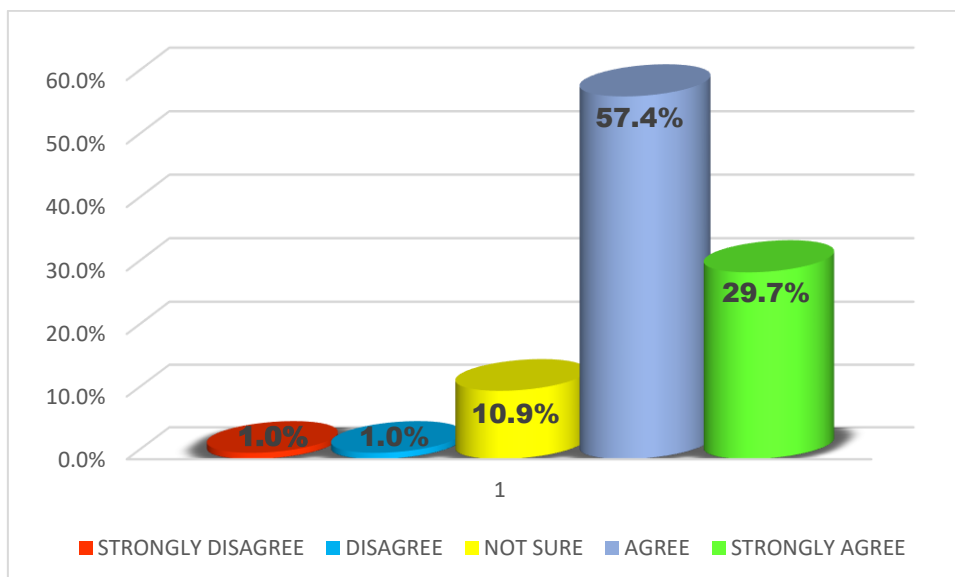


Figure 4.13: Financial Resources and electricity provision

Figure 4.13 above show that 87.1% of the participants agreed with the statement that Centlec's failure to provide electricity was due to lack of financial resources. On the other hand, 2% disagreed with the statement and 10.9% were not sure.

The overall finding under this section suggests that participants believe that Centlec failure was attributable to lack of funding as denoted by the 87.1%. While David (2009:82) argue that financial adequacy is key for firm performance, Keefer and Khemani (2005) highlights that the majority of state-owned entities boast of adequate funding which unfortunately is watered down by wasteful expenditure, poor financial decisions all anchored in budgetary practices. It is clear from this finding that Centlec on paper could be receiving adequate funding plus the revenue raised through selling its services to the community but going forward, the entity fails to provide its mandate due to public service financial mismanagement norm (Keefer and Khemani, 2005).

4.5.10 Inferential statistics: Further exploration of the perceptions of challenges confronting Centlec

In order to confirm that the perception of service delivery reflected by the descriptive statistics truly represent the opinion of the communities involved, a one-way ANOVA test was done to confirm the variance of the perception across the residents based on their length of stay in the communities. The test was done for residents who had stayed more than a year in the communities. In order to do this question 1-9 was combined as perception was taken as a construct. The good reliability test output made this plausible.

Thus the group descriptive statics using the different categories of length of stay as dependent variable as well as the result of the NOVA are presented below.

Table 4.2: Descriptive Statistics

Descriptive statistics								
	N	Mean	Std. Deviation	Std. error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower bound	Upper bound		
Less than 3 years	101	1.9884	.80170	.12226	1.7416	2.2351	.00	3.00
Less than 6 years	48	2.2014	.76201	.06350	2.0759	2.3269	.00	1.00
More than 6 years	43	2.2083	.53424	.21810	1.6477	2.7690	1.50	2.75
Total	192	2.1541	.76709	.05522	2.0452	2.2631	.00	4.00

Table 4.3 ANOVA Test

PERCEPTION

	Sum of squares	df	Mean square	F	Sig.
Between groups	1.521	2	0.760	1.296	.276
Within Group	111.456	190			
Total	112.977	192	0.587		

The ANOVA result shows that there is no significant difference in perception across length of stay of residents in the communities. This provide a higher degree of assurance that what is reflected in the descriptive statistics earlier fairly represents the perception of the whole population of the study.

4.6 The Factors affecting service delivery

This section presents results to address the second objective of the study which aimed at identifying the factors that affect Centlec's service delivery process. A total of eight (8) questions were distributed to all the 250 participants. The following section presents a discussion, analysis and interpretation followed by the linkage to literature.

4.6.1 Question 10: Centlec's capacity to provide electricity is affected by political factors

This was the first question under the second objective, but tenth in the overall. The question sought to ascertain if Centlec's capacity to provide electricity was affected by political factors. Political factors have the potential to make or destroy the organisation if not effectively managed. Below is an analysis of the results to address the question ten

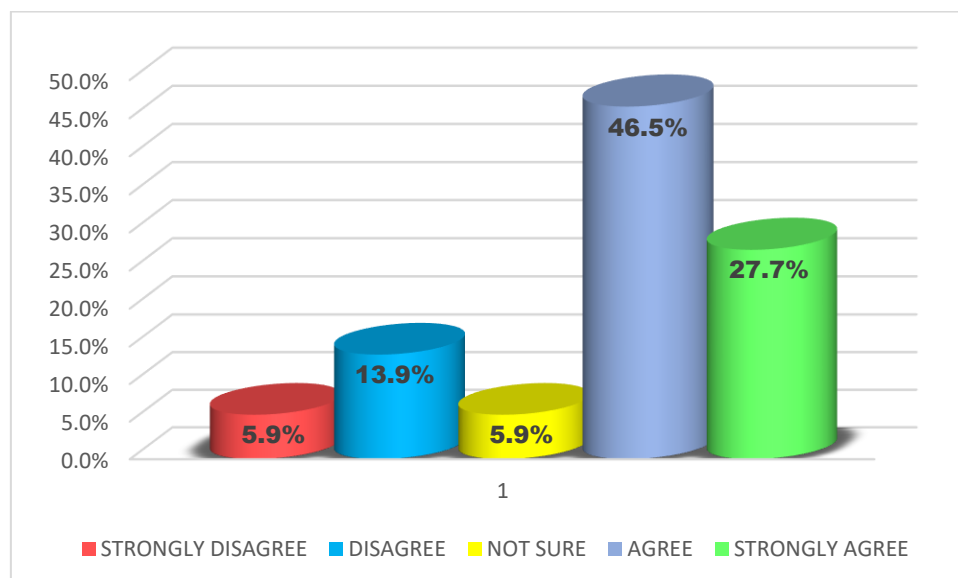


Figure 4.14: Politics and electricity provision

Data collected to address the tenth question as presented on Figure 4.14 above shows that 74.2% of the participants agreed with the statement that Centlec's capacity to provide electricity was attributable to political factors. A total of 19.8% disagreed with

the statement while the remaining 5.9% were not sure. According to Atkinson (2007) political force is the most influential force that can enhance or destroy organisational performance particularly if the organisation is a public entity. The prevailing political tendencies of rent-seeking and enrichment by the council staff and political office holders has a damming effect on public entities (Atkinson, 2007). One notable cause of poor performance of government entities political interference in the form of bye laws and decisions made by the respective ministries under which entity falls. For example, many governments undertake decentralisation of existing structures thus leading to expansion without making adequate provision for performance monitoring to cater for such expansion (Forsberg, 2011)

4.6.2 Question 11: Centlec's capacity to provide electricity is affected by economic factors

The focus of the question was to ascertain if Centlec's capacity to provide electricity was affected by economic factors. Similar to political factors, economic factors have the potential to enhance or destroy an organisation's performance. Such factors include inflation, interest rates and increasing or decreasing electricity tariffs as examples. Figure 4.15 below presents data related to this question.

