



**Assessment of Service Delivery Planning in Local Government with Specific Reference
to Ndwedwe Local Municipality**

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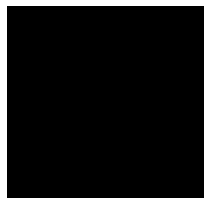
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Dedication

This dissertation is dedicated to my late parents, Mr Thulani Shange and Mrs Ntombiyenkosi Shange who are now with the Lord in eternity. I dedicate this work to my mother who raised me following the passing of my father in 1981, and persevered to give me the everlasting gift of life. May their souls continue to rest in peace.

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Lastly, I want to thank all the people who contributed positively throughout my time of study.

Abstract

The current study assessed the state of service delivery planning in the South African sphere of local government with particular reference to the local municipality of Ndwedwe in KwaZulu-Natal (KZN) Province. The general aim of the study was to investigate the commitment of the municipality towards inclusive service delivery planning that involves a wide range of role-players, including communities who are the main beneficiaries of government services, non-government actors and municipal functionaries. The study adopted a mixed method approach, in which a set of 50 questionnaires were administered to community members in Ward 12, 14, 17. and 19 and a total of 15 qualitative interviews conducted with municipal officials. The quantitative findings were analysed using Social Package of Social Sciences (SPSS), and qualitative findings through thematic analysis.

The outcomes of the study discovered that the community members lack knowledge about service delivery processes and the Integrated Development Planning (IDP) process which serves as a strategic guideline for service delivery planning. Furthermore, due to various institutional challenges that faced the municipality, communities were unable to access quality service delivery that constitutes the vision of Basic Human Rights (BHR) as envisioned by the 1996 Constitution of the Republic of South Africa.

Finally, the study recommended a strong service delivery planning initiative in the municipality that is informed by the municipal IDP, policy implementation, and the continuous engagement of municipal stakeholders in service delivery planning. The encouragement of the culture of public participation was also considered a valid instrument in transforming municipal service delivery systems.

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Acronyms and Abbreviations

ANC	African National Congress
BHR	Basic Human Rights
BLA	Black Local Authority
CBO	Community Based Organisation
CDWs	Community Development Workers
COGTA	Cooperative Governance and Traditional Affairs
CSO	Civil Society Organisation
DA	Democratic Alliance
DDM	District Development Model
DLG	Development Local Government
DPLG	Department of Provincial and Local Government
DTT	District Task Team
EFF	Economic Freedom Fighters
HPP	Harambee Prosperity Plan
HSRC	Human Sciences Research Council
IDP	Integrated Development Planning
IFP	Inkatha Freedom Party
IMLGA	Interim Measures for Local Government Act
JCC	Joint Coordinating Committee
JSB	Joint Services Board
KZN	KwaZulu-Natal
LED	Local Economic Development
LFMA	Local Government Finance Management Act
LGMPRA	Local Government Municipal Property Rates Act
LGNF	Local Government Negotiating Forum

LGTA	Local Government Transition Act
LGTAS	Local Government Turn-Around Strategy
LTT	Local Task Team
MEC	Member of Executive Committee
MIG	Municipal Infrastructure Grant
MPRA	Municipal Property Rates Act
NDP	National Development Plan
NGO	Non-Governmental Organisation
NHF	National Housing Forum
NP	National Party
OSS	Operation Sukuma Sakhe
PGDS	Provincial Growth and Development Strategy
PMS	Performance Management System
PRC	Proportional Representative Councillor
RDP	Reconstruction and Development Programme
RSA	Regional Services Council
SA	South Africa
SALGA	South African Local Government Association
SANCO	South African National Civic Organisation
SDG	Sustainable Development Goals
SONA	State of the Nation Address
SPSS	Statistical Package for Social Science
UDF	United Democratic Front
UKZN	University of KwaZulu-Natal
WPLG	White Paper on Local Government
WPTPSD	White Paper on the Transformation of Public Service Delivery
ZG	Zulu Government

Chapter 1: Introduction and General Overview of the Study

1.1. Introduction

During the State of the Nation Address (SONA) of the 6th democratic parliament in June 2019, President Ramaphosa highlighted seven key priorities of the current government administration, including the transformation of service delivery systems, spatial integration, human settlements, and local government. In addition to these priorities, there are many other initiatives, which have been formulated since 1994 that signify government's commitment for quality service delivery. The institutional challenges facing many rural municipalities are cited in previous academic research as key impediments that affect the developmental aspirations for local communities. Furthermore, the literature evidence points to the contradictions and misalignments between municipal IDPs and the commitments of municipalities to implement their service provision visions (Reddy, 2016:19). Against this background, this study assessed service delivery planning in the pastoral local governments of the KwaZulu-Natal (KZN). The Ndwedwe Local Municipality was used as a local incident study. The general objective of the study was to investigate the commitment of the municipality for inclusive service delivery planning that involves a wide range of role-players, including communities who are the main beneficiaries of government services, non-government actors and municipal functionaries. Conducting the study of this nature was motivated by the country's constitutional vision which endorses quality service delivery as a condition for the attainment of the rights of people in South Africa.

This introductory chapter presents the research background, problem statement, study aims and objectives and in relation to the topic of the study some of the key questions are addressed. The chapter also offers a concise summary of the theoretical background and research methodology and design that is adopted in this study. The chapter ends with a brief synopsis of the chapters that constitute this study. The background to the study is presented in the next chapter.

1.2. Background to the study

The essence of service delivery planning in South Africa is captured in various assertions of policy documents including the White Paper on the Transformation of Public Service Delivery (WTPSD) of 1997 which asserts that "a transformed South Africa will be determined by one condition above all, including zest to render quality services that meet public expectations" (RSA, 1997). This assertion signifies the need for inclusive service delivery that involves various role players who are committed to effective service delivery. This assertion is also enshrined in the Constitution of the Republic of South Africa of 1996 which establishes three spheres of government that are collaboratively engaged

in service delivery planning, namely: national, provincial, and local government. Due to their strategic location at community levels, municipalities are mandated to ensure efficient service delivery through policy formulation and implementation. Reddy (2016:22) further attests that quality service delivery is a condition signifying a caring third tier system that is committed to community development and poverty alleviation. Furthermore, the literature evidence regards municipalities as the custodian of community development, as such are required to play meaningful roles in transforming community lives.

The need for effective service delivery planning in local government finds expression in the Local Government: Municipal Systems Act 32 of 2000. This Act, serves as an essential support for effective regulations of service delivery methods, accountable municipal functionaries that are committed to services that yield value for money. This Act further gives effect to various mechanisms, such as public participation which signifies commitment by municipalities to inclusive service delivery (Koma, 2016). The promulgation of the White Paper on Local Government (1998) advocates for Developmental Local Government (DLG) system in South Africa. The development local government refers to the commitment of municipalities to work continuously with communities, community organisations and ordinary citizens in developing service delivery systems that lead to customer satisfaction and the fulfilment of socio-economic aspiration in communities (Van der Waldt, 2018:82). Other mechanism that are concerned with quality service delivery planning in local government include Project Consolidate (2004-2006), Local Government Turn Around Strategy (2009), Operation Clean Audit (2012) and the Back to Basics (2014). The newly adopted District Development Model (DDM) in 2020 is another initiative by the South African government that promotes integrated service delivery planning. The Development Bank of Southern Africa (DBSA) (2020:3) confirms the DDM as an all-encompassing government approach for transforming service delivery systems across the state's municipalities. The participation of civil society, including private and business sectors, communities and other interested parties is an essential element towards the implementation of the DDM. Despite the government's endeavours to improve community lives since 1994, evidence points to a number of challenges that affects the planning of distribution of services in local government which are captured in the problem statement in the following section below.

1.3. Research problem statement

In terms of the findings of the Statistics South Africa (2017), the majority of the South African citizens (78%) listed service delivery in their communities as a critical challenge that affect their human development and further lead to public discontent and frustration. The survey also indicated that for almost three decades of the South African democracy, a number of communities were uninformed about

service delivery processes in their local municipalities. This was due to the nonexistence of community involvement in service delivery planning. The conditions facing rural municipalities is largely perceived by many scholars as deviating from the constitutional imperatives advocating for democratic processes and inclusivity in service delivery and policy debates (Koma, 2010).

The study conducted by Msomi (2016) in Ndwedwe Local Municipality concluded that despite many endeavors and policy initiatives of the South African government to improve service delivery, levels of public discontent were increasing. In addition, the literature evidence in 2019 pointed to sharp discrepancies of service delivery gaps between urban and rural communities (Mail & Guardian, 2019). Provision of services leaves much to be desired at Ndwedwe Local Municipality. Backlog in the provision of services is an indication historical, escalating poverty and unemployment levels, incurable diseases, service delivery protest and poor working relations between various municipal stakeholders and communities (Msomi 2016:13). The municipal IDP (2017/2018:19) further attested that the critical challenges facing the municipality relate to a huge backlog in the delivery of water and sanitation, electricity, human settlement, recreational facilities, and poor infrastructure. Furthermore, due to poverty and unemployment levels, many rural municipalities do not collect sufficient levies to boost their service delivery capacities (Koma, 2010:65). In these municipalities, the government transfers and Municipal Infrastructure Grant (MIG) are the main sources for funding that assist rural municipalities in providing services to its citizens.

1.4. Research aims and objectives

The intention of the research was to examine the commitment of the municipality for inclusive service delivery planning that involves a wide range of role-players, including communities who are the main beneficiaries of government services, non-government actors and municipal functionaries. The study objectives were structured as follows:

- i. To understand the role of various municipal stakeholders that are involved in service delivery planning in the municipality.
- ii. To investigate the alignment of municipal policies with National Development Plan and other national imperatives that prioritise service delivery planning.
- iii. To review the relevancy and accuracy of public participation strategies of Ndwedwe Local Municipality that aim to promote service delivery improvements.
- iv. To identify factors that facilitate or hinder service delivery efficiency with the view to propose corrective measures.

To suggest recommendations that may contribute to improved service delivery planning in local government with specific reference to Ndwedwe Local Municipality.

1.5. Research questions

In line with the above-mentioned objectives, this research study was based on the following research questions:

- i. Who are the key municipal stakeholders that are involved in service delivery planning in the municipality?
- ii. How does the municipality align its policies with the National Development Plan and other national imperatives that prioritise service delivery planning?
- iii. What is the relevancy and accuracy of public participation strategies of Ndwedwe Local Municipality that aim to promote service delivery improvements?
- iv. What are the factors that facilitate or hinder service delivery efficiency with the view to propose corrective measures?
- v. What are the recommendations that may be suggested to contribute to service delivery improvements in local government with specific reference to Ndwedwe local Municipality?

1.6. Significance of the study

The significance of a research study is captured in the conceptualisation of Maillard (2013:1), stating that academic research should demonstrate its value and contribution in the body of knowledge. In the case of this study, service delivery in South Africa is an essential element for the realisation of the Basic Human Rights that are envisaged by the Constitution of the Republic of South Africa, 1996. In terms of service delivery planning, various authors assert that when citizens are directly involved in planning processes, they develop a sense of responsibility and ownership. Against this assertion, it is anticipated that the discourse municipal governance in Ndwedwe Local Municipality will embrace the value for inclusive service delivery and public participation in local government affairs. Furthermore, the recommendations submitted by this study will assist local government in general to identify gaps that hinder efficient provision of quality services.

1.7. Justification of the study

Research can be understood as a rigorous collection and analysis of data guided by a clear purpose in order to increase knowledge on a particular field (Thomas, 2017). This study investigated the commitment of Ndwedwe Local Municipality towards service delivery planning. Owing to the NDP

Vision 2030 which seeks to alleviate poverty and improve socio-economic conditions for all local communities, it is imperative for the academic research to evaluate service delivery practices in local government. This is due to the point that the implementation of NDP Vision 2030 will require active roles of municipalities, communities, and many government stakeholders. The findings of this study should help policy makers devise diagnostic mechanisms to address the challenges that may affect the NDP vision.

1.8. Preliminary literature review

Kraus (2014:7) describes a preliminary literature review as a section where the researcher demonstrates early on, the way literature study will be structured to respond to the research problem and objectives. For an example, through preliminary literature, a researcher may show which database and key words will be used to search for relevant literature. Msibi (2015:12) concurs with most authors that the concept of preliminary literature review plays an important role to share an insight of tendencies, disputes, unanswered queries, debates, and the significance of the intellectual understanding associated to a particular enquiry. A brief overview of issues that was unpacked by the literature are highlighted below.

1.8.1. Concepts and context of service delivery in South African municipalities

Considering the increasing social demands placed by citizens on their governments across the world, the literature is inundated with practices, mechanisms and techniques that may maximise the capacities of State institutions to deliver community services (Bester, 2017:111). While there are different interpretations of what constitutes service delivery, there seems to be a common understanding that delivery of services refers to the action of providing concrete and incorporeal community services for the satisfaction of human needs (Harold, 2016:398). Service delivery is described by McLennan (2009:21) as the government's provision of commodities or services to individuals who require or demand them. The provision of government services in South Africa is related to the greater aim of redistribution, social justice, poverty reduction, and economic development. Moreover, McLennan (2009:21) postulates that the delivery of services encompasses and includes not only the capacity to provide adequate services, but also to contribute to the sense of redress for majority communities to raise the standard of living. According to Reddy (2016:2), the delivery of services in the perspective of local municipalities is described as the supplying of public resources, value, accomplishments, and fulfilments which are supposed to improve the lives of local citizens. Luthuli (2017:1) asserts that the concept of service delivery dates to the period of apartheid rule, where government services were unequally distributed among the South African citizenry by their local authorities (municipalities).

Upon gaining political powers in 1994, the South African government prioritised service delivery and reaffirmed citizens that their service delivery needs would be fulfilled through the formulation of comprehensive policies and responsible social institutions (Grant, 2010:12). To this end, various legislative policies have been formulated to enhance service delivery and local government has been created as an independent scope of government that is responsible for the provision of service delivery (Sithole, 2017:67).

1.8.2. South African perspectives on service delivery at local government

Municipalities nationally, are managed by the Ward councillors as well as party representative councillors appointed for a period of five years. The role of the municipal council is to certify that the distribution of services is rendered to the citizens in a viable means (Naidoo & Ramphal, 2018:84). The practice of service delivery in many municipalities is affected by service delivery protests as a result of huge service delivery backlogs, shortage of expertise and knowledge among the administration of local government, lack of policy implementation and poor public participation strategies (2018:84). In addition, poor performance in many municipalities is a serious concern that has been recognised by a large number of protests in the provision of service delivery by the communities (2018:84). The Human Science Research Council (HSRC) Report (2011) note that the number of citizens lack trust in local government, hence there is a significant decrease in a number of citizens who participate in local government activities such as public meetings, elections, Izimbizo (traditional meetings), and IDP Forums due to the failure of municipalities to respond to community needs (Mdlalose, 2016:38).

The inability by the municipalities to distribute an essential set of elementary services proficiently and successfully also impact to the absence of infrastructure and proper service average in isolated rural areas. Other factors that delay provision of services in South Africa include the high rate of population growth, as well as poor economic growth that fails to keep pace with social demands (Van der Byl, 2014:31). For ease of reference, the literature will explore the level towards the change in in local government which has impacted on local government nationally especially to Ndwedwe Local Municipality.

1.9. Theoretical framework

According to van der Waldt (2017:188) a theoretical framework is a process that gives justification in the form of graphs or in description form, for the main phenomenon to be researched. Furthermore, it seeks to explore the interactions that existed amongst the constructs of the study and a theory itself. Thornhill (2010:96) believes that a theory encompasses one or more hypothesis. This result in understanding a phenomenon, explaining its characteristics, and even predicting the particular

outcomes. According to Msibi (2015:7), a theoretical framework plays an important role in assisting the researcher to explain phenomenon, draw new conclusions, and facilitate the development of new thinking.

1.9.1. Efficiency service delivery theory

This study employed an Efficiency Service Delivery Theory of William Mackenzie (1954), who is regarded as a leading advocate for efficient government services school of thought. The main emphasis of the theory is that the delivery of services should be received by end-users (citizens) in a way that is convenient, proficient, and operative. This would contribute to human satisfaction and the realisation of Basic Human Rights in many nations across the world. The tenets of the theory are aligned with the South African Constitution, which encourages good governance and the responsive nature of public institutions on service delivery matters. The Efficiency Service Delivery Theory also specifies that even if the populace is too small, but requires efficient provision of basic services. This theory also resonates that, despite the size and various dimensions of the population, citizens require quality services that are allocative, distributive, and productive (Andrews & Entwistle, 2012:1). The scope of Efficiency Service Delivery Theory was deemed necessary to guide this study because its focus was on increasing efficiency of service delivery in order to benefit the majority of citizens who consumed government services in Ndwedwe Local Municipality.