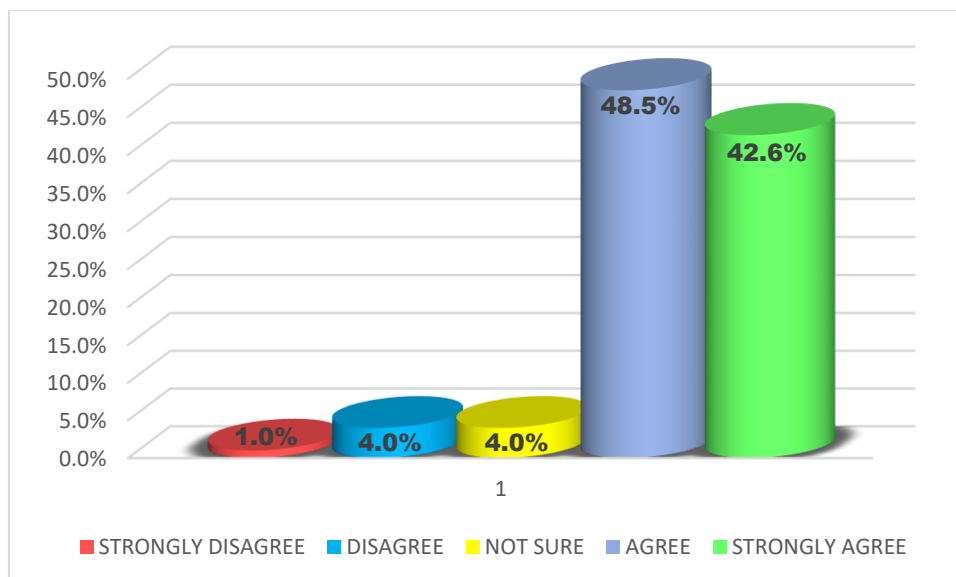


Figure 4.15: Economic factors and electricity provision

The results of the study as reflected on Figure 4.15 above show that a total of 91.1% of the participants agreed with the statement that Centlec's capacity to provide electricity was affected by economic factors while only 5% of the participants disagreed with the statement with 4% of the participants were not sure. The greater environmental

system comprises of markets, suppliers, competitors, technological forces, economic forces and global forces. To a large extent, organisational management, public or private is affected by the economic factors such as the cost of price of the product or service the organisation produces, the bargaining power of the citizens as well as the general inflation levels (Nadler & Tushman, 1980: 41). In the overall, the finding suggest that the economy could be negatively affecting Centlec' s capacity to provide.

4.6.3 Question 12: Centlec's capacity to provide electricity is affected by environmental factors

Question twelve of the study sought to establish whether Centlec's capacity to provide electricity was affected by environmental factors. It is important to note that state entities do not operate in isolation of the environment, hence the need for organisations to appreciate the environmental factors. Thus, Figure 4.16 below presents data related to question twelve.

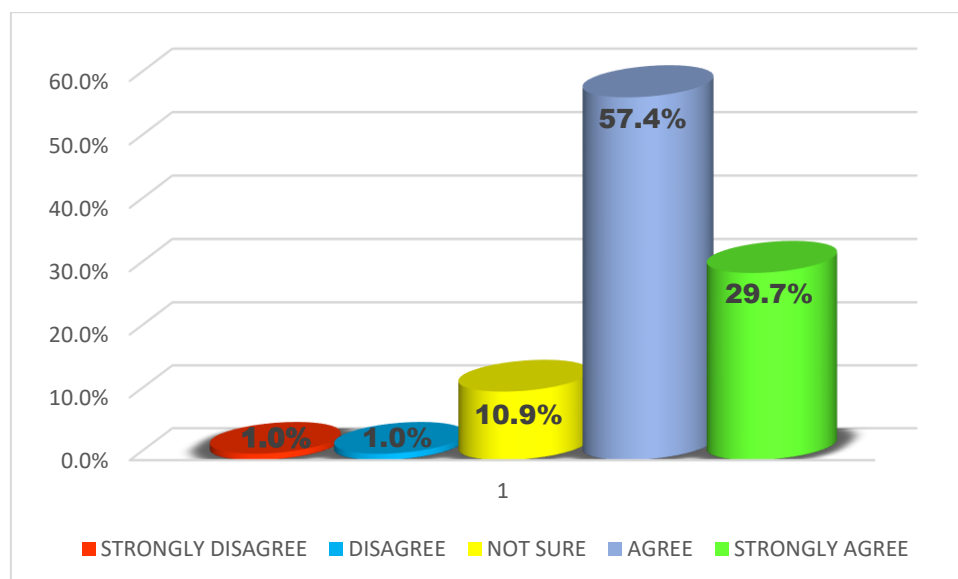


Figure 4.16: Environmental factors and electricity provision

Data gathered on figure 4.16 revealed that a total of 87.1% of the participants agreed that Centlec's capacity to provide electricity was affected by environmental factors while 10.9% of the participants were not sure with only 2% disagreeing with the statement. Pietersen (2002:6) highlights that state entities were part and parcel of the contemporary organisation and it has become imperative that in today's global, rapidly-changing environment of the "new economy", leaders and managers need to adapt environmental forces and pressure in order to remain relevant. Because change never

really stops, the challenge that executives face is the struggle to repeatedly mobilise their companies and their staff behind new ideas to proactively anticipate and manage change. As Pietersen (2002:6) states: "In today's marketplace it is the organisational capability to adapt the environment that defines it success".

4.6.4. Question 13: Centlec's capacity to provide electricity is affected by social factors

Question thirteen of the study sought to ascertain if Centlec's capacity to provide electricity was affected by social factors. Social factors include levels of poverty, crime, unemployed and cultural issues as they relate to business and society. Taking into account that Centlec provides services to the Mangaung, Mantsopa and Kopanong communities, social factors could have an effect on Centlec's capacity to provide. Below is a presentation of data related to this question.

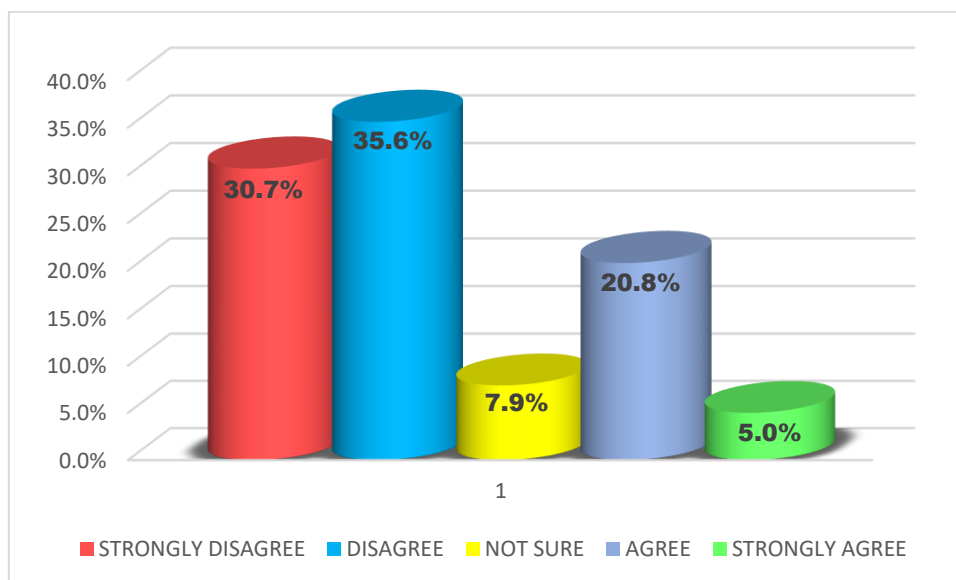


Figure 4.17: Social factors and electricity provision

The data presented on Figure 4.17 above indicates that a total 66.3% of the participants disagreed with the statement that Centlec's capacity to provide electricity was affected by social factors while 25.8% of the participants agreed with only 7.9% taking a neutral position.

In the overall, the finding suggests that participants do not believe that social factors were attributable to Centlec's failure to provide adequate electricity to the respective communities. Thomas and Davies (2005) highlight on beliefs, values and norms as factors that define society. The service delivery by the public sector is confronted by a plethora of challenges which include demographics, moral hazard (e.g. corruption,

theft and crime levels) (Wilding, 1998; Bangura & Larbi). The fact that an overall of 66.3% disagree that social factors attribute to Centlec' s failure is culmination that whether this factors are present or not present, they have no effect with an organisation's capacity. According to Thomas and Davies (2005), social factors are endemic to the society and not the organisation – thus the organisation can still effectively provide services despite the prevalence of such factors in the society as the impact may not directly affect the organisation. According to Jogulu and Pansiri (2011) social factor are largely peripheral to the organisation – they do not directly hinder organisational organisation's capacity to delivery service.

4.6.5 Question 14: Centlec's capacity to provide electricity is affected by technological factors

Centlec is a technology intensive organisation by virtue of the fact that electricity generation and distribution is done through technology, hence most of its functions, and processes depends largely on technology. Thus, question fourteen of the study sought to ascertain if Centlec's capacity to provide electricity was affected by technological factors. Figure 4.18 presents data related to this question

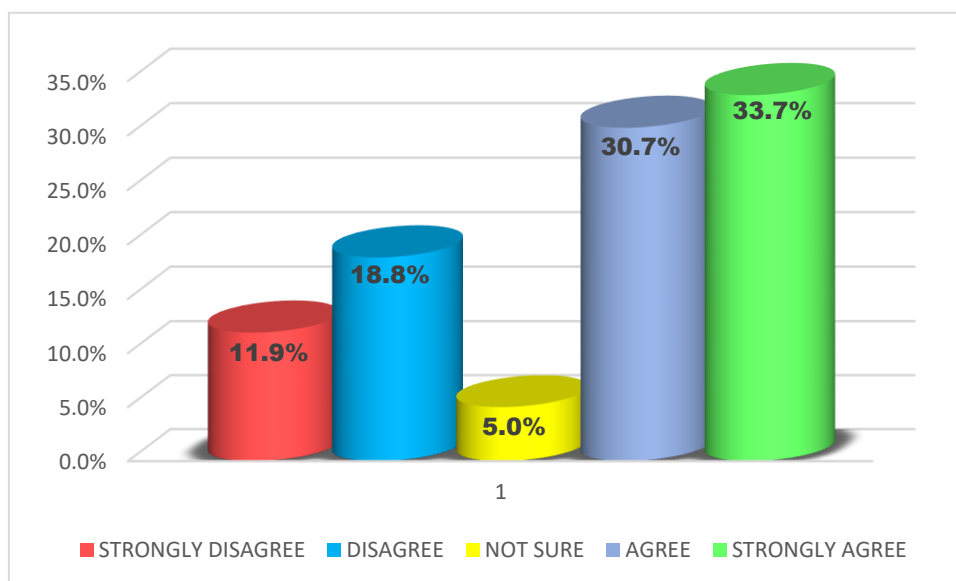


Figure 4.18: Technological factors and electricity provision

As shown on figure 4.15 above, a total of 64.4% of the participants agreed with the statement that Centlec's capacity to provide electricity was affected by technological factors, 5.7% were not sure while 30.7% disagreed.

A total 64.4% agreed to statement that Centlec's failure was negatively hindered by technology suggest that participants believed that Centlec might be lagging behind in terms of technology that includes equipment and use of internet communications. According to Cook and Hunsaker (2001) ongoing technological advancement is changing the way organisations perform work This in turn affects the work of the manager. Jones and George (2009: 88) highlight that technological factors are critical for shaping the outcomes of changes in technology that managers use to design, produce, or distribute goods. Advances in technology have provided managers and employees with mechanisms to speed their tasks, enhance productivity as well as improving communication.

The 30.7% that disagreed may have done based on the perception that they view Centlec as a contemporary organisation that has embraced the latest technology from internet communication as well as well as employing specialist equipment in the provision of electricity. Through the state of the art equipment as part of technology as well as use of the internet, intranet, electronic mail, videoconferencing and groupware all impact on the manner in which managers and employees communicate (Jones and George, 2009: 88).

4.6.6 Question 15: Centlec's capacity to provide electricity is affected by Policies

Municipalities in South Africa and the world over are guided by policies rules or regulation (bye-laws) as means of regulating or guiding the day to day activities. The fact that Centlec, is a Municipal entity under the Mangaung municipality entails that its functions and activities are in a way affected or influenced by relevant policies. In light of this, question fifteen of the study sought to ascertain if Centlec's capacity to provide electricity was in any way affected by the relevant policies or statutes within the respective municipalities. Figure 4.19 below presents data related to question fifteen.

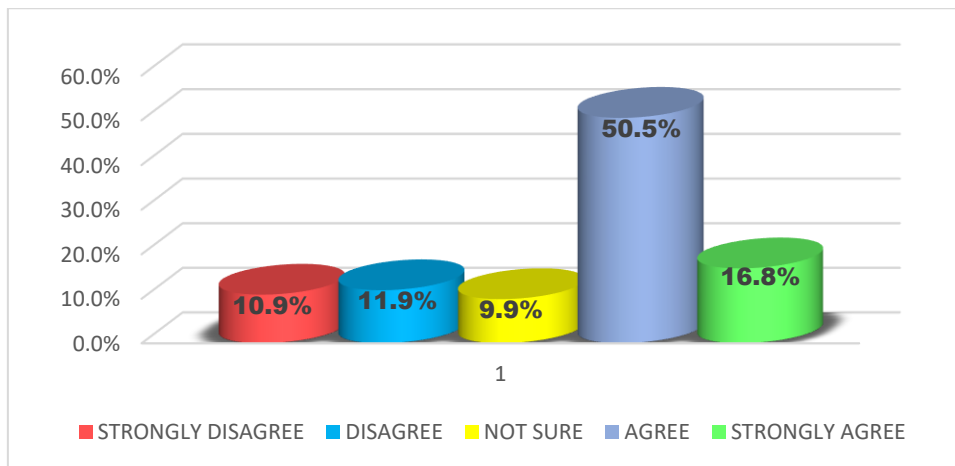


Figure 4.19: Municipal policies and electricity provision

Data presented on Figure 4.19 above shows that a total of 67.3% of the participants agreed to the statement that Centlec's capacity to provide electricity was affected by relevant policies while 28.8% disagreed. About 9.9% were not sure.