1.10. Research methodology

Khathini (2018:9) defines research methodology as a major plan of enquiry which seek to answer or solve a problem. According to Creswell (2018:250), a research technique includes the method of data collection, analysis, and explanation that researchers intend for their studies. This section provided a detailed description of how research methods were planned and executed in this study. Research methodology includes a qualitative, quantitative and a mixed method approach (Creswell, 2009:76).

The research design employed in this study is discussed below.

1.10.1. Research design

Research design refers to the fundamental systems of drawing testimony or belief by combining research methods either interviews or surveys questionnaires (Vogt et al., 2012:3). Dianne Vogt and Gardner (2012:3) considered that research design is essential since the whole thing eventually tides from the optimal plan, as it is the one closest to the investigator's research questions and theories. According to Vezi (2016: 5), a research design is a detailed plan for conducting research, which include sampling strategies, data collection instruments, analysing data, to achieve the purpose of the research.

This study used a triangulation mixed method. Heale and Forbes (2013:1) explained that triangulation originated in the navigation area, where the position is determined based on the angles of two known points. It is the procedure of additional approach to examining an enquiry. The rationale for using a triangulation method is that it increases assurance in the findings over the approval of a suggestion consuming two or extra independent processes (2013:1).

1.10.2. Research approach

In order to answer the research problem of the current study, the researcher used the combination of quantitative and qualitative research approaches (or mixed methodology). Strydom and Delpont (2012:435) described mixed research methods as a research that includes both ethical as well as analytical expectations. It is a fundamental study of knowledge that provide collection of data and analyse data, as well as a mix methods approach which is qualitative and quantitative in many stages of the research process (Strydom & Delpont 2012:435). It is a research method that pays particular attention to gathering, examining, and mingling quantitative and qualitative data in a distinct or similar investigation. Mixed methodology's basic premise is that combining quantitative and qualitative approaches yields a greater grasp of research challenges than either strategy alone (de Vos et al., 2011:435).

1.10.3. Research paradigms

Fouche and Bartley (2011:513) defines paradigm as a pattern that include a collection of legitimated assumptions and a system for gathering and evaluating data. Fouche (2012) further states that it is also a framework, viewpoint, or worldview based on individuals' beliefs and arrogant about the status of society and the human kind of knowledge, as well as how the researcher observes and interprets material about reality and leads the subsequent action to be performed. The researcher can choose between the three most common paradigms which are explained below:

- i. Positivism opposes that there is a truth ready to be deliberately studied, apprehended, and agreed. Positivism is more likely to be used in quantitative studies.
- ii. Constructivism believes that there is no such thing as a singular reality or truth, and that reality must therefore be understood. Constructivism is more likely to be linked with qualitative studies
- iii. Pragmatism is defined by Fouche and Bartley (2011:438) as a deconstructive worldview that eschews ideas like truth and reality in favour of focusing on what works as the truth in the research subject at hand. Pragmatism maintains that the reality is always renegotiated,

discussed, and interpreted, and is the best strategy to utilise in solving problems. Therefore, this paradigm is associated with the use of mixed method approaches.

To conduct this study, the researcher opted to use a pragmatism paradigm. Pragmatism paradigm postulate that information rights arise out of engagements, condition, and significances rather than precursor circumstances (Frey, 2018). The studies using pragmatism are apprehensive with what works and focus on how can problems be resolved rather than the technique of being used. In addition, Frey (2018) defines pragmatic paradigm as a worldwide view that focuses on “what works” rather than what might be considered absolutely true or real. Therefore, research findings of this study may contribute to practical solutions service delivery puzzles in local government.

1.11. Study site

The study was piloted to the area of Ndwedwe Local Municipality. The municipality is some of the local municipalities that is cascaded to the District of Ilembe Municipality. Ndwedwe Local Municipality is in one of the deep rural areas in the province of KZN. Ndwedwe Local Municipality consists of 19 wards which includes 37 councillors. The total of 19 represent Ward councillors and 18 are the Party Representative Councillors. Although the municipality is situated along urban municipalities such as the City of Durban Metro and small towns which include Stanger, Verulam and Tongaat, Ndwedwe Local Municipality does not have a town of its own.

Within the local perspective, much of Ndwedwe Local Municipality signifies the previous African historical of Kwa Zulu which include of Tribal rural areas (Ndwedwe IDP 2013-2018). The quantitative study was conducted in Wards 12, 14, 17, and 19 of Ndwedwe Local Municipality. The qualitative study was conducted to the municipal officials of Ndwedwe Local Municipality.

1.12. Target population

Target population is the whole inhabitants or collection of people that a researcher shows interest to engage in his/her research (Thomas, 2017:141). With reference to a survey conducted by the Department of Statistics South Africa (2016), the area of Ndwedwe is estimated at a population of 167 404 with 25697 households (Statistics South Africa, 2016). Ndwedwe Local Municipality consists of 19 wards, Therefore, the target population for this study will be Ndwedwe Local Municipality with community members from Ward 12, 14, 17, and 19. Each Ward is represented by a Ward Councillor. Furthermore, each Ward consists of Ward committee members who represent community members in all decisions that are taken in the municipal council.

Ndwedwe local Municipality Population Size	Number of Households
167404	25697

Table 1.1 Ndwedwe Local Municipality Population Size

For qualitative study, a total of fifteen administrators were selected to partake in the interviews. The participants included the Director of Technical Services, Director of Community Services, Director of Economic Development, and the middle management officials which include Manager Supply Chain, Project Manager, Manager Public Participation, Manager Public Works, Manager PMS and 7 junior Officers.

For quantitative study, a total of four wards was selected in this study namely Ward 12, 14, 17, and 19. A total of fifty community members in these wards were selected for participation in the quantitative study because they possessed an in-depth knowledge of information pertaining service delivery in Ndwedwe Local Municipality and they consume those services. These wards (12, 14, 17, and 19) were chosen because some of them are highly affected by poor service delivery and are more prone to service delivery protests. This is even though these wards have Ward councillors who are supposed to ensure that the citizens are satisfied with their needs.

Table 1.2 Target Audience

Target Audience	Population Size	Selected Sample
Municipal Officials	115	15
Ward 12	10 870	15
Ward 14	6612	10
Ward 17	7317	11
Ward 19	8959	14
Total	330908	65

1.13. Sampling strategies

McLeod (2014:1) defines sampling as the method of choosing a representative group from the inhabitants under the study. Onwuegbuzie and Collins (2007:3) asserted that sampling is the process of selecting a portion, piece or segment that is representative of a whole. Onwuegbuzie and Collins (2007:3) further stated that sampling is vital stage in the inquiry practice since it aids to advise the value of implications prepared by the investigator that stalk from the primary findings. The researcher combined both sampling methods which include probability and non-probability sampling. A stratified random sample was used for probability sampling. According to Bhat (2019:2), stratified random sampling entails dividing a larger population into smaller groups that normally do not overlap but represent the total population, organising sampling of these groups, and then drawing a sample from each group separately. Bhat (2019:2), further defines a probability sampling as a sampling strategy in which a sample from a broader population is picked using a process based on the probability of theory. Therefore, in order for a participant to be selected in a probability sample, a random selection was used. In a probability sampling, everyone possesses an equal chance of being selected (Bhat 2019). The stratified random uses known information about the population prior to sampling to make the sampling process more efficient (Strydom, 2011:230).

The non-probability sampling signifies a cluster of sampling methods that support the investigators to choose elements from the inhabitants that they are concerned with in the study. The advantages of non-probability sampling are that samples are chosen based on the particular decision of the researcher rather than chance selection which is a foundation of probability sampling (Thomas, 2017:142). For a non-probability sampling, the researcher decided to use a purposive sampling. A purposive sample is one that a researcher chooses based on their understanding of the study and population. This is where participants are selected based on the needs of the study, applicants who do not meet the requirement are rejected (Stephanie, 2015:1).

1.13.1. Sample size

Sample size means the entire figure of the whole population concerning to a specific theme which could be included in the study (Creswell, 2018:141). For the researcher to collect sufficient data, it is important to determine appropriate sample for the study. Table 1.1 depicts the qualitative and quantitative sample of the study.

Table 1.3 Qualitative Sample (Municipal Officials)

Municipal Official	Number of Participants
Director of Technical Services	1
Director of Community Services	1
Director of Economic Development and Planning	1
Manager Supply Chain	1
Project Manager	1
Manager Public Participation	1
Manager Public Works	1
Manager Economic Development	1
Project Officer	1
Community Development Officer	1
Public Participation Officer	1
Technical Officer	1
Waste Management Officer	1
Disaster Management Officer	1
Committee Officer	1
Total number of participants	15

Source: Researcher's Diagram (2021)

Table 1.2 shows the sample size of the participants that were selected in the study. These officials have been selected because they possess in depth knowledge about service delivery and some of them interact closely with the communities.

Table 1.4 Quantitative Sample (Community Members of Ndwedwe Local Municipality)

Ward Name	Ward Population	Selected Sample
Ward 12	10 870	15
Ward 14	6612	10
Ward 17	7317	11

Ward 19	8959	14
Total		50

Source: Researcher's Diagram (2021)

Table 1.2 shows a number of community members that were selected to participate in the study. The total of 50 members were drawn from the four wards of the municipality

1.14. Data collection methods

Dudovskiy (2018) describes data collection as a procedure of collecting data from all appropriate individuals in order to find solution to the problem being researched and investigate the problem in order to evaluate the outcome. Primary and Secondary data which are the two method of data collection. The primary data is a type of data collected using interviews, questionnaires; observation etc. Secondary data is a form of information that already existence and issued by other scholars. It can be journals, books, magazines etc. (Babbie, 2014:295).

For primary data, interviews and questionnaires was employed in this study to gather data.

For secondary data, the researcher further collected data using a written document which included books, journals, articles, thesis and dissertations, government report, policies, and legislations.

1.14.1. Interviews for qualitative data

An interview is defined by Thomas (2017:202) as a research instrument used for a discussion between two people namely the researcher and respondent with the aim of gathering information for the purpose of enquiry. The information may be fact or opinion. Thomas goes on to identifies three forms of interview:

- i. **Structured interview.** As defined by Khathini (2018:15), a structured interview consists of a list of predetermined questions prepared in the same order the researcher uses to collect.
- ii. **Semi-structured interview.** According to McIntosh (2015) a semi-structured interview is considered to establish individual answers from those who are participating about a precise condition or phenomenon they have encountered. Semi structured interviews can be used when there are enough intentions of information about knowledge or occurrence.
- iii. **Unstructured interview.** This defined by Thomas (2017:326) as an interview in which the researcher asks unplanned and unrestricted questions and allows the participant to respond freely on a topic which can have an impact on the direction and substance of the dialogue.

In order for the researcher to have an in-depth understanding on service delivery challenges at Ndwedwe Local Municipality, the structured and semi structured interviews was conducted to the municipal officials of Ndwedwe Local Municipality which include Director of Technical Services, Director of Community Services, Director of Economic Development and Planning, Project Manager, Public Works Manager, Manager Economic Development, Manager Supply Chain, Manager Public Participation , Project Officer, Public Participation Officer, Technical Officer, Disaster Officer, Waste Management Officer, Committee Officer. A tape recorder was used to record all information that was given also ensuring that all data was captured on the findings.

1.14.2. Questionnaires for quantitative data

Roestenburg and Delpont (2012:186) define a questionnaire as a set of printed questions usually with a choice of answers, devised for a survey study. A typical questionnaire will perhaps comprise of several testimonials as enquiries, mainly if the investigator is attracted in shaping the degree to which participant embrace a specific approach or viewpoint. The benefit of using questionnaire is that realities and views about a phenomenon from society who are well-versed on the specific subjects is achieved. Another advantage linked with piloting a questionnaire is that it delivers the examiner with a chance to reach a larger sample than would be probable by expending additional methods, privacy and confidentiality can be secure and data enquiry can be determined from the outset (Muthwa 2016:10). Research questionnaires was administered to the members of the community in wards 12, 14, 17, and 19 of Ndwedwe Local Municipality who utilise services that are provided by the municipality.

1.15. Data quality control

Both qualitative and quantitative data control measures were used since the data was collected using a mixed method. The quantitative data quality control consists of validity and reliability instruments, whereas qualitative data control consists of trustworthiness.

1.15.1. Quantitative data control

According to Thomas (2017:326) validity is defined as the degree to which the instruments measures what it is supposed to measure. Creswell (2018:153) describes validity as an instrument to determine whether one can draw meaningful and useful inferences from scores on a particular instrument. The types of validity that are commonly used are content validity, construct validity, predictive and validity. The researcher in this study formulated a concise question which enabled the participants to understand what was required without finding any difficulty.

Reliability refers to the degree to which a research tool such as a test will provide the similar outcome on diverse instances (Thomas, 2017:144). On the other hand, Vezi (2016:35) defines reliability as the extent to which the method utilised in data collection and inquiry processes will produce the result that are trustworthy. For an example, if another researcher is conducting the same study in the same population using the same research instruments, it must yield similar result. In this study, reliability was achieved by reading repeatedly the interviews that was recorded up to the point of satisfaction.

1.15.2. Qualitative data control

Qualitative data control is underpinned by trustworthiness. Trustworthiness refers to the reliability and validity of the result. It is important to ensure that the findings of the research study answer the research aims and objectives of the study. Therefore, the data collected for the study must be interpreted accurately by the researcher so that they will be trusted when they are analysed (DuPlooy Cilliers et al. 2014:255).

1.16. Data analysis procedures

Data analysis is a pursuit for effective gist or kind resulting from the information in relation to the research goals (Vezi 2015:34). The data for the study was analysed in two ways: thematic analysis for qualitative data and statistical package for the Social Science (SPSS) for quantitative data.

1.16.1. Thematic data analysis

Thematic analysis is a practice of discovering patterns or themes in qualitative data. The objectives of a thematic analysis is to ascertain subjects that are imperative or interesting and usage of these subjects to deal with the research or something to say about a matter (Maguire & Delahunt, 2017:352). Similarly, Vezi (2015:36) describes thematic analysis as a procedure of discover the collective design that are intertwined over a complete set. The purpose of thematic analysis is to recognise designs of sense through information set that deliver a response to the research question being dealt with. For this study, the researcher recorded each respondent's comments in a diary and reconciled the information acquired to see if there were any gaps or inaccuracies in the information provided. The result of data collected was written in a MS Word format tables and by editing the information.

1.16.2. Statistical Package for Social Sciences (SPSS)

Statistical Package for the Social Science is a software that is utilised for the analysis of quantitative data. Du Plooy-Cilliers and Bezuidenhout (2014:206) state that statistics are used in data analysis to eliminate any possibility of conjecture. The purpose of SPSS analysis is to make data more

understandable and interpretable so that the relationships of the research problem may be investigated and tested (Bartley & Fouche, 2012:249).

1.17. Ethical considerations

The researcher used the following ethical considerations to comply with the research's rules. namely, informed consent and confidentiality and violation of privacy/ confidentiality.

1.17.1. Informed consent

Informed consent is the provision of complete information regarding the data collection method, as well as the disclosure, reporting, and use of data and results from a research study. It is where potential participants shows an understanding of the fact and come up with a decision of whether he or she can participate in the study (Thomas, 2017:319).

1.17.2. Privacy and confidentiality

Privacy refers to protection whatever to oneself that is generally not meant for others to see or analyse. In terms of research, the respondent has the authority to ensure that his or her personal information is not disclosed to the research study (Strydom, 2011:120).

1.17.3. Confidentiality

The term "confidentiality" refers to data that is only accessible to those who have been granted permission to do so (Fossheim, 2015:1). It can also be seen of as a continuation of privacy, which refers to agreements between individuals that restrict others' access to personal information (Strydom & Delport, 2011:120).

In conducting this study, the researcher was adhered to these ethical considerations. Furthermore, a letter requesting to conduct the study was written to the municipal manager for approval. The participant was addressed by the researcher of the importance of the study and their privacy, confidentiality of information solicited from them was ensured that it is protected.