The 67.3% could be a result of the policy contradiction which often stem from poor coordination. According to Wild et al. (2012) policy contradictions or incoherence is identified as one of the main of public service delivery hindrance. Booth (2011). Argue that policy contradictions could be traced to the size and usually unappreciated interconnectedness of the public service contradictions of both inter and intra sectors. They include contradictions in structure and policy designs and sometimes and roles. These could render part or an entire policy design to become implementable or unimplemented. Practical manifestations include overlapping mandates and mixed-up responsibilities among co-providers and other public entities (Wild et al., 2012). The 28.8% who disagreed may be a result of lack of appreciation of policies in the respective municipalities. Wild et al. (2012) highlights that lack of policy appreciation on the part of community members could be detrimental as members may blame the service provider without basic knowledge of how municipalities function.

4.6.7 Question 16: Centlec's ability to provide electricity is affected by cultural factors

Question sixteen of the study gathered data related to ascertain whether cultural factors affect Centlec's ability to provide electricity or not. Figure 4.20 below presents information related to question sixteen.

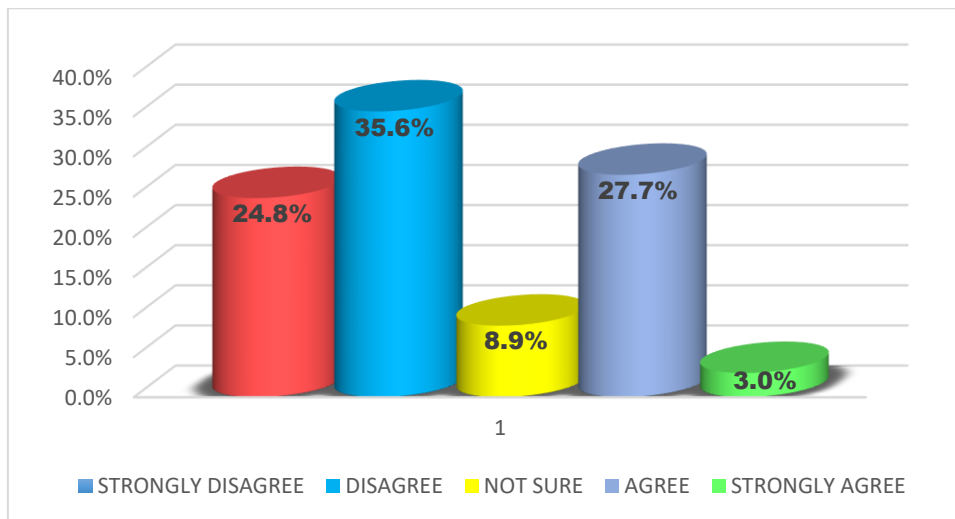


Figure 4.20: Culture and electricity provision

The results on Figure 4.20 show that 60.4% of the participants disagreed with the statement that Centlec's ability to provide electricity was affected by cultural factors. A total of 30.7% agreed with the statement while 8.9% were not sure.

Social factors and cultural factors have similar effect on organisational performance particularly in terms of performance of entities. The findings under this section are more or less similar to figure 4.17 as the both social and cultural factor are viewed as peripheral to the entity's performance. The overall finding of 60.4% participants who disagreed could be a result that participants view culture as a non-event on organization performance. With or without, they believe Centlec must perform. On the other hand, 30.7% that agreed possibly due the factor that they believe that organisational culture has an influential role in organisational management. For instance, Robbins, (2009) highlights that organisational culture has a pervasive influence over the behaviours of organisations and the individuals who comprise organisations. Atkinson (cited in Mullins, 1999) asserts that organisational culture reflects "the underlying assumptions about the way work is performed; what is acceptable and not acceptable and what behaviour and actions are encouraged and discouraged" (p 803). Schein (cited in Kreitner & Kinicki, 2001) argues that organisational culture is "the set of shared, taken-for-granted implicit assumptions that a group holds and that determines how it perceives, thinks about and reacts to its various environments" (p 68). The functions of organisational culture are certainly of value to the organisation. However, organisational culture can also have a negative impact on an organisation's effectiveness in that it can create barriers within the

organisation (Robbins, 2009) – in keeping with the 30.7% finding. These barriers include:

- Barrier to Change: where the current culture of the organisation promotes shared values that are inconsistent with those which are necessary for the organisation to continue to survive.
- Barrier to Diversity: while management may recruit diverse employees for the purposes of harnessing the benefits of diversity, the achievement of these potential benefits may be negated by a strong organisational culture which places much pressure on employees to conform.

4.6.8. Question 17: Centlec's failure to provide electricity is due to aging infrastructure.

As indicated in section above, Centlec is a technology intensive organization, meaning it relies on technology, use of sophisticated equipment that may need to be replaced and/or repaired. In line with this, question sixteen of the study sought to ascertain if Centlec's failure to provide electricity was due to aging equipment. Figure 4.20 below presents data related to question 16

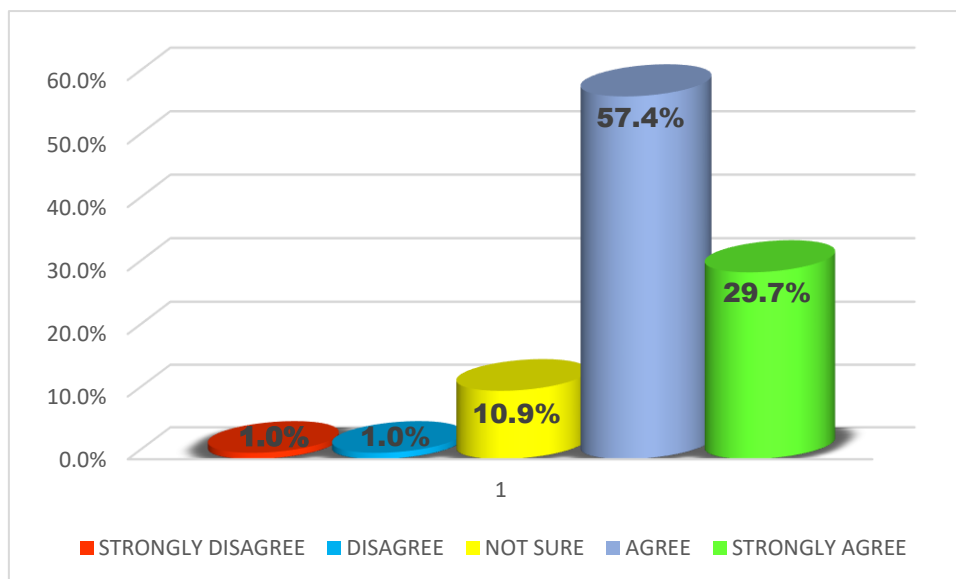


Figure 4.21: Aging infrastructure and electricity provision

The results of the study on figure 4.21 above reveal that a total of 87.1% of the participants agreed with the statement that Centlec's failure to provide electricity was due to aging equipment while 2.0%% disagreed with 10.9% taking a neutral position.