1.18. Limitation of the study

This study was carried out in the municipal area of Ndwedwe Local Municipality. Ndwedwe Local Municipality consist of 19 wards. Therefore, before collecting data, there was a need for the researcher to get permission from the municipality which authorised that the study be conducted. Once permission given, four wards were selected namely, Wards 12, 14, 17, and 19. Also a total of fifty community

members were chosen to participate for this study. For the senior Management officials, Director of Technical Services, Director of Economic Development, Director of Community Services were selected as well as middle management Officials which included Manager SCM, Manager Public Participation, Manager Public Works, Community Development Officer, Public Participation Officer, Project Officer, Technical Officer, Waste Management Officer, Disaster Management Officer and Committee Officer.

1.19. Outline of the study

The study was presented in six chapter and was structured as follows:

Chapter 1: Introduction and general overview of the study. This chapter introduced essential background information to the study and outlined the research problem. Moreover, it highlighted the research objectives, research questions and rationalised the choice of literature, theoretical framework and methodological approach and design of the study.

Chapter 2: Literature review. This chapter provided a discussion of the concept of service delivery t and how it relates to local government. It also analysed the legislative framework that regulates service delivery for local government as well as providing a theoretical framework that integrated with the chosen area of study.

Chapter 3: Theoretical framework. This chapter provided an in-depth analysis of the theoretical analysis that guided the study.

Chapter 4: Research methodology. In this chapter, appropriate research methods were presented, as well as thorough information on how the data was to be analysed, including research design, the population, and sampling methods.

Chapter 5: Data analysis and findings. This chapter presented the data that was collected and analysed, as well as the findings that the research uncovered.

Chapter 6: Conclusion and recommendations. This chapter presented a summary of the research findings, recommendations, and suggestions, as well as a conclusion.

1.20. Chapter summary

This chapter provided a formal introduction to the research study, as well as setting out the aims and objectives, problem statement, preliminary literature review, and research methodology. The significance of the study, restriction of the study, ethical considerations, and a brief conclusion were

also included. Because Ndwedwe Local Municipality is the sphere of government that is closest to citizens, it must guarantee the supply of services to meet the community's expectations. When designing an Integrated Development Plan (IDP), it is significant for the Ndwedwe Local Municipality to consider community participation so that the municipality can deliver both efficiently and effectively. The literature review is presented in the next chapter of this study.

Chapter 2: Local Government Restructuring and Transformation with Specific Reference to Ndwedwe Local Municipality

2.1. Introduction

The concept of local government restructuring and transformation was introduced by the South African government immediately after the introduction of democratic order in 1994. The purpose was to transform local government and embrace the global standards of municipal governance that prioritise the planning on the provision of services. The chapter also assess the scope towards South African municipalities which embrace the values of good governance in their service delivery planning processes. In this context, transparency accountability, consultation, participation was considered imperative to maximise service delivery impact for local communities. This chapter begins with discussions on local government under apartheid rule in South Africa with the view to accentuate how the current local government systems were introduced. It proceeds to unpack the impacts of the transformation and restructuring process of rural municipalities specifically to Ndwedwe Local Municipality.

2.2. Brief overview of apartheid local government in South Africa

The history of local government transition in South Africa shows that municipalities were established in 1948, when the apartheid governing system was first implemented. In terms of the White Paper on Local Government (WPLG, RSA, 1998), segregation system already had been in place when apartheid was implemented in 1948. Following the National Party's victory in 1948, there was a significant push to create racial group zones and remove Indian and Coloured people from the shared electoral voter roll, as they were force not to participate on matters of local government (Hungwe, 2017:11). This was the period during which the term "apartheid" evolved from a political slogan to a harsh, systematic social engineering programme (Koma, 2012:54). The National Party government utilised apartheid in a number of laws. Apartheid was built on four core ideas: that South Africa's citizenship be divided into four ethnic groups (2012:54). Whites had the right to total authority over the country, and white interests should always take precedence over black interests (2012:54). Finally, whites constituted a single nation with Afrikaans and English-speaking components, whereas Africans were divided into various nations (2012:54).

The most significant rule at the time was the Group Regions Act 36 of 1966, which enforced tight separation of inhabitant according to their home zone and required the evacuation of African citizens to where they reside (Hungwe, 2017:10). The discrimination system was designed to ensure that black

population did not receive better services same to those that benefit white people (Sithole, 2015:11). The Group Areas Act had put a limit on Black people to be able to reside in metropolitan areas (Sithole 2015:11). By segregating the townships from the manufacturing and business sectors, the Group Areas Act 36 of 1966 established a pass system that limited Africans' permanent presence in metropolitan communities while reserving a sustainable municipal ignoble for white areas (Koma, 2012:54).

As stated by Bekink (2006:47), the country's local government structure became fragmented, ineffective, and unfair because of the strategy of creating separate dwelling regions for different racial denominations. During the apartheid era, many initiatives were made to establish so-called "own management" organisations for black citizens at the local level. This was mostly done to compensate for the loss of privileges that such residents were entitled to, as well as to maintain some level of political tolerance and law enforcement (Bekink, 2006:47).

Community Councils were established in 1977, but they lacked major powers and finances. Community Councils were nominated bodies with low finances and no substantial authority. As such, the Community Council was never given political legitimacy or recognition. Unrest and protest actions against this system of governance escalated in the 1980s. Rent and service charge boycotts were used by citizens to try to break down the system of the Black Local Authorities Act of 1982, (Sithole & Mathonsi, 2015:12). Blacks were given the opportunity to buy land and property only in 13% of the land which was contained in the (so-called) Black homelands or Bantustans. Some 87% of the land was for white ownership only. As such in the area of Ndwedwe by the time of 1980s, none of local authorities existed to guide the development, there was tribal authority structure which was driven by Amakhosi. Zulu Government (ZG) existed prior to 1994 in rural areas. The purpose of ZG was to ensure that the development is provided to the rural areas. The main responsibilities were to maintain gravel road and to maintain buildings for government which some of them as of today is vandalised. Those tribal authorities failed to provide the required services to their communities. Service delivery backlog also existed in the township with local council.

Towards the end of the 1980s, local authorities were in dilemma for unequal revenue base and government imbalance which led to protest. Attempts were made by the apartheid government to distribute funds to black areas by bringing in new institutional structures called Joint Services Boards (JSBs) and regional services councils (White Paper on Local Government, 1998:13) The discrimination regime tried to maintain disintegrating (BLAs) and soothe radical strains by transferring cash to disadvantaged communities in the late 1980s. To divert fund to the collapsing townships, intergovernmental subsidies was arranged (Koma, 2012:54). Regional Services Councils (RSCs) and Joint Service Boards (JSBs) were formed to distribute monies to underserved zones. These initiatives, however, were too little, too late. During the 1980s, most villages and rural areas had no efficient

government, and it was evident that BLAs would never be successful (Green Paper on Local Government, 1997). Community Councils were phased out in 1982, and Black Local Authorities took their place. These authorities were considered as primarily politically illegitimate institutions from the start, not just because they lacked a significant income source but also because they lacked a significant revenue base. The majority of these institutions were consequently rejected by popular community mobilisation, which was frequently peaceful but occasionally violent (Koma, 2012:54). The Group Areas Act No. 36 of 1966, as well as some other apartheid measures, were repealed.

Local government revenue was self-generated in urban South Africa. This was generally accomplished through the collection of rates on the provision of services to local citizens and companies. All black municipal administrations, on the other hand, were financially unsustainable from the outset. As a result, many black citizens have restriction on tax base upon which to rely, and black citizens were obliged to spend their money on white municipal areas (Bekink, 2006:48). As a result, black (rural) communities were unable to create their own revenue, and hence were unable to address the needs of their residents. As a result of these inequities and unfair discrimination, many communities agitated against the separate local government structure (2006:48).

Many communities mobilised against the system in the early 1980s because of its inequitable and discriminatory local government structure. None of development existed in the area of Ndwedwe from 1980s. The boycotts started by 1990s whereby student demanding free education. Local government around the country have been in grave trouble since the commencement of these protests. The United Democratic Front (UDF) was founded in 1983 with the goal of primarily targeting the BLAs (Bekink, 2006:48). The BLAs provided cosmetic reform and increased money by imposing rent and service charges on townships . This only served to enrage communities, leading to the BLAs being rejected in the mid-1980s (2006:4).

Since 1983, urbanised Black people's issues have been withdrawn from the jurisdiction of White municipalities, and BLAs have been founded. These local entities were not recognised as Black urban neighbourhoods because they did not have enough financial resources, few members of staff, manufacturing firms to raise revenue. They were also untrustworthy in the eyes of the communities (Thornhill, 2008:493). Furthermore, due to a lack of skills in areas of management, Black Local Authorities were characterised by poor service delivery management and administration as they were unable to operate and distribute services accordingly. Although the apartheid regime did everything possible to keep these towns running, their ability to make policy decisions gradually deteriorated (Binza, 2005:76). The urban neighbourhoods also began to boycott the payment of rates and taxes, hastening the disintegration oof the structures to the point where it became clear that the ethnically-

based municipalities could no longer operate and offer municipal services in a justifiable manner (Thornhill, 2008:493).

Civics and other community organisations began to organise as the 1984 movement gained momentum. The dismal societal and fiscal conditions in townships and homeland became their rallying cry. Their main weapons were rent and service charge boycotts, as well as consumer boycotts. People began to protest systematically for the first time against how human settlements were geographically and economically deformed (Green Paper on Local Government, 1997).

By 1984, members of the National Party (NP) had begun secret talks with African National Congress (ANC) while in exile overseas, which continued with the 1989 referendum on influence of power and culminated by F. W. de Klerk's epochal statement on 02 February 1990, that the African National Congress and other deliverance movements had been de-banned, that Nelson Mandela would be freed, and that power-sharing talks would commence.

The local government system was not existed before to 1994. Province had its own system of institutions for local government. These bodies established a constitutional right for each level of government to a subsidy grant received nationwide, ensuring that local governments can be able to ensure the provision of basic services and carry out the functions assigned to them. Local government was a servile, discriminatory, and illegitimate entity of government (De Visser, 2009:8).

Under the guiding idea of "own management for own territories", the formation of separate local authorities for divided racial groupings resulted in a sophisticated strategy of shameless exploitation based on race. For example, whites were assigned to sectors with abundant resources and a solid revenue base, while blacks were assigned to destitute areas with no economy. Traditional authorities in homeland areas were tasked with carrying out local government responsibilities such as land distribution in their area. The negotiations with the apartheid regime (National Party) and the freedom movement (ANC) began in the early 1990s. These conversations resulted in a framework for local government restructuring. The concept of "One City, One Tax Base" was also implemented (De Visser, 2009:8-9). The goal of the transformation was to ensure that local municipalities are established in rural areas, as well as to establish a basis for party-political leadership and administrative management in municipalities to contract with local crisis and to ensure that all communities, particularly those in rural areas, received service delivery.

The following sub topic discusses local government transformation measures in the early 1990s, up to the first democratic elections held in April 1994.

2.3. Interim measures for local government transformation in the 1990s

Interim measures established a foundation for transformation in local government and ensured that local governments were involved in improving service delivery planning. These temporary regulations stipulated that everybody who is eligible to vote in any three spheres of government election shall do so regardless of gender or race. Transitional local councils and regional councils were formed from the boroughs and other municipalities. The boundaries of those areas that had boroughs, town boards, and municipalities were expanded to include areas that were under black administration or homelands. The main goals of interim measures were to restructure local governments and bring about the transformation from apartheid to democracy, as well as to ensure that community voices are heard in service delivery planning and that communities in rural areas receive the same services as those in urban areas (Tsatsire, 2009). To clear the backlog in rural areas and townships, infrastructure development was emphasised. This was to be accomplished through a programme of reconstruction and development. Local municipalities in rural area were meant to be formed because of these transformations, but there were no local municipalities to service the communities in the Ndwedwe area.

The Local Government Transition Act 209 of 1993 specified a mechanism of transition that was essentially a restricted for negotiation for change that instigated in a variety of non-racial local municipalities for to be formed. The transformation of South African local government has a significant impact in that the position of local government has altered, with new tasks being assigned to it had to be examined and judged by the municipality, and structures had to evolve to accommodate extra tasks. Planning had to be integrated and developmental, and municipal performance had to be assessed and scored by the municipality (Hungwe, 2017:15). In 1991, the Interim Measures for Local Government Act (IMLGA) was enacted (Act No. 128 of 1991). The Act authorised the previous administration to assess the existing “local government” structure It also allowed local governments to engage into “agreements with ethnically oriented Black Local Authorities”, allowing them to negotiate with one another and potentially administer and “control specific services jointly (Thornhill, 2008:494). However, both Black communities and the international world continued to exert pressure. The ANC and the SANCO considered the proposed reforms as mostly cosmetic (SANCO). The ANC and SANCO contended that the plan to build incorporated local governments would under no circumstances result in fully non-racial and democratic governance (Raga & Tsatsire, 2009:137).

Local governments were subordinate creatures of statute in 1990, when the process of democratisation began with the decriminalisation of liberation movements, and consisted of a plethora of fragmented, racially segregated institutions that delivered enormously uneven services to different communities (Raga & Tsatsire, 2009:142). According to the South African Local Government Association (SALGA

2008:1), the goal of the racial transformation of local government was to transform it into a vehicle for societal integration and municipal service redistribution from the wealthy to the poor. The government reform process began with the implementation of an interim phase that provided for the first phase of de-racialisation of local government entities (Koma, 2012:54). The process occurred in three phases, namely:

2.3.1. The Pre-interim phase

The Local Government Transition Act 209 of 1993 established the pre-interim phase, which made decisions necessary to maintain governance and service delivery during the transition period. This process began with the reform processes negotiations and continued until the first municipal elections in 1995-1996. The purpose of this phase was to create local forums to negotiate the appointment of interim councils to govern until municipal elections could be held (White Paper on Local Government: 1998). The significant role played during the pre-interim phase had a significant impact on the speed with which change occurred, resulting in the establishment of a new democratic local municipality. During this period, the area of Ndwedwe did not have a local municipality as Ndwedwe was located in a rural area and service delivery was not heard at all.

2.3.2. The interim phase

Although power sharing arrangements democratically elected transitional councils were tried in practice, the interim phase began with the primary municipal elections which introduced the final constitutional model of local government in 1997. Secondly, for local government, a new policy framework was created which include The Constitution of the Republic of South Africa Act No.106 of 1996 and the White Paper on Local Government (1998). The interim phase significant role in the acceleration of change from the early seventeen-century to the present has had a major influence on the formation of a new democratic local government to meet the people's socio-economic needs and to make the environment suitable for reconstruction and development. The arrival of transitional municipalities, which commenced to bring into line their financial and service delivery borders with the constitutional bounds, marked the beginning of this period. The goals of the interim phase were to create a new democratic local government that secures the long-term provision of services to communities and fosters community and community organisation participation in local administration (Binza, 2005:80).

2.3.3. The final phase

This phase began in 1997 with the adoption of the final local government constitutional model, while several of the legal provisions impacting on municipal administration was passed between 1995 and

year 2000. The Constitution of the Republic of South Africa, 1996, establishes vibrant and well-established municipal authorities. Various levels of government were given the authority to use their powers and carry out their functions in such a way that the geographical, functional, and institutional integrity of another sphere is not jeopardised (Koma, 2012:55).

The challenge for newly established structures and elected councillors after the apartheid system fell apart and was replaced by a democratic form of local government sought to turn deep-seated socio-political aspirations, especially among the poor and marginalised, into practical, material changes in living and working situations. During the transition period, the municipalities formed were confronted with a slew of challenging issues. Inadequate training of municipal officials, as well as political influence, were some of the main issues faced by municipalities (Hungwe, 2017:13). Ndwedwe Local Municipality was unable to function on its own at this time. Ndwedwe Local Municipality was aided by ILembe District Municipality in ensuring service delivery planning, with some local officials with abilities being seconded by ILembe District Municipality until the municipality was able to run on its own by the year 2003.

2.4. Local government negotiating forum

The Multi Party Negotiating Council oversaw the change from discrimination to a democratic, non-racist South Africa. The demise of local apartheid produced a crisis, prompting the conclusion that a new agreement was required. The White municipality began to negotiate with civic and other organisational leaders from townships because of the financial ramifications of coordinated consumer, service, and rent boycotts. It was quickly apparent that local government was critical, and that transitional procedures permitted by the law for the composition of municipal councils were essential. The Local Government Negotiating Forum (LGNF) was formed as a result (Tsatsire, 2009:142). Local government forums realised that the legislative barriers that kept black people out of the municipal revenue base needed to be addressed on a national level. Only national legislation could make the popular slogan “One City, One Tax Base” a reality. Local forums argued for the creation of a national forum, which would be a negotiating forum for local governments (Green Paper on Local Government, 1997).

In 1992, the South African National Civic Organisation (SANCO) started negotiations with National Party (NP) administration to begin a process of overall reform and transformation of local governments (Stanton, 2009:69). Following these conversations, the Local Government Negotiating Platform was established in March 1993, and it worked as the major form for continuing talks on a new local administration method. The LGNF was made up of two types of delegations which include legal and non-legal delegations. The majority of South Africans were represented by the non-statutory group. It

had no legal standing and did not replace any existing statutory body. Its sole purpose was to investigate, research, and make recommendations to the multi-party negotiating process local government reorganisation (Stanton, 2009:69).

The founding of the LGNF was a watershed moment in South Africa's restructuring of local government. The purpose of the Local Government Negotiating Forum was to assist with local government democratisation and the establishment of freely democratic and financially viable local government system (Hungwe, 2017:13). The LGNF prepared the Finance and Services Agreement, which effectively wrote off BLA's non-payment arrears. Initially, the debates over a change in local government revealed the various representatives' commitment to maintain their separate legislation power. Non-statutory delegations, insisting on exclusive proportional representation on local government elections.

The NP, the minority-led ruling party, intended to protect its constituents in the event of a future majority rule, therefore it pushed hard for minority rights to be protected at the municipal level (Koma:2012:54). As a result, the NP advocated for the local councillors to be chosen on legal basis, as well as a Ward representation system with defined geographic boundaries (Koma, 2012:54).

Non-statutory bodies, on the other hand, advocated for local government image centred on a basic proportional representation method that translates to the rule of the majority. The ultimate agreement was that local governments would elect 60% of their councillors using the Ward system and 40% through proportionate representation (Stanton, 2009:70).

According to Hornby (2004:4), the Local Government Transition Act 209 of 1993 was the first act resulting from the forum's talks. The procedure for transforming the local government system is outlined in this law. It also included a pre-interim period leading up to the 1995/1996 elections.

During this time, local forums were required to discuss the appointment of provisional councils to govern until municipal elections could be held. White municipalities were enlarged to encompass black areas for a time, and municipalities were managed by a combination of elected and non-elected authorities (Hornby, 2004:4).

The local government crisis was a crucial factor in the national political transition practice, which started in 1990. The future of local government, on the other hand, was only debated near the end of the national negotiating process. The finance and service agreement, signed by President Nelson Mandela and F. W. de Klerk, was negotiated within the LGNF. De Klerk conveyed the Local Government Transition Act 209 of 1993, which included paying off debts to BLAs (Koma, 2012:54). The Local Government Transition Act 209 of 1993 did not lay out a plan for a new structure of local

government; rather, it outlined a change process. The process was primarily a locally negotiated shift, resulting in a wide range of local government structures (Green Paper on Local Government, 1997).

2.5. Local Government Transition Act 209 of 1993

The Local Government Transition Act 209 of 1993 was the first piece of legislation in South Africa to seriously examine the formation of elected local government. The goal of the act was to build a foundation for change (Stanton, 2009:70).

The act's goals were to provide for improved interim measures aimed at supporting local government reorganisation, as well as the establishment of committees for Local Government in each province. The Local Administration Transition Act 209 of 1993 mapped for the direction successful pre-interim transition in local government. The provincial administrators were selected and given powers under this legislation to properly administer and give direction for the change from the pre-interim phase to the interim period. Furthermore, after the first democratic municipal elections in 1995, provincial demarcation committees were established to demarcate non-racial boundaries of the first democratic municipalities (Binza, 2005:79).

The premise agreed to by the local government negotiation group, which had to create an interim form of local government, was the basis for the Local Government Transition Act 209 of 1993. The Local Government Transition Act 209 of 1993 also created the framework for the abolition of racially based local governments and the replacement of them with appointed joint organisations representing all residents of a certain urban region. The Act underlined the importance of bringing together disparate urban and rural committees to build non-racial local government organisations capable of meeting the different needs and aspirations of all persons within its geographical jurisdiction. "One city negotiations" was the name for these local government negotiations. The act also dealt with a basis for an organised change to completely fledged local government equality. Therefore, three phases which is pre- interim, the interim phase and final phase for transition for local government were mapped by the Local Government Transition Act 209 of 1993 (Tsatsire et al., 2009:142). Some of the rural areas were included in Transitional Local Council. The area of Ndwedwe Local Municipality was under the traditional leaders. By that time the Ndwedwe Areas was under the KwaZulu government and the development was provided by the Department of Public Works. The previous government had failed to deliver basic services to rural areas such as housing, electricity, provision of free education and public transport as required by the black communities. The responsibilities of ZG were to ensure that gravel road is maintained and government buildings. This act also made a provision for the formation of rural local municipalities structure. The act also made the provision that even the community from rural area be included in decision- making processes. The purpose of the act was to bring changes in rural areas

and ensured that service delivery planning to those areas that were neglected is implemented and to ensure that rural local municipalities is developed.

During the changeover period, municipalities were faced with a daunting of challenging issues. Many of these issues have to do with overcoming historical legacies. Inadequate training of municipal officials, failure to administer proper disciplinary procedures, ineffective performance management systems, and financial problems all posed challenges for many municipalities. This has been caused by the cadre deployment of politics who are in power in some municipalities.

2.6. South African local government in the post-apartheid era

In a time of economic and political restructuring, a focus on local government is critical because it is a crucial embodiment of participatory democracy, in which every citizen, regardless of colour or gender, should have the ability to speak up. Local governments play a critical role in fostering and developing three fundamental democratic values (Maharaj, 1997:263).

- i. **Liberty.** Local government serves as a tool for spreading political authority and accommodating local differences. As the institution closest to the communities, the Ndwedwe Local Municipality has the authority to ensure that those communities who have been disadvantaged in terms of service delivery planning are included in the decision-making process and that they receive high-quality services.
- ii. **Participation.** Local government expands individual choice and participation in the democratic process. Ndwedwe Local Municipality ensures that inhabitants of Ndwedwe are involved in service delivery planning by ensuring that they receive the services they expect.
- iii. **Efficiency.** Local government is more sensitive to local conditions, allowing services to be tailored to the needs and desires of local communities.

Local government in South Africa was predominantly the duty of white city and town councils during the apartheid era, which served as guardians of the metropolitan areas set aside for other ethnic groups. As a result, blacks were not permitted to enter metropolitan areas, and they were denied access to essential utilities such as electricity and water (Maharaj 1997:263). To increase the efficiency in the planning of service delivery in rural local governments, it is critical that internal and external stakeholders be involved, and that the municipality plan according to the budget to make certain that citizens are happy with the services they received.

According to Koelbe and Siddle (2016:1), the political framework that governed local governance harmed the geographical, societal, and economic context in which individuals animate, work, raise

families, and pursue their goals. Before the municipal elections of 1995 democratic local government in South Africa especially in rural areas did not exist. A patchwork of different non- democratic organisation and institutions operated with the local space varying from area and determined by the geographic of apartheid. Elements of public service delivery generally associated with local government were delivered through a separate system of traditional leadership in the homeland areas, where the majority of South Africa's rural population was situated. Most rural communities in the post-apartheid were not entitled to essential services which included hygiene sanitation, garbage collection, and power (Koelbe & Sidlle 2016:1). In comparison to white metropolitan areas, these municipal services did not exist since black people were repressed and under pressure, with little development in terms of service delivery. If such services existed in black urban areas, they did not provide the basic demands (Sithole, 2015:15). The local government system played a crucial role in racial segregation during the post-apartheid era. During this time, only whites had a participatory local government structure, in which whites received high-quality services while black local governments were forced to offer inefficiently basic services to their people (do Vale & Cameron, 2017:5). In rural regions, a lack of basic amenities contributed to a high incidence of water-borne diseases like diarrhoea and cholera. People used coal stoves due to a lack of electricity, which contributed to a rise in respiratory ailments. Due to apartheid, most rural people had to travel long distances to get to work since the previous government did not offer safe, dependable, adequate, and economical transportation (Sithole, 2015:15).

According to the Presidency (2015), the majority of local government revenue in metropolitan South Africa was self-generated, mostly by way of property taxes, business, and the provision of amenities to citizens. A financial crisis was incorporated into municipal governance for black areas. This reduced the tax base and forced people and business owners to spend the majority of their money in predominantly white areas. Discrimination and segregation were also rampant in rural communities. Water and electricity were provided at a fair rate to white inhabitants in rural regions, while the needs of the rural majority were ignored. To raise cash, black municipal officials attempted to levy rental and service custodies on township inhabitants. As a result, the distribution of services was difficult during the apartheid regime, particularly in areas where south African people lived. Their opinions were not heard, and their discontent with poor service delivery was ignored (Sithole, 2015:15).

After 1994, South Africa is believed to have entered a period of unity and reconciliation, in which all people of the country have the right to be treated equally. Apartheid's legacies of mass poverty, unemployment, illiteracy, and mistrust amongst political factions created the backdrop against which participatory local governance is projected to take place in South Africa (Lelokoana, 2011:3). Local government has changed dramatically since 1994, but there is still a long way to go before it is able to stay focused on the goals set forth in the New Constitution of 1996 Municipalities are making an

important contribution to development and the facilitation of local democracy of the South African communities, however many rural municipalities are still unable to render services that meet public expectations. Service delivery challenges in these municipalities are still hampered by the legacy of apartheid which complicated municipal governance of the previously disadvantaged communities. Ndwedwe Local Municipality is one of those rural municipalities whose service delivery systems are still incongruent with the requirement for fulfilling basic human rights as expounded in Chapter 2 of the 1996 Constitution.

Mathonsi (2015:16) revealed that transformation of municipalities was expected to benefit poor communities who were ignored for such a long time by apartheid local government. The determination of new municipal boundaries, as required by the Local Government Municipal Structures Act No. 117 of 1998, was the first step towards the transformation of local government, but it was not the solution to the crisis the municipalities is faced with. In South Africa, municipal boundaries were established based on the racial demographics of the people in each jurisdiction, for example, black people were not permitted to live in areas reserved for white people. Most rural municipalities failed to produce revenue due to inadequate spatial planning, which resulted in high crime rates, unemployment, and poor service delivery.

According to Madumo (2015:154), South Africa's local government system is relatively new, and it tries to overcome the developmental issues left over from apartheid governance. Municipalities have been formed since 1994 to be people-centred, accountable, and to ensure that services is distributed to communities in a long-term mode. The backlog in provision basic service as well as infrastructure to the society of Ndwedwe is, nonetheless, one of the key difficulties facing Ndwedwe Local Municipality. In addition, the community of Ndwedwe protested service delivery due to insufficient communication with internal and external stakeholders. The Ndwedwe Local Municipality must engage all stakeholders in all matters pertaining to the delivery of services. South African Local Government has been overhauling itself from apartheid's highly unequal, racially classified local administrative apparatus to a potentially integrated, developmental, equitable and sustainable form of government. The transformation of local government in post-apartheid era saw the restructuring of the local sphere, preceded by the establishment of local transition authorities which became the precursor for the final phase culminated in year 2000 (Amataika, 2013).

Various legislative and policy framework underpinned the restructuring of local government, including the Constitution of the Republic of South Africa, 1996. These legislative and policy frameworks form the basis of the transformation, democratisation, and decentralisation Agenda for South African Local Government. Local government policies of the democratic order in South Africa also form the foundation upon which municipalities should deliver on their mandate.

In the post 1994 era, the majority of South African communities developed expectations that local government elections would successfully transform their lives in terms of service delivery backlogs, but despite 27 years of the democratic order, they still a backlog in the provision of services such as hygiene human settlement, electricity and creation of employment opportunities. This situation has contributed to public frustrations and violent service delivery protest. In order for Ndwedwe Local Municipality to address these challenges, the municipality is laying the groundwork by filling all important positions that will restore stability and improve service delivery by implementing infrastructure projects, particularly those supported by the Municipal Infrastructure Grant (MIG). To encourage good governance and involvement of citizens, the municipality consults all the relevant stakeholders prior to the implementation of any initiatives (Ndwedwe IDP, 2018).

Academics, researchers, and policymakers agree that the South African local government system still faces significant problems and challenges in terms of providing long-term service delivery. This comment is informed by the way in which service delivery failures affect local communities from realising their socio-economic aspirations. Poor communication and accountability relationships with communities, corruption and fraud, and mismanagement of funds are some of the issues that contribute to large service delivery backlogs (Tshiyoyo & Koma, 2011:125).

2.6.1. Local government challenges in the post-apartheid era

Failure to uphold the tasks outlined in the Constitution of the Republic of South Africa 1996, as well as other local government regulations, resulted in the absence of or inadequate quality of service delivery. The role of local government is to certify that services are provided to the communities and equally distribution. Poor service delivery should be viewed in the perspective of the larger issues that local municipalities are faced with, as emphasised by academics and official publications (Madumo, 2015:154). Poor policy execution and the legacy of dictatorial and bureaucratic apartheid local administration are among the issues, as well as the lack of administrative capacity and coordination (Sithole 2015:23). Tshishonga (2019:161) states that local government faces a difficulty in bringing equality and improvement at local administration over citizen involvement. Some of the reasons municipalities fail to offer services are a lack of administrative capacity and poorly trained staff because they sometimes lack skills because of cadre deployment. Nepotism and cadre deployment of unskilled personnel is an area that contributes towards the failure of delivery of services (Booyesen, 2011).

Corruption and mismanagement of funds is rife in the local government, hence the incapacity to deliver services as fund is diverted for personal use and not for development. Some municipalities are financially poor and cannot raise their own revenues which could help to meet the rising needs of the communities (Maharaj, 2008:197). As a result, South Africa's local government faces numerous

challenges, including a lack of financial, land, and human capacity, assets that are at the heart of service delivery, ineffective deployment of incompetent human resources, and a lack of strategic thinking and operations, all of which contribute to depriving the public of quality and long-term service (2008:197).

Reddy (2016:197) alluded to the fact that the failure by most municipalities to align their budget and human resource deployment contribute to the failure to develop a linkage between capacity development and Integrated Development Plan (IDP). Failure of local government to carry out its mandate and operate successfully has resulted in extensive disenchantment, with communities losing faith in the institution, resulting in democratic deficit and participation.

Sikhakhane (2011:85), asserted that quality service delivery and lack of accountability is the foremost defies confronted by the local municipalities in South Africa. On the one hand, delivery of services refers to the basic essentials that citizens require in order to survive socially and economically or to make a life easier by the municipality. However, most authors argue that service delivery protests are often symbolic of a non-functioning local government. Protest in South Africa are a legacy of the resistance struggle against the apartheid separate development and imposed local authorities (Reddy 2016).

Powell (2012) provides a concise assessment of what the government has accomplished so far in terms of basic service delivery. According to Powell (2012), 93% of the population now has access to basic water, 55% of homes have access to electricity, 67% of households have access to basic sanitation, 62% of the population has access to basic sanitation, and 62% of households have access to refuse collection once a week (COGTA, 2014).

The Department of Cooperative Governance and Traditional Affairs (COGTA) conducted a research in 2014 to examine performance and service delivery concerns in 257 municipalities. According to the findings, in terms of meeting the ideal municipal standards that the public sector envisions is still a challenge. The top third of municipalities, according to COGTA (2014:5), have basic rights and are executing their tasks at least well. There is a tiny group of top performers in each of these groups who are doing exceptionally well. Municipalities in the centre of the country are impartially useful, and their whole recital is normal. The essentials are frequently in place, and municipalities may perform the primary functions of local government. Some of the areas are of a poor performance. The bottom third of municipalities is utterly dysfunctional, and major work is required to get them back into working order. COGTA discovers pervasive corruption, non-functioning councils, a lack of structured community participation, and underprivileged fiscal administration, all of which result in a continuous unfavourable audit (Sithole, 2015:21).