The overall finding under this section is an overwhelming 87.1% agreement that aging infrastructure was responsible for Centlec failure. According to McDonald (2002) most of the state owned entities were designed to serve a section of the country thus requiring massive upgrade of relevant infrastructure coupled with other vestiges of apartheid like massive income inequalities and its attendant poverty all work together to aggravate the service delivery problem in the country (Coovadia et al., 2009). Another cause of service delivery setbacks in South Africa is the adopted of market oriented or neo-liberal approaches like privatisation, corporatisation etc which usually work against the working class in the long run (McDonald, 2002)

4.7 The Extent to which Centlec has failed to deliver effective service to the community

This was the third and last objective of the study. The objective sought to assess the extent to which Centlec failed to deliver effective service. To address this objective, a total of two questions were surveyed to all the participants. In the sections that follow, results are presented, analyzed, discussed and linked to the literature.

4.7.1. Question 18: My household/business experience load shedding frequently

This was the first question under the third of objective of the study, but seventeenth question in the overall. The purpose of the question was to assess the extent to which household units frequently experienced load shedding. Figure 4.22 below presents data related to question seventeen.

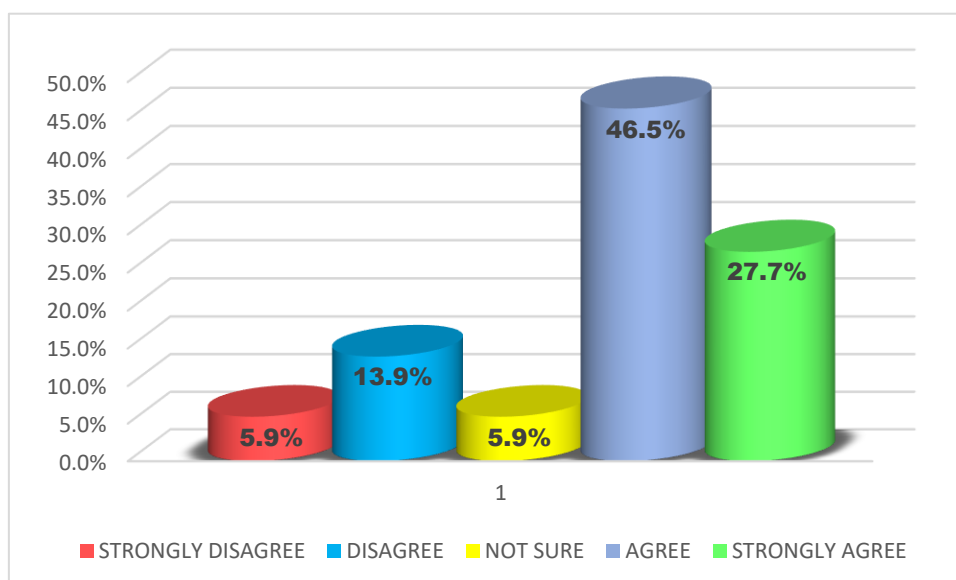


Figure 4.22: Prevalence of load shedding

Data presented on figure 4.22 above reveals that a total of 74.2% of the participants agreed to the statement that their households frequently experience load shedding. On the other hand, a total of 19.8% disagreed while 5.9% were not sure.

The overall finding under this section is very clear – as 74.2% agreed that they frequently experience load shedding. South Africa's power generation entities have had a fair share of challenges over the past decade (The Economist, 2007). If a country has power generation crisis, it should be common sense that there would be inadequate electricity to distribute country wide. However, the distribution changes may vary from region to region. Centlec's electricity distribution could be a result of national electricity generation crisis despite participants' disagreement on figure 4.6. According to the Staff Reporter (2012) South Africa faces an electricity generation crisis which could lead to load shedding throughout most towns and cities. The frequent power outages are severe especially for state owned entities with the situation likely to get persist beyond 2015 despite new projects on power generation (Tsimane, 2009:5).

The most critical challenge for state entities lies in the distribution of electricity to the respective communities.

4.7.2. Question 19: Centlec takes longer to restore electricity cuts

The purpose of the question was to ascertain whether was quicker or slower in responding to electricity cuts as urgency in resolving electricity cuts depicts some kind good customer care with hope of improving service delivery. Below is analysis of data collected to address question eighteen.

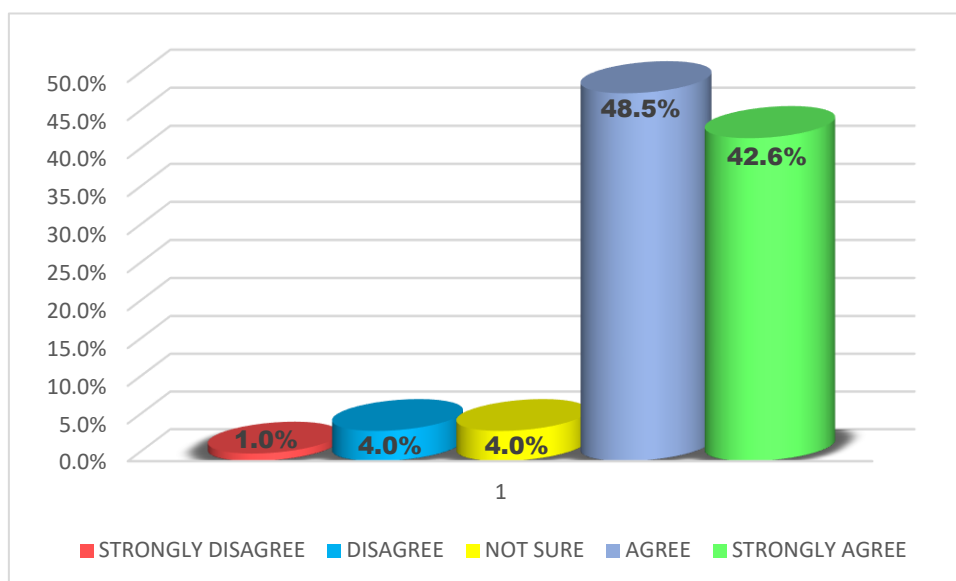


Figure 4.23: Restoration of electricity cuts

Figure 4.23 above shows that a total of 91.1% agreed to the statement that Centlec takes longer to restore electricity while 5.0% disagreed. Only 4% took neutral position. The Staff Reporters (2012) highlights that load shedding that come as a result of inadequate electricity has let to rationing of electricity supplies to both domestic and commercial users with some areas going for 3 hours per day without electricity negatively affecting key industries and the delivery of services such as medical care and agriculture. The Staff Reporters (2016) further notes that until the present era 2016 the entity's service delivery capacity has drastically deteriorated with most households and organisations characterised by load shedding. In particular, Centlec is no longer able to erect new electricity networks and distributors, maintain the existing infrastructure as well as replacing old and dilapidated infrastructure to enable easier electricity distribution. In the overall, Centlec's failure to attend to electric cuts and subsequent service provision to the entire MMM has deteriorated and if the situation

remains unchanged, the overall economic activity within MMM is likely to decline taking into account that electricity drives economies and social activities the world over

4.8 Presentation of qualitative data

The qualitative data was collected through interviewing four managers on four interview questions. Thematic analysis was employed upon which themes emerged. This comprises of a two-step approach which included the transcription of the audio tapes into writing and data reduction aimed at identifying themes and patterns. The researcher commenced by transcribing the audio tapes for the four interviews conducted. After this, the thematic analysis was commenced and iteratively done guided by the five step approach suggested by Folkestad (2008):

- Read the first unit of data
- Read the second unit
- Proceed in this fashion until all units have been assigned to categories
- Develop category titles or descriptive sentences or both that distinguish each category from the others
- Start over

The categories used initially were informed by the research questions and survey responses, thereafter there were many emerging themes and categories that were identified in the process of reading and reading the transcripts.