The National Development Plan (NDP) was presented by the government in 2011 to serve as a framework for policy development to realise Vision 2030. The overall goals of policies are to improve and maintain the quality of service delivery planning for all public services. Ensure that services are offered in a way that satisfies social demands, and to ensure that services are available to each and every citizen who require them, as well as a fair distribution of resources (Sithole, 2015:25). Consequently, local municipality should coordinate planning of service with the National Development Plan. Local governments must establish adequate service delivery plans that will fulfil the demands of the communities to better understand and respond to citizens' socioeconomic needs. To eliminate insufficient active involvement of communities, communities should be more actively involved in service delivery planning, implementation, decision-making, monitoring, and evaluation (Mkhatshwa-Ngwenya & Khumalo, 2020:275).

2.7. Categories of municipalities

In terms of the Local Government Municipal Structures Act 117 of 1998, the following municipal structures (and their categories) were established in South Africa:

- i. Metropolitan municipalities (Category A);
- ii. Local municipalities (Category B);
- iii. District municipalities (Category C).

These categories of municipalities differ in each other. For an example, a Category A municipality can generate income in terms of property rates tariffs. A Category B municipality has a limited budget and insufficient resources and is dependent on grants from national government. A Category C municipality is responsible to ensure development and service delivery planning to the other local municipalities which fall under to its category.

2.7.1. Metropolitan municipalities (Category A)

Metropolitan municipalities are those municipalities that are established in large cities. These municipalities have a small number of decision-making representatives and follow statute law in their jurisdiction. The authorities and functions granted to local government by the constitution are available to metropolitan municipalities within their boundaries. Metropolitan municipalities are found in South Africa's eight largest cities, each with a population of 500 000 people in their area (<https://www.etu.org.za>). The city of EtheKwini (Durban), Buffalo City (East London), Johannesburg, Cape Town, Mangaung Municipality (Bloemfontein), Nelson Mandela Metropolitan Municipality (Port

Elizabeth), City of Tshwane (Pretoria), and Ekurhuleni Metropolitan Municipality (East Rand) are among these metropolitan municipalities (Koelble, 2012:84).

These eight metropolitan areas are separated into wards, and a share of the council representatives are elected through a proportional demonstration vote, in which citizens vote for a certain political party. The inhabitants of each Ward elect the other half as Ward councillors. In contrast to rural local governments, these municipalities can produce revenue (Nealer, 2014:164).

2.7.2. Local municipalities (Category B)

Local municipalities exist in areas that are not under the jurisdiction of the six metropolitan municipalities. There are 278 local municipalities in all, with each municipality divided into wards. Ward councillors are elected to represent each ward. Every ward has a Ward councillor who represents the community. Ward councillors are voted by the communities in every ward (Nealer, 2014:164). Ndwedwe Local Municipality is a Category B municipality since the municipality is in rural areas and do not generate income on its own. Ndwedwe Local Municipality is dependent on a grant from government.

2.7.3. District municipalities (Category C)

A district municipality is formed by the local municipalities that fall under its jurisdiction. The Local Government Municipal Structures Act regulates the separation of authority and functions between the two types of municipalities, stating that a district municipality performs specific tasks for the entire district, while each local municipality within the district performs additional specialised functions within its own local jurisdiction (Siddle et al., 2012:84). A district municipality role is to ensure the management and administer the improvement and delivery of services through the district (Nealer 2014:164). The Ilembe District Municipality is made up of four local governments which is KwaDukuza Local Municipality, Mandeni Local Municipality, Maphumulo Local Municipality and Ndwedwe Local Municipality. The Ilembe District Municipality oversees the implementation of development and service delivery plans in all four local municipalities.

2.8. Good governance

According to Helao (2015:26), for the purpose agencies at local levels such as local government. Good governance is a participative process that operates responsibly and in accordance with the values of efficiency, legitimacy, and consensus. Ali (2017:9) defines good governance is defined as effective involvement, openness, and accountability for the municipality's service delivery efforts to be successful. Participation of the poor and marginalised rural citizens is ensured by good administration.

Good governance ensures that exploitation is reduced, citizens' opinions are considered, and in decision-making, the voices of society's most vulnerable people are heard. Different stakeholders must be willing to participate in good governance and demonstrate their ability to deliver effectively and efficiently (Lekala, 2019). In the context of the Ndwedwe Local Municipality, good governance refers to the practice by which Ndwedwe Local Municipality conduct and oversee their matters and safeguard community resources in a liable and responsible manner. In Ndwedwe Local Municipality, stakeholder consultation is a continuous process that follows the provisions of Chapter 4 of the Municipal Systems Act of 2000. The Ndwedwe Local Municipality also makes sure that communities are included in decision-making (Ndwedwe Local Municipality IDP, 2018).

2.8.1. The principles of good governance

The principles of good governance are as follows:

2.8.1.1. *Effectiveness*

Lekala (2015) defines effectiveness as the level to which local government objectives are met. Effectiveness is critical in meeting the needs and ambitions of citizens. Local government institutions are stated to be able to deliver inclusive services only if they are effective in their approach. To ensure that all inhabitants benefit, local governments must always ensure that resources are used effectively. According to Helao (2015:31), effectiveness relates to the input or the output to the final goals to be achieved. Helao (2015:31) further argued that to achieve objective effectiveness, it will be determined by the resources utilised to attain such goals. As a result, to abide by the principles of good governance, local municipalities must be effective in their approach (2015:31).

2.8.1.2. *Efficiency*

By providing services to citizens necessitates the use of public resources, it is critical to ensure that these resources are used wisely. Local governments must make optimal use of public resources to meet their objectives in terms of good governance and equitable service delivery. Efficiency is a means of ensuring that citizen's demands are met in a democratic manner. As a result, efficiency is critical for local governments and service delivery. Local governments must be careful in their usage of public resources to accomplish good governance goals (Helao, 2015:32).

2.8.1.3. *Accountability*

Accountability is defined as the requirement of public companies and agencies entrusted with public resources to be accountable to those who have entrusted them with economic and social duties. According to Khathini (2018:23), stakeholders are held accountable for explaining and defending

activities that obstruct service delivery and community development. Local governments must account to citizens if they spend public resources inefficiently. Ndwedwe local municipality has the responsibility to account to every cent the municipality spent. All the withdrawals that have been done for the promotion of service delivery is reported to the council within quarterly. It is important that the Municipality hold meetings with the communities to account on service delivery planning issues.

To ensure that local governments meet their goals of providing services and encouraging socio-economic development, good governance practices are required. Good administration and the provision of high-quality services to society are aided by good partnerships (Helao, 2015:111).

2.9. The establishment of Ndwedwe Local Municipality

According to the Local Government Municipal Structures Act (No. 117 of 1998), The Minister for Local Government in a Province is entrusted with the right to form a municipality in each municipal area as delimited by the Municipal Demarcation Board. Because municipalities vary in size, the act authorises the Minister (MEC) to define the number of councillors, the municipality's name, and the category.

Post 1994, there were no local municipalities to drive the development in the municipal area of Ndwedwe. By that time, there was tribal authority structures which was driven by traditional leaders with Tribal Councillors. After the first election held in 1996, there was then the formation of a Regional Councils which were formed in terms of Local Government Transition Act since rural areas did not have local municipalities. The Ndwedwe Area was under Ilembe Regional Council known as Ilembe District Municipality. The Ilembe Regional Council by that time covered the area of KwaDukuza which were known as Kwadukuza transitional local council by that time, Ndwedwe, Maphumulo, and Mandeni. Then in 1996, regional councillors were appointed. Their responsibilities were to provide all community liaison services as required, to define the project, to produce budget for selected projects, prioritise project and to recommend consultation for each project and small contractors to be appointed on each project (Ilembe Regional Council Newsletter).

In 1999, A private municipal demarcation board was formed in terms of 1998 Demarcation Act. The chairperson of the board by that time was Mike Cycliffe. In time for the 1999/2000 election, the demarcation board was charged with rationalising and combining formerly independent municipalities into racially more representative municipalities (Stanton, 2009:72). Municipal Demarcation Board determine and predetermine municipal boundaries, delimits wards for local elections and empowers municipalities to fulfil their constitutional obligations (Nguza, 2016:2). Ndwedwe Local Municipality was formed in accordance with the Municipal Structures Act 117 of 1998, following the new

demarcation of municipal boundaries and successful local government elections of 2000. According to section 9 of the Municipal Structures Act 117 of 1998, Ndwedwe Local Municipality falls under category B municipality.

Ndwedwe Local Municipality consist of 37 councillors with 19 wards (Ndwedwe IDP 2018:9). The ruling party by the first local municipal election held in 2000 being Inkatha Freedom Party (IFP). The Mayor and Speaker were elected by the council on a full-time basis. The council elected an Executive Committee which comprised of 8 members, the mayor being the chairperson of Executive Committee. The mayor is tasked to appoint the municipal manager to be responsible for the entire administration of the municipality in accordance with Section 57 of the Local Government Municipal Systems Act No.32 of 2000. By 2000 to 2003, Ndwedwe Local Municipality was supported by Ilembe District Municipality. Some of the staff was seconded by Ilembe District Municipality which some of them was employed on a full-time basis and some was employed on a contractual basis by Ilembe District Municipality. By the year 2000, there were eight officials who were running the office. The Municipal Manager drawn an organogram and the head of department was appointed who directly report to him. Three directorates were created which was Finance Services, Technical Services and Corporate Services. Among the staff that were seconded by Ilembe District Municipality, some of them were permanently employed by the Ndwedwe Local Municipality.

By the year 2000 to 2002, the municipality did not have offices, there were only three park homes. The construction of municipal offices commenced in 2002 and an Inauguration of the Municipal Council took place in 2003 which was launched by the former Minister for local government, The tribal king Nyanga Ngubane. Currently, the municipality consists of five directorates which ensures growth of the municipality than before. The leading party for the Municipality is the ANC.

2.10. Political and administrative structures of Ndwedwe Local Municipality in service delivery planning

Each municipality has a municipal council that makes decisions (Van der Waldt 2014:8). Elected members have legislative authority in their districts to create bylaws and rules. These elected members, known as Councillors, are chosen by the people and may only stay in their roles if they are re-elected. Any matter that a municipal council is permitted to administer may be governed by by-laws. Every year, the Municipal Council must pass a budget for the municipality and make decisions about development plans and service delivery for its jurisdiction (2014:8).

The political and administrative structure of Ndwedwe Local Municipality are discussed as follows:

2.10.1. Mayor

Mayors in local government are elected by the municipal council. In terms of Chapter 3 section 48 of the Local Government Municipal Structures Act 117 of 1998, the mayor presides over executive committee meetings and carries out the duties and powers allocated to him by the council or the executive committee, including ceremonial obligations. The mayor is responsible for arranging or organising the Executive Committee Meeting and schedule an urgent meeting at the majority's invitation of the committee members. In executive committee, the mayor is also in charge of the quality and speed with which decisions are made (Van der Waldt 2014:77). The mayor also has a significant role in meetings with the Municipal Manager, as well as in establishing, maintaining, and developing positive relationships between the council, councillors, and the administration (Ndwedwe Local Municipality Annual Report, 2017). The mayor is also in charge of detecting primary issues that distress communities, as well as appraising and assessing community needs in order of priority (Ndwedwe IDP 2015:43). The Izimbizo is one method of involving the public in the matters of municipality. When the Mayor presents the IDP and Budget, the communities are usually consulted at this level to support service delivery planning (Ndwedwe IDP, 2018:182).

2.10.2. Municipal council

The Ndwedwe Local Municipality has a Municipal Council which is made up of different political office bearers which consists of ANC, Inkatha Freedom Party (IFP), Democratic Alliance (DA) and Economic Freedom Fighter (EFF). The Municipal Council of Ndwedwe Local Municipality is made up of Ward councillors elected for individual wards, as well as councillors nominated by political parties based on the proportionate percentage of votes cast in their favour. The council of the Ndwedwe Local Municipality meets once a month. The Speaker determines when and where the council meets, as well as calling a meeting when a majority of councillors desire it. Special Council meeting is also held to consider urgent matters. The Speaker presides over Council Meetings and ensures that the rules or order of council are followed.

The municipal council is dedicated to reviewing the community's needs and priorities for addressing those needs, as well as the methods for including the public and other stakeholders and for satisfying those requirements yearly. In terms of service delivery, the municipal council guarantees that the Ndwedwe local municipality has plans for consultation with the community (Van der Waldt, 2014:75). The municipal council of Ndwedwe Local Municipality has the authority to manage the local citizens on its own advantage, to implement statutory and decision-making authority, and to fund the Municipality's operations (Local Government Municipal Systems Act No.32 of 2000). The Municipal Council is also responsible for adopting bylaws, budget approval, and approving or amending the

Integrated Development Plan. The Municipal Council of Ndwedwe plays a critical role in ensuring that issues relating to community service delivery are resolved or decisions are made. The IDP Steering Committee of the Ndwedwe Local Municipality oversees the alignment of service delivery planning procedures within the municipal territory (Ndwedwe Local Municipality Process Plan 2019/2020).

Councillors are elected members of a council. Ward councillors and proportional representative councillors are both elected for a single Ward. Councillors (PRC) elected by a political party based on the proportional ratio of ballots cast can vote in favour of the party. The role of councillors is to ensure that all decision-making processes include community participation are involved in service delivery planning and to ensure that the community's viewpoints are considered. Councillors at Ndwedwe Local Municipality are tasked to take all major decisions that is related to service delivery planning. Ndwedwe Local Municipality consist of 37 councillors. Within these councillors, 19 councillors represent a Ward councillor and 18 are Party representative councillors. The Executive Committee members are appointed as permanent councillors and the rest are on a part-time basis (Ndwedwe Local Municipality Annual Report, 2018:28).

The following are the duties executed by the municipal council:

- i. Municipal councils are required to convene meeting quarterly to comply with the policies and processes. As a result, the Council makes all the municipality's significant decisions. If there is an equal number of votes cast on any issue, the Speaker, in addition to being a Councillor, exercises a casting vote (Municipality Annual Report, 2017:28).
- ii. The municipal council's role is to classify and prioritise the provision of services to individuals living within its jurisdiction's boundaries, the development of plans and programmes to meet those needs, the consideration of the budgetary and economic implications of desired services, determine delivery techniques/devices, and develop criteria for and evaluate performance.
- iii. Councillors must also consider the involvement of other organisations in service delivery, particularly where the council lacks the funds or competence to provide services quickly and at a reasonable cost. Other municipalities, national and provincial governments, municipally-owned service utilities, private sector organisations, non-governmental organisations, and the like are examples of these organisations. These alternatives should be examined throughout the planning phase, when new services or upgrades are being explored, or when existing services are being evaluated (Ndwedwe Local Municipality Annual Report, 2017:28).

Table 2.1. Political Representation of Ndwedwe Local Municipality

POLITICAL PARTIES	PROPORTIONAL REPRESENTATION PER SEAT
African National Congress (ANC)	26
Inkatha Freedom Party (IFP)	9
Democratic Alliance (DA) maintain consistency	1
Economic Freedom Fighters (EFF)	1

Source: (Adapted from Ndwedwe Local Municipality Annual Report 2017:27).

2.10.3. Executive committee

The executive committee was formed under Section 33 of the Local Government Municipal Structures Act 117 of 1998. The Executive Committee of a municipality's council oversees receiving reports from the other portfolio members of the council and pass those findings, as well as its recommendations, to the council when it is unable to resolve the subject in terms of the council's rules. The Executive Committee of the Ndwedwe Local Municipality is made up of five members who represent the ANC, the ruling party, and two members who represent the IFP. The mayor chairs the Executive Committee (Ndwedwe Annual Report 2017/18:29).

The Executive Committee oversees identifying, reviewing, and evaluating the municipality's needs to facilitate service delivery planning. The Executive Committee assesses if there is any improvement in contradiction of crucial performance indicators and oversees the local administration which is in accordance with the policy directives of the Municipal Council in performing its duties. The executive committee oversees and ensures that the delivery of services to communities by the municipality are provided in a viable means. All executive committee decisions are reported to the municipal council by the Executive Committee (Ndwedwe Annual Report 2017/18:29).

2.10.4. Portfolio committees

To ensure that the municipality is well-organised, operational, and smooth running, Ndwedwe Local Municipality has established portfolio committees in accordance with Section 79 of the Local Government Municipal Structures Act 117 of 1998. These portfolio committees are chosen by their respective political office bearers. Relevant portfolio committees analyse, and draft policies for consideration, and make proposals to the executive committee for adoption.

Ndwedwe Local Municipality consists of six portfolio committees. These are as follows:

- i. Finance Portfolio Committee;
- ii. Infrastructure Committee
- iii. Local Public Admin and Human Resources Portfolio Committee;
- iv. Amenities Safety and Security;
- v. Economic Development Committee;
- vi. Municipal Public Account Committee.

There are also various sub-committees. These are as follows:

- i. Youth Sub-Committee;
- ii. Gender Sub-Committee;
- iii. Budget Committee;
- iv. Local Labour Forum.

The above portfolio committees and sub-committees meet once in a month to discuss service delivery planning issues (Ndwedwe Local Municipality Annual Report 2017/18:31).

2.10.5. Municipal speaker

In local government, the Speaker is a political office bearer who is chosen in terms of Section 36 of the Local Government Municipal Structures Act. The Speaker is the Municipal Council's Chairperson. The Speaker's job is to create procedures that ensure and monitor the involvement of citizens in municipal decision-making process when it comes to service delivery planning. The Speaker also ensures that communities and community organisations are informed about their rights and obligations in terms of participating in and providing input to the development of municipal policies, planning, and budgeting processes. The Speaker's responsibilities, as outlined by Section 37 of the Local Government Municipal Structures Act 117 of 1998, are as follows: (Constitution of Republic of South Africa, 1996).

The Speaker presides at Council Meeting. The Speaker perform duties and exercises power delegated to him/ her in terms of Section 37 of Municipal Structures Act No.117 of 1998. The Speaker ensures that the council meet at least quarterly and be able to arrange a special meeting when required to do so. The Speaker also maintains order in council meetings and must ensure that meetings are conducted in terms of the rule of order, for example freedom of debate must be protected or limited when necessary. The Speaker also ensures compliance by councillors with the code of conduct generally and specifically in the council or the council's committee. The Speaker ensures that an agenda for the meeting is prepared on time and ensure accurate of minutes taken recorded to the meeting. The Speaker is also in charge of monitoring the local council's legislative process and ensuring that draft bylaws are made available for public comment and that (Ndwedwe IDP 2018/2019).

2.10.6. Ward committees

The area of Ndwedwe Local Municipality is demarcated in terms of Ward boundaries. These wards are represented by a Ward Councillor. As Local municipality is closest to the communities, it is important to encourage the involvement of communities on matters for service delivery. The municipal government's Ward participatory system allows for the formation of Ward committees to enhance citizen engagement. The municipal Speaker is responsible for ensuring that Ward councillors elect Ward committees in their Ward so that regular meetings can take place and that community members and the committee have a good working relationship (Ndwedwe Annual Report, 2017:40). Each Ward is made up of ten Ward committee members. Ward committees also help to increase communication between the municipal government and local communities by recognising community needs. This promotes participatory democracy in local governance by allowing residents to express their opinions and needs to the municipal council. Ward committees offer recommendations to Ward councillors on any issues that concern their wards, and the information is forwarded to the Municipality (Ndwedwe Local Municipality Annual Report, 2017:40). The most difficult aspect is that in most wards, elected Ward committee members usually represent the political party in power in that Ward. Some members of the Ward committee are nominated by their political party rather than elected by the public (Ndwedwe Local Municipality Annual Report, 2017:40).

2.10.7. Traditional leadership

The Local Government Municipal Structures Act 117 of 1998 permits the jurisdiction of traditional authorities over a municipality's region to attend and participate in council meetings. Traditional leaders are limited to 10% of the total number of councillors who are allowed to attend and participate in council meetings.

Traditional leaders are leaders of South Africa's rural communities, which account for 40% of the country's population (Van der Waldt, 2014:47). In the new democracy, Chapter 12 of the Constitution of the Republic of South Africa 1996, established a framework for the acknowledgment of the institution of traditional leadership (Van der Waldt, 2014:47). To strengthen its own position and standing among the people, traditional leadership must operate democratically and contribute to the formation of a participatory culture. Prescriptive legislation paved the path for traditional leaders to collaborate with municipalities in the improvement of rural areas. Traditional leaders should collaborate with municipalities to increase community participation in policy development and service delivery decisions that impede rural communities (Van der Waldt, 2014:47).

Traditional leaders in homeland area are not responsible for the provision of services but they administer over tribal authority land distribution and ensures their political and economic impact in their area of jurisdiction. Traditional leaders should be regarded as extraordinary interest groups, well-intentioned of dialogue and active engagement in the matters of local government, instead of as individuals within a unified democratic framework (Van der Waldt, 2014:96). Traditional leaders may recognise the council's authority, but they are hostile to Ward councillors and refuse to acknowledge them. Traditional leaders view supply of services or infrastructure without their involvement as a challenge to their power. Traditional leaders believe that councillors only consult them when they are having problems that necessitate the intervention of traditional leaders. Certain functions cannot be performed, without the involvement of traditional leaders which can be a cause of conflict (Baloyi 2016:32). Traditional leaders are required to serve their communities by meeting and addressing all their requirements. Traditional leaders are required to serve their communities and ensure that all their demands are met, whereas in municipal wards, only councillors are seen as champions of service delivery planning (Vezi, 2016:45).

Due to the idea that traditional leaders are not democratically elected, they have limited opportunities to engage in service delivery planning. This means that traditional leaders are eager to assist the municipality in recognising community needs, but they are not involved in formulating or suggesting to government strategies that could help in service delivery (Vezi, 2016:42). Because traditional leaders own the land in rural areas, failure by local governments to restore their dignity and clearly define their duties has an impact on service delivery plans. As a result, if there is any development, traditional leaders must be included. Traditional leaders should be consulted before any project is implemented in their area of jurisdiction.

Ndwedwe consist of seventeen traditional leaders; they are represented by seven members to the municipality. Traditional leaders are not responsible for the provision of services. Because they are the custodians of the land, they are contacted whenever there is any development in the area under their jurisdiction. Traditional leaders should be recognised as a unique interest group, worthy of dialogue and active engagement in local administration, rather than as individual citizens with a standard democratic system (Baloyi, 2016:35). Traditional leaders are not expected to make decisions about service delivery plans; instead, they are notified by the municipality about service delivery concerns. As a result, traditional leaders in Ndwedwe do not appear to play a significant part in service delivery planning.

2.10.8. Civil society organisations

Civil society is concerned with community rather than private ends. Civil Society Organisation relate to the community, the collectivity, or some portion of the public rather than being centred around the individual, the family, or the private, inward looking needs of groups members (Nzimakwe, 2008:45). According to (Mallya, 2009:102) Civil society organisations are non-profit organisations formed to help members of civil society in a variety of ways, including politically, socially, and economically. Civil society consists of numerous private institutions, also known as non-governmental organisations, that vary from private enterprises, religious or church groups, sports and welfare societies, and other non-political sectors of society (Nzimakwe, 2008:45).

The ability of Civil Society Organisations (CSOs) to accomplish the following objectives is the primary motivator for municipalities to form partnerships with them (Van der Waldt, 2014:39).

- i. To achieve cost effective service delivery;
- ii. Deepening democracy; and
- iii. Extending service delivery.

The goal of CVOs is to form partnerships with local governments to foster innovation and long-term service delivery, hence improving access to services and community empowerment. Therefore, Ndwedwe local Municipality consist of Ndwedwe Community Development. This organisation was established to ensure that corruption is minimised in the area of Ndwedwe, also fighting for backlog in the supply of basic services such as water and housing especially to those who are poor. and to ensure that cadre deployment is not tolerated.

2.11. Organisational structure of Ndwedwe Local Municipality

The organogram considers requirement for thorough restructuring of the municipality to be oriented toward accomplishing its municipal vision to a considerable extent (Ndwedwe IDP 2018:84). A total of 95% of the open positions have been filled. All Senior Management Level (Section 56 Managers) positions have been filled. The position for Disaster Manager and other junior positions has not yet been filled. Budget has been made available in the new financial year (2020/2021) to fill in the vacant positions in terms of the Council approved organogram and budget. The municipality has staff compliments of 110 employees. The council's goal is for the organogram to constantly be synchronised with its strategic directives, such as human resource strategy (Ndwedwe IDP, 2020:129). The following positions which are critical designed for the prosperous operation of Ndwedwe Municipality's IDP has been filled.

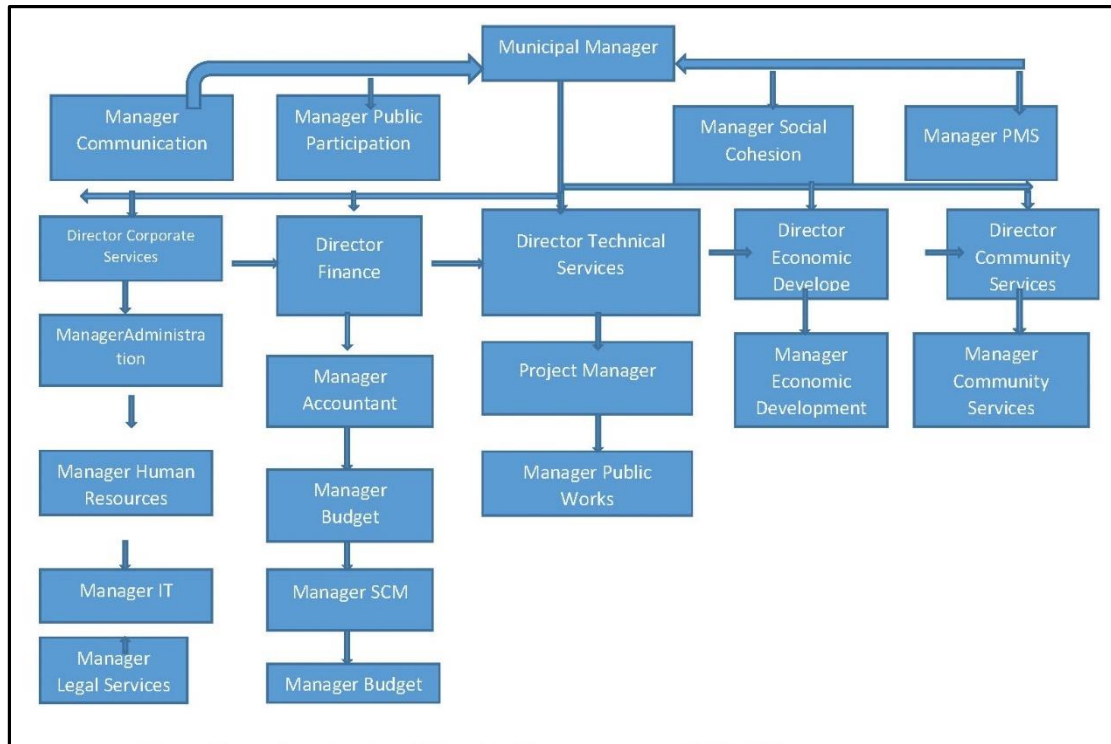


Figure 2.1. Ndwedwe Local Municipality Organisational Structure

Source: (Ndwedwe Local Municipality IDP, 2018)

The directorates or heads of departments that are within Ndwedwe Local Municipality is discussed below:

2.11.1. Municipal manager

The municipal manager implements the municipality’s plan, as directed by the municipal council. The position of municipal manager is crucial to the overall operation of the institution as well as the attainment of strategic service delivery planning objectives (Ndwedwe IDP 2018/2019). In terms of service delivery planning, the Municipal Manager ensures that local communities are involved in the activities of the municipality, as well as emerging and preserving a system that ensures that the citizens are satisfied with the services provided by the municipality. As the accounting officer of the municipality, he or she is accountable for all income and expenditure of the municipality and ensure compliance with applicable municipal finance management legislations (Ndwedwe Municipality Annual Report 2017-2018).

The Municipal Manager in local government is appointed by the Municipal Council as required by Section 54(A) of the Local Government Municipal Systems Act No.32 of 2000. The role of the Municipal Manager in service delivery planning is to is to guarantee that the municipality’s plans and goals are encountered (Ndwedwe IDP 2018:86). The Municipal Manager is accountable to the

executive mayor for the administration's management and the fulfilment of the Council and executive mayor's functions and responsibilities. The Municipal Manager is also in charge of implementing the IDP and ensuring that local community services are delivered in a sustainable and fair manner (Ndwedwe IDP 2018/2019).

The Municipal Manager also plays a role in employing and offer training to officials to improve their skills, subject to allocated authorities and conformity with the Employment Equity Act 56 of 1998 and the Skills Development Act 81 of 1998. The Municipal Manager is responsible for advising political structures and office bearers, such as the Speaker and the Executive Mayor, and ensuring that all decisions made by the municipal council, its political structure, and office bearers are carried out properly. The Municipal Manager is also in charge of managing communications between the council's administration, political structures, and office bearers, as well as facilitating community participation in municipal matters through advertising public participation tools (Van der Waldt, 2014:76).

The Municipal Manager oversees safeguarding the municipal funds, certifying that all fiscal systems are in place and well conserved. The Municipal Manager also ensures that the approved budget is made available to the citizen. An SDBIP is also established and updated quarterly by the Municipal Manager (Van der Waldt, 2014:76).

2.11.2. Director: Economic Development and Planning

This directorate is responsible for long-term economic growth and development, as well as infrastructure and fundamental service delivery, to some extent. The Director Economic Development and Planning is entrusted to the duties which include Local Economic Development (LED), Tourism, Agricultural development, and sustainable human settlement (housing development). In terms of developing an LED and Tourism Strategy, an Agricultural Sector Plan, and a Housing Sector Plan. The Municipality has made significant progress in improving economic development in the area of Ndwedwe (Ndwedwe IDP, 2018). This directorate oversees policies and initiatives that can assist small businesses in creating jobs and reducing poverty by ensuring that they have the necessary skills.

2.11.3. Director: Finance Services

A poor financial management has resulted to a failure and inefficiency of local government in achieving substantial development while many local governments face the problems of wide gaps between citizen's need and the financial resources. To improve productivity, transparency and accountability, financial administrators in local government should act fairly. In addition, to minimise levels of fraud, corruption and fruitless expenditure, internal control measures should be put in place (Augustine 2020:342). At local government level, financial management is the appropriate steps taking to ensure

proper revenue generation and further utilisation of financial resources in line with local government objectives goals and citizen's expectations. To ensure quality of service delivery in Ndwedwe Local Municipality, the Director Finance Services is responsible for advising the municipality by ensuring that the funds are spent according to the budgeted projects as he or she is responsible for fiscal management in the municipality.

This department oversees the municipality's financial management and viability.

2.11.4. Director: Technical Services

Since this position is crucial for good service delivery, the municipality has filled it. In accordance with the IDP's strategic objectives, the incumbent is accountable for delivering sustainable infrastructure and basic services (Ndwedwe IDP, 2020:85).

2.11.5. Director: Corporate Services

This job aims to create a transparent bureaucratic entity to be proficient of achieving openness and reliability while also raise concerns such as equity plan for employment, fairness, and openness as well as fostering skills development within the administration structure (Ndwedwe IDP, 2018).

2.12. Chapter summary

The next chapter discusses the concept and context of service delivery in South Africa. It proceeds by discussing various legislation and policy framework for service delivery. The chapter also demonstrate the challenges that are experienced by rural local municipalities including Ndwedwe to implement their service delivery planning. Service delivery strategies to be discussed as well as theory underpinning service delivery planning.

Chapter 3: Service Delivery Planning in Ndwedwe Local Municipality: Legislative and Policy Context

3.1. Introduction

In South Africa, the constitutional mandate for municipal government is to provide services, and is viewed as instruments for increasing the standard of living for indigent communities. In the post-1994 era, various strategies have been formulated towards improving service delivery, including public participation and legislative framework. Regardless of these strategies service delivery and the engagement of communities in service delivery planning remain huge challenges for smaller rural municipalities. Municipalities need to ensure that it involves communities when drafting IDP and in taking decisions regarding service delivery planning. Against this background, this chapter confers the literature underpinning of this study, including conceptualisation and contextualisation of service delivery, legislative and policy framework. The chapter concludes with discussions of the theoretical framework of the study.