4.9 Service delivery Challenges faced by Centlec

The first part of the interview sought to gather in-depth understanding of interviewees on the service delivery challenges experienced by Centlec in its capacity as a provider of electricity to Mangaung, Mantsopa and Kopanong local municipality municipalities. In the following sections data gathered was deduced into themes followed by a discussion and linkage to literature.

4.9.1. Interview question one: Could you please enlighten us on the challenges you are experiencing.

Table 4.4 Service delivery challenges

Emerging Themes
<ul style="list-style-type: none">• Increasing informal settlements• Leadership• Load shedding• Multiple players

Table 4.1 above provide a list of challenges that were identified as challenges that affect the delivery of electricity by Centlec. Data gathered from the interviews was analysed leading into four different themes of challenges emerging. The challenges include the increasing informal settlements, leadership, load shedding, workload and multiple players in the provision of electricity.

Regarding informal settlements, interviewees emphasised that the Mangaung, Mantsopa and Kopanong municipalities have of late been affected by rural-urban migration leading to overcrowding and subsequent informal settlements. For example, interviewee 1 said: “informal settlers are increasingly becoming a huge challenge towards electricity provision as neither Centlec nor the local municipalities had a budget for them, and to make matters worse, the settlers illegally connect their household units”

According to the interview 2, “load shedding has become a huge challenge for communities and this could be tied to increasing informal settlers, the general rural urban migration as well as increasing industrial development which has raised the demand for electricity”

Interviewees also felt that the major challenge faced by Centlec was purely a leadership crisis from national, company and at local government level. According to these respondents, the electricity provision challenge faced by Centlec could have been a thing of the past if leadership was capable and willing to solve the problem.

Interviewees emphasised lack of leadership in terms of forecasting the future demands of electricity against Centlec's capacity to produce capacity

The interviewees also emphasised that the provision of electricity had multiple players or stakeholders who could play a key role in the electricity provision process. The players include Centlec itself, the municipalities, the provincial and national government, the industry and the community as well as Eskom. Interviewee 4 said... "the challenge we have in the Free state province, particularly in Mangaung, Mantsopa and Kopanong municipalities is that the key players are not working together, in particular the government and Eskom are not helping us out" Load shedding presented as a huge challenge and taking into account that all the changes identified above exert enormous pressure on Centlec to provide adequate electricity, there is need for all the key multiple players or key stakeholders to play a meaningful role.

The findings under question one of the qualitative data tallies with findings on figure 4.8 on leadership. According to Vigoda (2002) the success of state entities has its foundation in effective leadership. Effective leadership develops a vision and amass resources to achieve such vision. "Leadership means vision, cheerleading, love, trust, verve, passion, obsession, consistency, creating heroes at all levels, coaching, effectively wandering around, and numerous other things" (Peters & Austin cited in Kreitner and Kinicki, 2001: 551). It is critical to note leaders are either task oriented or employee oriented. According to Wynne (2006), leadership in most public entities focus on achieving the task without giving attention employees. Most public organisations focus on task-orientation at the expense employees. A leader who demonstrates task-oriented behaviour "focuses on the supervision of group members to obtain consistent work methods and job accomplishments" (Cook & Hunsaker, 2001: 495) while a leader who demonstrates employee-oriented behaviour seeks to satisfy the social and emotional needs of his/her staff ultimately leading to motivation and improvement in service delivery.

Regarding stakeholder involvement, Pollitt and Bouckaert (1995) noted indirect relationship between stakeholders, and the monopolistic tendencies of state utilities coupled with the fact that supply is often constrained not by demand but budgetary allocation leads to a vicious circle of low service provision all the time. This could

actually hinder Centlec's ability to provide services, taking into account that it is a state utility.

The challenges identified above points to load shedding as a critical development. The findings are backed by The Economist (2015) which highlights that South Africa's electricity power generation monopoly and the subsequent entities have had a fair share of challenges over the past decade. The Staff Reporter (2012) also points that South Africa faces serious crisis which could lead to load shedding throughout most towns and cities negatively impacting of business and service provision in most of the local municipalities. The on-going power outages are severe especially for state owned entities with the situation likely to get persist beyond 2015 despite new projects on power generation (Tsimane, 2009:5). The most critical challenge for state entities lies in the distribution of electricity to the respective communities.

4.10 Factors affecting service delivery

This part of the interview sought to establish the factors that could be affecting Centlec's ability to provide electricity. All the four managers were interviewed on this question and below are the themes that emerged from the interview narrations.

4.10.1 Interview question two: In view of the points you have just raised, what would consider to be the factors hindering effective service delivery

Table 4.5 Factors affecting service delivery

Emerging Themes
<ul style="list-style-type: none"> • Service agreements • Remote support • Government intervention • The managerial function • electricity tariffs • Aging infrastructure

Table 4.2 above provides a list of factors that were identified as factors affecting the provision of electricity. In particular, the interviewees felt that service agreements between Centlec and the municipalities, remote support given by Centlec, government

intervention, managerial function, tariffs and aging equipment were critical factors affecting the delivery of electricity. Service agreements are usually a form of bye-law or policy that regulate the *modus-operandi* or the way an organisation provides the service. In line with this, interviewee 1 said: “service agreement were the main factor affecting the provision of electricity”. Interviews also felt that remote control of delivery mechanisms within municipalities was also a critical factor affecting the provision of electricity. By remote control interviewees entailed that most of the projects that dealt with electricity provision were managed by people who were stationed at head offices, who lacked first-hand information on what would be taking place on the ground. Interviewee 3 said.... “remote management and control has negatively affected service delivery process as people who are supposed to solve electricity provision challenges were not located on service delivery points”.

Aging infrastructural equipment also emerged as a factor that affects the provision of electricity. This factor was intertwined to the managerial function as interviewees emphasised that the current management at Centlec and municipalities lacked the management capacity to effectively manage the entire service provision. Interviewees emphasised that through effective management, even the aging equipment could be timeously replaced. It is clear from the trail of interview narrations that the managerial function emerged as a critical factor significantly affecting performance and efficiency ultimately hindering the delivery of electricity. Van Thiel and Leeuw (2002) noted that since the adoption of the new management approach in public sector, there has been lack of managerial capacity to effectively manage. Harbour (2008) argue that remote managerial hand was the main factor hindering performance of public sector entities.

4.11 The extent of failure to provide services

This part of the interview aimed at assessing the extent to which Centlec has failed to provide services to the community. All the four managers were interviewed and below are the specific findings under emerging themes.