3.2. Conceptualisation of service delivery in South Africa

The department of COGTA nationally, consists municipalities that are governed by municipal council which are elected every five years. The role of the municipal council is to guarantee the distribution of services to its citizens in a supportable way (Ramphal, 2018:84). There are 278 municipalities that have been created in South Africa, comprising of eight metropolitans, 44 district and 226 local municipalities. Most south African citizens are unsatisfied with the speed and quality of services provided by local government. (Luthuli, 2017). Sasas (2016) defines service delivery as the provision of fundamental resources that inhabitants rely on, such as hygiene facilities, and human settlement and free basic electricity. Service delivery in the context of local government, refers to the supply of municipal products and services, as well as other resources that are deemed necessary to improve a healthy life style of the communities (Reddy, 2016:2). When it comes to local government, significant emphasis is placed on the provision of municipal services, which can be both tangible and intangible (Reddy, 2016:2).

According to McLennan and Munslow (2009:21), service delivery refers to the services provided by the government to individuals who require or who need those services. However, because of segregation, the rendering of services by the government in South Africa is related to a larger goal of reallocation, social justice, poverty alleviation, and economic growth. They further claim that service delivery entails not just the ability to give consumers with services that they require or desire, but also

a sense of restore, and that the services should improve the majority's level of life and validate their new south African citizenship (McLennan & Munslow, 2009:21).

The provision of resources to South African citizens is still a challenge which can be the cause of high rate of population growth, increasing municipal services demand and infrastructure maintenance (Background Paper, 2020). According to Tshiyoyo and Koma (2011:34), service delivery refers to the ongoing process by which public and private sector entities offer individuals with accessible and affordable services on a long-term basis.

Municipalities must build service delivery frameworks for service delivery to succeed. A distribution of services is a set of values, morals, guidelines, and restrictions that a service provider uses to monitor the strategy, improvement, distribution, processes, and retreat of services to provide a consistent service experience for a certain user group in a specific situation (Ndebele, 2017:341).

3.3. Global, regional, and local perspectives of service delivery

Globally, one of the most contentious issues in municipal governance is service delivery., specifically in remote rural areas. The following countries has been chosen because their strategic planning is aligned to that of National Development Plan 2030 as adopted by Ndwedwe Local Municipality.

3.3.1. A global perspective of service delivery

Countries around the world has been striving in improving service delivery at local levels. The below subsection discusses the issues of services delivery in Australian local government.

3.3.1.1. *Service delivery planning in Australia*

Australia local government has been chosen because it has same features as compared to South Africa's local government. The basic core function of these local governments is to ensure that services is provided to their citizens as well as ensuring community participation in all aspects of service delivery planning (Local Government Association of South Australia: 2019). In terms of generating revenue, Australia Local Government mostly in rural areas is unable to generate greater income, it is dependent on grants from national government same as that of South African local government (Aulich, 2018:15).

Australia has the fourth largest economy in Asia, and the world's twelfth-largest economy is the third tier of government in Australia as it is not acknowledged in the state of law since 1901. The fundamental relationship between Australian local governments and state governments has been grounded on statutory legislative structures, state monitoring and management of local government service delivery and infrastructure duties. Local municipalities in Australia are governed by a bureaucracy democracy

based on the imperative of regulation and the independence of the judiciary. In terms of the Local Government Act of 1993, it is a responsibility of a municipal council to ensure that resources are distributed to its citizens unbiased.

According to Ryan (2015), more than 24 million of the communities in Australia do not enjoy the provision of services by the local municipalities of Australia, especially those located in rural areas. Members of the public in Australia pay local governments for services they use either indirectly through taxes or directly through fees for individual consumption, such as rubbish collection. As Australia's population grows, pressure is being placed on infrastructure and services in cities and rural towns, threatening communities' ability to live and thrive (Australian Local Government Association, 2019).

Councillors in Australia are also obliged to produce community plans which inform the council plan as a proof that they consult with the community. Australian local government is also aligned to the UN Sustainable Development Goal 2030 Agenda which contribute to Goal 11 to make communities more sustainable. Enhanced transparency provisions, increased chances for community referenda, and a responsibility to report service provision to communities are all part of Australia's local government's goal to improve accountability (Aulich, 2011:50). In terms of service delivery planning, Australia local government has adopted a strategy of citizen participatory. The aim of the plan was to develop and improve management capability and make local government more democratic by increasing accountability to both the local community and the state government (2011:50).

In Australia, local government plays a critical role in building local identity, community wellbeing and social cohesion and contributing to the national productivity. However, local government face significant fiscal challenges. Local governments collect only 3.6% of total tax revenue in Australia, yet they are responsible for managing 33% of non-financial assets. Local governments generate more than 80% of their own money (Australian Local Government Association, 2019:5).

Local governments in Australia have committed to long-term community strategic plans that are based on community engagement and ensuring that local governments report back to the public. According to the Local Government Amendment Act of 2009, local governments must use sound financial planning and reporting methods when responding to community needs (Ryan & Woods, 2015:239). All Australian local governments are required to produce an integrated document that incorporates significant community participation and is governed by a coordination of involvement of citizens' approach known as the Integrated planning and reporting framework, which spans ten years. The provision of service delivery programme is underpinned by Annual Operational Plan for the Australian local government which entails the upcoming of project or functions that will be implemented to achieve

its objectives (2015:240). Australian Local Government is characterised in that it can be able to generate its own income through user charges and property rates tax.

3.3.1.2. *Service delivery challenges in Australia*

While local government plays an important role in the provision of services, there are constraints with the following challenges (UNHABITAT 2015:9):

- i. **Improves safety on local roads.** Inadequate maintained roads and bridges which may have differing or inconsistent road surfaces, irregular or poor maintained road shoulders or poor lighting can have serious road safety outcome. On Australian roads, about 1200 people are murdered each year. The cost of road crashes in Australia is projected to be \$27 billion per year, with local roads accounting for half of all crashes and deaths on rural and regional roads. In terms of asset management, local government in Australia has the largest comparative infrastructure job. Local roads account for over 75% of Australia's total road length, yet Local Government has the weakest revenue base of all the tiers of government, accounting for only 36% of total taxation receipts. The local authority lacks a direct mechanism for raising revenue for road development and maintenance, such as user fees or other costs related to road transportation (ALGA, 2019:12).
- ii. **Fosters the wellbeing and prosperity of indigenous peoples.** Indigenous people have a 4.2 times greater unemployment rate than non-indigenous people. In 2012-2013, some 35% of indigenous households reported living in a home with one or more serious structural issues, while another 35% reported living in a home with no working facilities (ALGA, 2019:21). Water and sewerage infrastructure in distant indigenous villages has not kept up with population expansion. As a result, new houses and other facilities in some jurisdictions are unable to be linked to services due to a shortage of capacity. The Australian Local Government need to put more efforts in terms of ensuring better services to its rural communities (2019:21).

In Australia's cities and regions, the absence of affordable rental houses and affordable home ownership is having a substantial social and economic impact. Homelessness and housing stress can have a significant influence on an individual's and family's mental and physical health, as well as their educational and work chances and capacity to fully engage in society (ALGA, 2019:21). As a result, Australian local government is challenged in meeting the demand of community needs, and also lack fiscal sustainability.

Every local government in Australia is required by law to account on its performance to the state government via an annual report, a performance statement, and financial statements. Furthermore,

crucial skills shortages, recruiting and retention issues, infrastructure backlogs, and rising community service needs are all prevalent obstacles for Australian local government (Ryan & Woods, 2015:240). In Australia, local government has a key role in planning and regulation, particularly in sectors such as water, sewerage, roads, and transportation planning.

3.3.2. A regional perspective of service delivery planning

As a result of rapid and chaotic urbanisation, as well as the repercussions of frequent natural disasters induced by climate change, many local municipalities, particularly in developing nations, are facing increasingly greater challenges (UN HABITAT, 2015:8). The fundamental dilemma confronting numerous local municipalities, particularly those in emerging countries, is a mismatch between the availability of financial resources and municipal spending needs, resulting in rapid population increase. In order to fulfil their community needs, most of the local municipalities globally, are mostly dependent on central government transfers with lesser revenues derived from property tax and service charges (UN HABITAT, 2015:8).

Service delivery has come to be one of the most contentious trends in local municipalities mostly emerging countries. This stems from citizens' desire to receive good services from their municipalities, as well as increased requests for municipalities to adhere to the people's demand, even while municipalities confront significant obstacles in providing basic services to their people (Masiya, 2019:25). Frustration of the citizens about service delivery is empowered by the insights of comparative inadequacy and disparity, broken political promises, inequitable service access, poor service delivery, and high rates of poverty, particularly post-apartheid disparities (2019).

Service delivery difficulties faced by the region are symptoms of broader contradictions and underlying problem in most of the countries including the absence or failure of national planning systems, the decline in quality and quantity of services in such areas as housing, education, transportation health care and water services (IDEA, 2015:11).

3.3.2.1. *Service delivery planning in Namibia (Oshana Region)*

The Oshana region, located in the north of Namibia, 700 kilometres from Windhoek, the country's capital, with the population of 17664 people. This equates to 8.3% of Namibia's overall population. Only 54% of the population of the Oshana Region lives in rural regions, accounting for 54% of the overall population. The remaining 46% of the population is concentrated in cities. According to the Namibia Statistics Agency (2012:19), subsistence farmers, pensioners, and unemployed youth in the Oshana Region do not have a source of income other than government support, especially during natural calamities like as draught and flood. In Namibia, the subnational level of government has faced

governance issues that have resulted in poor service delivery planning, resulting in community needs and expectations not being met (Helao, 2016:246).

In the Oshana Region, good governance is defined as democratic government that recognises and values the participation of all citizens. Enhancement of socio-economic growth is also emphasised by government policies. Local government in Namibia faces several issues, one of which is communication, which is a critical component of most local government duties. Residents who are liveried of problems distressing their lives eventually end up protesting against what they have alleged as poor service delivery because they fail to recognise the procedures involved or lack the requisite platforms from which to hold service providers accountable. Consequently, the role of local municipalities in Namibia is to effectively respond to citizens' needs (Namibia Statistics Agency, 2012:19).

A local government in Namibia has devised a five-year strategy plan to enable local municipalities to transpose themselves and readdress their attention to meet the community's standards by overcoming and improving the issues faced by the local government in Namibia. In consultation with communities, a five-year strategic plan is produced and stakeholders through a participatory and consultative approach and ensuring that community needs are satisfied (Palmer, 2019:73). Namibia's local government has matched its 2030 goal with the National Development Plan (NDP). The Harambee Prosperity Plan (HPP), a focused Action Plan, was launched by Namibia's president in April 2016 with the goal of accelerating development in clearly defined priority areas. The HPP's mission is to complement the NDPs' and Vision 2030's long-term goals by speeding development in areas where growth has been slow. It is a well-targeted action plan with clearly defined priority areas that includes fresh growth prospects and lays the groundwork for Namibia's success (Palmer, 2019:35). In the Oshana region, the local administration ensures that the community at large is consulted and actively communicated with on all topics affecting their well-being and livelihood.

According to Helao (2005:26), participation is viewed as a tool for efficiency as well as a new source of speculation. Citizens in the Oshana Region are authorised to be involved to participate fully in service delivery planning, design, and implementation of projects that affect their lives. Appropriate consultation and communication between elected officials and community residents are critical for effective participatory democracy and inclusive rural service delivery (Helao, 2005:26).

The Namibian government should encourage public involvement and include citizens in all structures of service delivery planning. Human resources should also be provided to local government institutions, particularly in areas where service delivery may be improved. It can be claimed that the Oshana Region's local government has policies targeted at refining service delivery planning and encouraging

stakeholder engagement (Helao, 2016:261). It should be highlighted that many local governments, particularly in rural regions, confront comparable issues in providing service delivery.

3.3.3. The Context of service delivery planning: A South African local government perspective

Local government in South Africa is currently beset by serious issues and challenges related to the provision of long-term service delivery planning (Tshiyoyo & Koma, 2011:125). Many developing countries are experiencing problems with service delivery, which has led in public outcry. In several parts of South Africa, service delivery protests over the last decade, have become more violent. These demonstrations may be the result of the local government's failure to offer adequate basic services (Masiya, 2019:20).

Some of the issues identified include a significant backlog in service delivery challenges, non-existence of communiqué and liability connections with the public, interference with municipal officials or politician, bribery and fraud, poor fiscal administration, a high number of riots, and inadequate civic capability due to a scarcity of expertise (Tshiyoyo & Koma, 2011:126). In South Africa, the government prioritised local government reforms to improve community-based service delivery. The SASA revealed variations of data from 2003 to 2016 in public gratification with a wide range of service delivery, including water, electricity, health care, refuse collection, and housing, as part of the government's efforts to enhance service delivery.

According to Mangai (2016) The level of citizen satisfaction varies by race. The black majority is dissatisfied to the greatest extent. This is due to historical inequalities during the apartheid era, when full-service delivery was predominantly supplied to whites while limited services were offered to the majority population. According to the General Household Survey, conducted by Statistics South Africa (2013), the findings revealed that the mainstream of the inhabitants in South Africa have enjoyed the distribution of services which include human settlement, hygiene facilities, power, and sanitation, but also dissatisfied with the worth and the way these services are distributed. However, dissatisfaction trend is increasing. According to a general household survey, access to supplied water increased from 84.9% in 2012 to 90.8% in 2013, yet citizens remain dissatisfied with the quality of the water provided (SASAs 2013).

Furthermore, between 2002 and 2014, the national percentage of households living in formal residences climbed from 76 percent to 80 percent. According to SASAS data, South Africans who are in urban areas or townships are the most satisfied with basic services, while those who reside in urban informal areas are the least satisfied. South Africa has been categorised as the second most imbalanced country

in the world. It has a poverty rate of around half of its inhabitants. The unemployment rate is at 26.6% (Statistics South Africa, 2016).

Gauteng and the Eastern Cape continue to be the provinces with the most protests in 2014, with the Eastern Cape barely ahead at the end of March. For the first eleven months of 2013, the most protested provinces were Gauteng and the Eastern Cape, with 25% of service delivery protests, followed by KwaZulu-Natal with 14% and the Western Cape with 12%. Local Municipalities in Eastern Cape Province remains one of the poorest, this is resulted by high rate of protest by the community members (Ndlovu 2016:3).

As a result, more people are using the street to express themselves. This can be explained in terms of Gauteng's status as South Africa's largest urban and financial powerhouse. People move to Gauteng with high hopes for enjoying a healthy lifestyle and economic prospects. As a result, there is a greater demand for improved services (Ndlovu, 2016:3). The protest of service delivery frequently arises on the eve of national or local government elections, and the lack of service delivery appears to be an instant spark that causes public unrest in Gauteng (2016:3). The COVID-19 pandemic has impacted on the economy of the country. At this stage, local municipalities are unable to provide essential services and unable to plan accordingly since they have inadequate funds to deal with COVID -19. In order for the communities of Ndwedwe Local Municipality to maintain hygiene protocols, the need to be provided with water but the municipalities is still failing to deliver these services.

3.3.3.1. *Gauteng Province*

The municipality of Midvaal is one of the fastest expanding in the country. Large corporations have aided the communities in the Midvaal Municipality (Ndlovu, 2016:3). In 2010, the unemployment rate was unacceptably high at 26%. The manufacturing segments provided a high rate of employment in the municipality. These two industries provided 60.4% and 25.1% of the municipality's Gross Domestic Product, respectively. More than 60% of citizens in the Midvaal are happy with their local government. Around 70% of the population has access to proper housing, sanitary facilities, running water, and electricity. Midvaal Municipality has made significant progress in lowering the municipality's water delivery backlog throughout the years 74 percent of the population had access to sanitation in 2011/2012. Rural communities, as well as informal settlements, have the most limited access to sanitary services (Ndlovu, 2016:3). However, via the upgrading of informal settlements in Midvaal Municipality, some improvements in sanitation are being made in the informal areas (Ndlovu, 2016:5).

The former MEC for Local Government and Housing discovered that people use surrounding wilds as well as pit toilets, He delivered 1000 toilets to the community in 2011. People use pit latrines or septic tanks in areas where there are no sewerage systems. Midvaal is mostly made up of formal houses when it comes to housing. Some of the formal residences are part of the municipality's new residential developments. There are no recognised apartheid townships in the municipality, although there are 16 informal settlements. The largest of the area's informal settlements, with about 2000 houses and a population of 120 000 - 130 000 people (Ndlovu, 2016:56). Shack farming refers to some of the informal dwellings that are located on agricultural property. These villages lack a solid tenure system, and people have limited access to services.