4.11.1 To what extent do Centlec has failed the community

Table 4.6 Extent of failure to deliver services

Emerging Themes
<ul style="list-style-type: none">• street lighting and crime• load shedding on households• load shedding on business• Loss of jobs

Table 4.3 above provides interview responses with four themes emerging. The themes includes street lighting, load shedding on households and business as well as loss of jobs. Interviewees emphasised that Centlec's failure to deliver adequate electricity has created dark streets during the night due to lack of street lights. Load shedding was also a common occurrence and critical to poor service delivery was the fact that businesses in the in Mangaung, Mantsopa and Kopanong municipalities had declined due to lack of electricity. For example, interviewee 3 narrated "The electricity situation in Mangaung has affected business in the form of reduced productivity and loss of jobs due to load shedding which often go for hours unattended". The finding under this section is therefore clear that the electricity provision crisis is extensive in Mangaung, Mantsopa and Kopanong municipalities. This finding is corroborated by the Staff Reporter (2012) who argue that South Africa faces electricity generation crisis which has negatively affecting productivity and employment. The frequent power outages are severe especially for state owned entities with the situation likely to persist beyond 2015 despite new projects on power generation (Tsimane, 2009:5). The most critical challenge for state entities lies in the distribution of electricity to the respective communities

4.12 Restoring Centlec's capacity

This section sought to explore the views of the interviewees on what could be done to restore Centlec's capacity to provide adequate electricity to the respective communities. All the four managers were interviewed with data themes deduced from the interview narrations.

4.12.1 Interview question four: What do you think need to be done to restore Centlec ability to provide effective service delivery?

Table 4.7 Restoring Centlec's capacity

Emerging Themes
<ul style="list-style-type: none">• Improved relations• Renewing service agreement levels• Deployment of site Centlec technicians• Stakeholder meetings• Tariff revision• Governance• Infrastructural capacity

Table 4.4 above provides results from the interviews with seven themes emerging during data analysis. Interviewees revealed that restoring the provision of electricity needed various interventions that includes improved relations, renewal of service agreements, deployment of site Centlec technicians, stakeholder meetings, tariff revisions, governance issues and enhancing infrastructural capacity. The view derived from the interview under this question was that there was need for networking to enhance communication effectiveness towards the provision of services in view of the remote management and leadership. Interviewees also emphasised that Centlec's operations was to large extent influenced by the service agreements between Centlec as a service provider and the respective municipalities. Such agreements could derail or enhance operations if effectively management. Corporate governance also emerged as a key fundamental towards improving electricity provision. The corporate governance relates to the overall strategic directions on Centlec and the respective municipalities. Interviewees emphasised that the manner in which Centlec and the respective municipalities were governed largely affects the service provision for it is through corporate governance that matters related to electricity tariffs and decisions on upgrading infrastructure would be made. Findings under this question are in keeping with Kabeer, (2006) who argue that poor governance, inequality and ethnical polarisation have been noted to account for the high level of poor service delivery noted

in some parts of Pakistan despite the country's rapid development. Governance in both private and public institutions is critical. The dominant logic in governance that an increase in quality of service delivery translate to an increase satisfaction with the public sector and subsequently increased trust in government (Kampen et al., 2006; Bouckaert and Van de Walle, 2003).

4.13 Conclusion

This chapter presented the results of the study followed by an analysis and subsequent findings under each objectives with an analysis of data on each question. The presentation was in two parts – for the quantitative and qualitative study respectively. Graphical presentation predominantly dominated the quantitative analysis while a few tables were used for the qualitative study. The next chapter presents conclusions and recommendations.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The previous chapter presented an analysis of results, findings and interpretation. This chapter presents the study conclusions based on the findings presented in the previous chapter. The chapter is presented in keeping with the study objectives as developed in chapter one. It is therefore important to provide a summary of the objectives before drawing conclusions and recommendations. The chapter primarily includes, the summary of objectives, conclusions, recommendations and scope for further research.

5.2 Summary of objectives

The study sought to explore the perceptions of service delivery challenges faced by Centlec in the Free State Province of South Africa. The objectives of the study were to identify the challenges faced by Centlec in providing service to the community, to establish the factors hindering service delivery at Centlec, to assess the extent to which Centlec has failed to deliver effective service to the community and to generate recommendations to senior management on how Centlec could improve service delivery. It is important once again to clarify that Centlec is a municipal entity located in the Mangaung charged with the responsibility to distribute electricity throughout the Free State Province particularly across Mangaung, Mantsopa and Kopanong local municipalities.

5.3 Conclusion emanating from the study

In order to come to logical conclusions, as well as practical and effective recommendations, it is important to carefully explore the research objectives/questions in the light of the findings from the empirical work. Based on the nature of the empirical work, two levels of findings were obtained. While at one level, the findings from the quantitative questionnaire can be regarded as perceptions of the consumers because the composition of 250 participants comprised of users of electricity, hence their perception was critical. The responses from the major stakeholders can be considered more conclusive as the participants under this category had more insight on the challenges facing Centlec.

5.3.1 Challenges hindering service delivery by Centlec

Based on findings of the study, the challenges can be grouped as internal and external challenges. The challenges hindering service delivery that are internal to Centlec as an organisation include leadership and managerial challenges both of which were captured as lack of strategy, poor planning, etc in the consumers perspective and further confirmed in the qualitative findings.

However, besides its internal challenges, the organisation seems to be battling with other challenges which are external to it. Prominent among these are the demographic of the area under study as well as the complexity of the situation. The rapid growth of informal settlement across the municipalities will make service delivery quite challenging as this translates to unplanned and unpredictable growth in the consumer base which will inadvertently affect perceived service delivery.

Another major challenge, which is external to Centlec, is the complexity of the situation. What is meant by complexity here is the multiplicity of actors or stakeholders that are involved and must work in a complementary manner in order to achieve the service delivery goals. The players include Centlec itself, the municipalities, and higher layers of government and of course Eskom. The findings show that each agent or actor acts in isolation as opposed to collaborative engagements. The implication of this is that each agent will make decisions and take actions within its silo which may have unintended effects on the functioning of other stakeholders.

5.3.2 Factors hindering service delivery at Centlec

The focus here is a closer look at the factors that are peculiar to Centlec and which the organisation may be positioned to address on its own to a large extent. The study findings revealed that the nature and scope of service agreement between Centlec and the municipalities. This bothers on issues like the scope and extent of the service expected by the municipalities and the enshrined rigidity that is found in these agreements since they are usually stipulated by the law. Similar to this is the effect of the electricity tariff/pricing system. The fact that the government fixes the tariff raises a big question of profitability and thus operational issues for entities like Centlec. Other factors affecting Centlec included organisations' operational model which relies more on remote support thus defeating responsiveness and effectiveness. Both public perception and revelations by the stakeholders also reveal that Centlec needs to shore

up its equipment and infrastructure especially on the distribution side of the operation. Aging equipment without that can never guarantee optimal output and also comes with huge promise of incessant breakdowns. Resource and technical capability are other factors that were identified to be significantly affecting service delivery which can be and need to be addressed by Centlec

5.3.3 The extent/impact of service delivery failure by Centlec

It will not be wrong to say that the extent of the service delivery failure by Centlec is massive as evidenced by its impact on the life of the community. The Mangaung Municipalities have reached a point where production in the local economy has gone down due to lack of electricity. This has ripple effects as it leads to unemployment. It can be concluded that the failure is literally stifling life in the municipalities as the inadequate or ailing service delivery is negatively affecting personal lives at the household or domestic level through incessant load shedding. The poor delivery also have far reaching social effects especially in terms of escalation of crimes which was enhanced by non-function street lights and security lights in homes. The economy of the area is also negatively affected as a result of loss of productivity which arises from the load shedding and instances of job loss due to dwindling fortune of affected businesses.

Thus, it can be concluded that there is urgent need to address the issue using an integrated approach. Given the multi-faceted nature of the problem, it is obvious that there is no single leverage point where an intervention can turnaround the situation, rather many things need to be done. Specific action points are suggested in the next section (recommendations).

5.4 Recommendations

Based on the above conclusions, the following recommendations can be made:

- Taking into account the revelations that nature of the challenges regarding failure to provide electricity are peculiar to Centlec and not related to the ongoing national electricity generation crisis, it is recommended that an Electricity Provision Team comprising of the following team members as reflected on table below be established to handle the electricity provision function.

Table 5.1 Electricity provision Task Team

Team members	Tasks
Centlec electricity distribution manager	To identify the critical electricity provision challenges and map a way forward on how to effectively deliver electricity
Centlec service provision manager	
Centelec Manager	
Managaung City manager	
Kopanong City manager	
Matsopa City manager	
Community chairperson of Mangaug community	
Community chairperson of Kopanong community	
Community chairperson of Matsopa community	
Industry representative	

Taking into account the benefits derived from teamwork, it is hoped that Centelec will take advantage of the contribution from the various minds of team members who have hands on experience on prevailing situations on the ground and improve efficiency operationally in order to ensure adequate electricity supply

- In view of the fact that Centlec has sufficient material resources though, characteristic of aging infrastructure, it is recommended that the Electricity Provision Task Team would consider various fund raising options in order to resuscitate the provincial power utility. The fund raising options could include a once off special levy on local business aimed at maintaining aging infrastructure. The study has revealed service delivery challenges are accelerated by aging electricity infrastructure, hence funding would enable Centlec to maintain or replace aging equipment

- It is also recommended that the Electricity Provision Task Team, liaise with community's leaders of the informal settlers in view of establishing the specific household's units within the informal settlement in order to establish the electricity requirements feeding into the future electricity budgetary requirements for the community.
- While lasting solutions to the load shedding crisis are being fixed, it is recommended that the Electricity Provision Task Team compile a priority list on how load shedding should be implemented. For example; important service organisations and industries that includes hospitals and huge employers should be prioritised.

5.5 Suggestions for further research

Despite revealing interesting and valid findings, this study may not resemble be generalizable to what prevails in the majority of state owned electricity providers across the respective provinces of South Africa, to the extent that a similar study should be conducted in other electricity providers that are private state owned with the aim to have a balanced view of electricity provision perceptions across the country. This could be the basis of positive corrective service provision measures across all state owned electricity providers towards sustainable electricity provision.

5.6 Conclusion

The purpose of this study was to explore the perceptions of service delivery challenges faced by Centlec in the Free State Province, South Africa in order to propose possible service delivery improvements in the area of electricity provision. The researcher believes that purpose, together with the research objectives, have been achieved through the establishment of Electricity Provision Task Team, and the recommended actions the team would follow.

Though this study successfully achieved its purpose and objectives, it merely provided the basis and recommendations for a sustainable electricity provision strategy. Thus a call still stands for a more concrete and scientifically sound electricity service provision framework regarding electricity provision by state owned enterprises across South Africa.

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Appendix 1 Participant Information Letter

Dear Participant

This letter serves to inform you that I Mxolisi Siyonzana an MBA student with UKZN is currently doing dissertation titled “**Perceptions of Service Delivery Challenges faced by Centlec in the Free State Province, South Africa**”

As you are aware that Centlec generates and distribute electricity to the communities of Free State Province. In the last few years Centlec has failed decimally to provide effective electricity services with the majority of households going for days with power cuts despites efforts by the national government to normalise this. The problems at Centlec regarding service delivery are believed to beyond the challenges of electricity facing South Africa, hence the need to conduct a study of this nature.

Confidentiality

Please note that data gathered from you will be kept **strictly confidential** and will only be aggregated with all other responses for data analysis. Your name will not be attached to the data, instead data will be **coded to allow anonymity**. The data will be stored away at the university in secure lockable cupboard for five years and therefore after destroyed a **manner that does not harm the environment**

Your participation

Please note that your participation is **voluntary, meaning you may withdraw** at any time if you wish. **However your participation in this study is much appreciated**. There are 4 parts to the questionnaire which should not take longer than 10 minutes to complete. Thank you for your valuable time and cooperation in completing this survey.

Yours Sincerely,

Mxolisi Siyonzana

Appendix 3: Final Questionnaire

Section A Biographical data	
Age	
21-30	
31-40	
41-50	
50+	
Gender	
Male	
Female	
What is your race?	
African	
Coloured	
Indian	
White	

How long have you lived in this community?	
< 1 year	
1-5 years	
6-10 years	
11-20 years	
20+ years	

Section B Perceptions of challenges faced by Centlec in providing service delivery Please indicate the extent to which you agree with the following statements						
		Strongly Agree (5)	Agree (4)	Not sure (3)	Disagree (2)	Strongly Disagree (1)
1	Centlc's failure to provide constant supply of electricity to the community is severe					
2	Centlec's failure to provide electricity is a result of the current national electricity crisis.					
3	Centlec's failure to provide electricity is due to lack of planning					
4	Centlec's failure to provide electricity is due to lack of leadership					

5	Centlec's failure to provide sufficient electricity is due to lack of management					
6	Centlec's failure to provide electricity is a result of lack of skills					
7	Centlec's failure to provide electricity is due to lack of resources material resources					
8	Centlec's failure to provide electricity is due to lack of strategy					
9	Centlec's failure to provide electricity is due to lack of financial resources					

Section C Factors affecting the delivery service delivery by Centlec Please indicate the extent to which you agree with the following statements						
		Strongly Agree (5)	Agree (4)	Not sure (3)	Disagree (2)	Strongly Disagree (1)
10	Centlec's capacity to provide electricity is affected by political factors					

11	Centlec's capacity to provide electricity is affected by economic factors					
12	Centlec's capacity to provide electricity is affected by environmental factors					
13	Centlec's capacity to provide electricity is affected by social factors					
14	Centlec's capacity to provide electricity is affected by technological factors					
15	Centlec's capacity to provide electricity is affected by bye laws					
16	Centlec's ability to provide electricity is affected by cultural factors					
17	Centlec's failure to provide electricity is due to aging equipment					
Section D The Extent to which Centlec has failed to deliver effective service to the community Please indicate the extent to which you agree with the following statements						

		Strongly Agree (5)	Agree (4)	Not sure (3)	Disagree (2)	Strongly Disagree (1)
18	My household unit experience load shedding frequently					
19	Centlec takes longer to restore electricity cuts					

Interview Guide

The following is the interview guide for the three municipal managers and Centlec Manager

Question

1. I am aware that in the recent developments Centlec has experienced challenges in providing electricity to the community. Could you please enlighten us on the challenges you are experiencing?
2. In view of the points you have just raised, what would consider to be the factors hindering effective service delivery
3. To what extent do you as an organisationa you have failed the community in terms of service delivery
4. What do you think need to be done to restore Centlec ability to provide effective service delivery?