The Midvaal Municipality's service delivery record, with the proportion of citizens who are entitled to be provided with basic resources, regulates the municipality to commit itself by certifying that delivery of services be provided to all citizens in a proficient and effective manner (Ndlovu, 2016). Dissatisfaction with public service delivery has sparked a wave of riots in urban area in recent years. Since 2007, the main drivers of popular indignation have been poor dysfunctional of local municipalities, resulting in protests by the citizens demanding service delivery. Local and provincial governments are straining to provide services as the citizens are not satisfied with inadequate service delivery which leads to greater protests (Oluddele, 2014:2). To challenge the issues encountered by local government in the country, each municipality in South Africa has produced an IDP that relates to the NDP 2030, PGDS, and SDGs.

Over the last two decades, most municipality have worked hard to establish democratic and transparent government. This has necessitated a full reworking of the governance model that existed prior to the year 2000, when a new local government system was implemented. Some of local municipalities have been improving in the distribution of services to its communities, such as potable water, dependable electricity, and affordable human settlement. However, in certain localities, distribution of basic services remains a difficulty (Alford & O'lynn, 2012:8). However, the delivery of services clashes mechanisms, such as imposing legislative restrictions or airing commercials to encourage public behaviour changes, such as conserving water, both of which might be regarded as implementation aimed at accomplishing a specific social goal (2012:8).

A municipal service is also described as one that is required to maintain a suitable and practical standard of living and that, if not delivered, would jeopardise healthy lifestyle of the citizens (Local Government Municipal Systems Act 32 of 2000). Masuku (2019:1), is convinced that in South Africa, service delivery system is regarded as one of the most essential strategies to reduce poverty through poverty alleviation programmes.

To provide services in a more effective and efficient manner, an integrated approach to service delivery demands the integration of processes and services by local governments and relevant partners. An integrated approach to service delivery will benefit communities, resulting in a higher standard of living and a more sustainable way of life.

The political interface in local governments has a significant impact on administrative effectiveness and efficiency, as well as growth potential (Masuku, 2019:1). Bizana (2013:27) has asserted that service delivery includes activities like as water, electricity, sanitation, and human settlement that are geared at increasing the overall welfare of the community. Bizana (2013:28) agrees, adding that while there have been considerable improvements in service delivery, they are insufficient to meet the high expectations raised by the country's democratic transition. When compared to the level of services supplied by local government, the expectation of service performance is disproportionately high.

Municipalities are responsible with allocating public funding to address basic community requirements such as infrastructure, energy, water, rubbish collection, and urban growth since they are regarded custodians of public finances.

According to a report published by Statistics South Africa (2016), the demand for essential services in South Africa has increased since 1994. Based on the findings, the households in South Africa climbed from 905 9571 to 16923 309 between 1996 and 2016. The report asserts that KwaZulu-Natal and Gauteng have been increasingly high with a number of households with 17% and 29.3% in that of the total number in 2016 whilst the Eastern Cape had the highest decrease in households from 11.7%, in 2011 to 5% in 2016 (Nicholas, 2018:37).

3.3.3.2. *Umtshezi Local Municipality*

The local municipality of Umtshezi is some of the rural local municipalities that is still faced with backlogs in service delivery. The Umtshezi Local Municipality lacks the necessary personnel and financial resources to overcome these backlogs and to guarantee that the distribution of services are rendered on time and in a cost-effective way. Roads need rehabilitation, tarring and extension, water and sanitation is still a challenge (Dlamini, 2015:38). The provision of housing in tribal area is still a backlog as the land belongs to Ingonyama Trust and it is critical for the municipality to address housing issues. Another challenge is that The Umtshezi Local Municipality has a single hospital that provides emergency and hospital services. Sports and recreation facilities are in urban areas which may be difficult to be accessed by the rural communities which might have a negative impact on youth. Poverty and unemployment have been increasing in Umtshezi Local Municipality due to none creation of job

opportunities (Dlamini, 2015:38-39). This proves that many local municipalities in rural areas shares common challenges which need to be attended urgently.

3.4. Legislative and policy framework for the rendering of service delivery

The slow rate of rendering basic services in South Africa has failed to prove effective in most local municipalities, particularly in rural areas. Communities are losing faith in municipalities because of local government's failure to deliver services. Policy rules are legal and administrative prescripts used in local government to guide municipal administrators and inhabitants on how to carry out their responsibilities properly. Disobedience with institutional norms and regulations that guide municipal employers and employees in the supply of goods and services is one of the key flaws that impedes service delivery (Mabizela & Matsiliza, 2020).

Municipal officials' non-compliance is a threat and a risk that results in poor performance and inefficiency in community services. Most local governments lack a robust system for public involvement in planning and in executing policy in order towards improving rendering of services. Officials from local governments must follow laws and legislation that guide them in terms of service delivery to foster transparency, accountability, and participatory democracy (Mabizela & Matsiliza, 2020).

Legislation can be observed as a caution of guidelines created by and imposed government that has power over its residents. It not only establishes penalties for individuals who breach government regulations, but it also ensures that government agencies, such as municipalities, plan and implement policy programmes in accordance with the spirit and stipulations of specific legislation (Moyo, 2016:17). South Africa's local government system was largely based on British local self-government ideals. Municipal issues, on the other hand, were the responsibility of Provincial Authorities from 1994, in accordance with the South African Act of 1909. For some years, the South African government did nothing to build institution of local government that remained appropriate designed for the country's urban centres (Moyo, 2016:17).

The next section discusses key legislative and policy frameworks which underpin the provision of service delivery in Local Government.

3.4.1. The Constitution of the Republic of South Africa, 1996

The Constitution of the Republic of South Africa, 1996 symbolise the self-governing ethics of the new South Africa. It is a constitution that the statutory body and the public can be full of pride.

In terms of section 152 of the Constitution, municipalities have the decree to confirm that all citizen be given the services they need to fulfil the basic needs. Communities and community organisations are thus encouraged to partake in the operations of local government by municipalities. In addition, the municipality must promote a charter of rights that symbolises the nation's principles of human dignity, equality, and liberty, as well as defend the Constitution's foundations (Van der Waldt, 2014:45). According to section 152 of the Constitution of the Republic of South Africa 1996, the rendering of services to the citizens is one of the major roles of local government to provide democratic and responsible government to local communities, to secure the long-term provision of services to communities, to promote social and economic growth, and to stimulate local community participation in local government issues (Constitution of the Republic of South Africa, 1996). Section 153 of the Constitution, then goes on to explain what a municipality's developmental responsibilities are, including how to construct and manage its administration, makes provision for financial management, and preparation processes and mandate to highlight the community's basic needs and partake in national and provincial development.

Section 152(1) of the Constitution establishes a set of broad objectives with which every municipality must comply in terms of the use of funds and administrative competence. The following objectives are as follows.

- i. **To encourage citizens to have a democratic and accountable local administration.** As the government closest to the people, local municipalities act as a typical model for reassuring accountability and equality among the communities. Citizen engagement has now become a key and frequent need in a democratic system based on participation, such as that found in South Africa (Van der Waldt, 2014:4). As a result, municipalities are the first port of call for citizens seeking to have their concerns heard by the government. Ward committees and community participation may be required to conduct new policy consultations as well as policy evaluations and forums. Local governments try to provide transparent and accountable government to the public, with unbiased, non-racial, fair, and just acts and programmes for all people, regardless of race or ethnicity (Ijeoma 2013:397).
- ii. **To guarantee that the distribution of services to communities are provided in a supportable way.** One of the key responsibilities of local government is to ensure that services are delivered in a sustainable manner. The majority of communities in South Africa are reeling from the inequities imposed on them by the previous regime, which had two opposing growth strategies. One for the minority, and the other for the bulk of native Black Africans who are segregated (The Constitution of the Republic of South Africa, 1996).

There are too many service delivery backlogs in black African communities, which are inhibiting socioeconomic development and improving residents' quality of life. By stating that everyone has a right to free fundamental services, such backlogs can be eliminated and that everyone is capable of meeting those demands.

In the near future, only local government will be able to achieve this. By implementing a new sustainable development strategy, local governments can ensure long-term service delivery paradigm (Ijeoma, 2013:398).

Encourage social and economic development. The purpose of local government is to ensure that the delivering services and achieving long-term socioeconomic growth. This is because local governments have adopted progressive local government, which is governance that is devoted to working with the society, groups, and other stakeholders to discover justifiable ways to address their socioeconomic demands while also improving the community's quality of life (Ijeoma, 2013:398).

This means that local governments have the freedom to develop or implement tactics and programmes that can help local residents find work, reduce unemployment, and increase citizen morale through community participation (Ijeoma (2013:398).

- iii. **To encourage a healthy lifestyle and safe environment for the communities.** Sustainability is a component of the new paradigm of developmental local government that places the responsibility for environmental management on the municipality. Municipalities use the legislative and executive authority conferred in them to guarantee that citizens and inhabitants actively participate in the promotion of a safe and healthy environment by charging rents and rates (Van der Waldt, 2014:55). If residents believe their municipal government is failing to provide a healthy and safe environment, they should make accountability a requirement. Since then, some of the municipalities have developed community safety directives tasked with fostering healthy and safe surroundings within their jurisdictions (Ijeoma, 2013:399).
- iv. **To encourage communities and community organisations to participate in the operations of local government.** The act encourage that south African local government should be able to ensure that communities are informed on all programmes that is related for service delivery to their wards in order to ensure transparency. The relevant municipal stakeholders as well as NGOs, Ward committee structures be involved in all matters concerning service delivery. The municipality should be able to ensure that the individuals' opinions are taken into account in order to ensure that the municipality delivers what is expected by the community. Usually, the local municipality utilise Ward committee structure as a means of coordination or liaising with the citizens (Ijeoma, 2013:399).

3.4.2. The White Paper on Local Government, 1998

The emphasis placed on the act is that it encourages the communities to have an input on drafting of policies and processes to all matters which can have an impact to their lives. The act further states that local government must always ensure the involvement of community participation on all matters for service delivery planning. Therefore, Ndwedwe Local municipality encourages community participation by arranging Izimbizo and Roadshows with its community members. The White Paper goes into detail on the four features of developmental local government: optimising social and economic progress, integrating and coordinating democratising development, empowering, redistributing, and leading and learning (Reddy 2015).

3.4.3. Local Government Municipal Structures Act 117 of 1998

The Municipal Structures Act is intended to control municipal internal processes, structures, and office bearers, as well as to establish adequate election methods. According to the Act, all municipal councils must create means to ensure that community and relevant stakeholders is engaged in local administration. Municipalities are required to establish a new governing culture that supports representatives' democracy through participation under sections 19(2) and (3) of the Local Government Municipal Structures Act 117 of 1998. The Act also encourage the creation of Ward committees, which can offer municipal guidance on local matters (Van der Waldt, 2014:46).

3.4.4. Local Government Municipal Systems Act 32 of 2000

The Local Government Municipal Systems Act was passed to give local governments a framework for planning, performance management, resource distribution, and organisational reform. It outlines the fundamental principles, systems, and procedures that must be followed when working in collaboration with the community. Section 17 of the Local Government Municipal Systems Act 32 of 2000, allows the community to contribute to the activities of the municipality. Chapter 2 of the Act encourages the involvement of all stakeholders to participate on all municipal activities. All municipalities must interact with their constituents in the same way. The community has a wider role to play in creating, implementing, and monitoring performance management systems, in addition to participating in the IDP process, as well as preparing the locusts (Reddy, 2015:18).

3.4.5. Local Government Municipal Finance Management Act 56 of 2003 (LGMFMA)

The major goals of the act are to guarantee that finances for municipalities are safeguarded in a sustainable manner and that wasteful expenditure is eliminated. The Act aims to encourage local governments to use public funds in such a way that the public gets and experiences value for money.

Section 2 of the LGMFA requires municipalities to sustain sound and sustainable fiscal and safeguard public funds by establishing policies and processes, as well as additional desires, to ensure accountability, transparency, and vibrant lines of duty in municipal and municipal entity fiscal and financial affairs. The Act also outlines the financial management and municipal budgeting obligations of local mayors and authorities. In terms of participation, the act specifies that a local council shall consult the community after the yearly budget has been deferred to council (Local Government Municipal Finance Management Act 56 of 2003). The Ndwedwe Municipality maintains an investment register that details the funding sources that are linked to the investment register. This guarantees that the project will be completed or whether the project has a budget allocation. The investment register shows if Ndwedwe municipality is pooling funds for interest reasons or using the cash for the grant's original purpose.

3.4.6. Local Government Municipal Demarcation Act (No. 27 of 1998)

The act lays out the principles and methodology for determination of municipal boundaries by an independent authority board. The board is composed of 11 members. In terms of the Act, the board is responsible for the determining or designing Ward boundaries and termination of Ward boundaries if required to do so. This is done across all South Africa's municipalities (Van der Waldt, 2014:58).

3.4.7. Local Government Municipal Property Rates Act (No. 6 of 2004) (LGMPRA)

The purpose of the act is to establish rules for municipalities in determining how tariffs are set and charged in their respective areas. The Act's principal objective is to make property valuation procedures fairer and more equitable. As a result of this procedure, impoverished property owners might be considered. In terms of participation, the Act mandated that all stakeholders be included in municipal property rate decisions of 2004 (LGMPRA, 2004).

3.5. Service delivery challenges in South Africa

In 2009, a considerable number of local municipalities remained in financial problems, putting municipal service delivery in peril. Nationally, 46% of households lacked universal access to water, sanitation, garbage collection, power, or electricity (SASAS 2016). The South African local government system is now beset with major issues and challenges concerning the provision of sustainable services. Some of the issues identified include a large backlog in the delivery of services. Lack of communication and responsibility with communities, interference of municipal officials or politicians, bribery and fraud, poor financial management, a high rate of riots protests the provision of services, and insufficient municipal capacity due to a skills shortage, (Koma, 2011:125).

Protests have erupted around the country because of the slow pace and lack of quality services, Local government is thought to be the most important location for improved delivery of services, and it is at the heart of the new South Africa's transformational initiative. As a result, the local municipality is a sphere of government that is closer with its communities and responds to their needs (Mokwena, 2014:2). Indeed, South Africa's local government has gone through a variety of transition stages since the first democratic local elections designed to assist efficient and effective service delivery. Even though, there are still issues with service delivery (Muller, 2016). The main source of rage has been the dysfunctional administrative structures of local governments (Mokwena 2014:2). Several service delivery protests have arisen to some of the local municipalities as a symbol of showing that the affected communities are not happy with the services provided by the municipalities.

Reddy (2016:4) Local government dysfunction has manifested itself in a variety of ways in South Africa, including poor managerial skills and cadre deployment will to make sound appointments, failing to enact a municipal budget, difficulty to acquire certified audits, and failure to interact with and meet the concerns of local communities are all examples of inaction on critical matters.

Kimenyi (2013) also argues that many local municipalities have poor service delivery, which leads to effects such as frequent and sometimes ferocious protests by the citizens demanding improved services (Ncube, 2014). National Treasury (2011) characterise local government's service delivery protest difficulties to a lack in public trust in many local municipalities, public dissatisfaction with inadequate governance and corruption leads to deprived provision of services.

One of the strategies to establish municipal public trust is for municipal councils to develop systems for interacting with community organisations and identifying service needs and priorities (Ndebele 2017:342). Rural populations have poorer incomes and fewer job possibilities, fewer educational and training options, and less access to public transportation and health care. Even though there is poverty in the city, there is a better possibility of receiving support in the form of basic services as compared to rural areas (Ndebele, 2017:342).

3.5.1. Financial constraint

To ensure the provision of services efficiently at local municipalities, enabling environment, sufficient funds, must be accessible to carry out its allocated responsibilities (Odalomu, 2015:17). Local municipalities failed to budget or utilise funds for the distribution of services such as human settlement, and other infrastructure services. Reddy (2016:4) argues that because of the demarcation procedure, several municipalities have lost their economic foundation and are no longer financially sustainable. They rely on funding from other government agencies.

3.5.2. Corruption

In South Africa, corruption has been acknowledged as a severe problem. High levels of corruption among local government officials have been connected to the incapacity of local governments for the distribution of services to the citizens at the grassroots. Corruption, according to COGTA (Limpopo Province), is the cause of high unemployment, poor provision of service delivery, and insufficient resources. Manyaka (2013) claims that most South African municipalities are establishing a reputation for poor service delivery, inefficiency, and incompetence, as well as significant levels of corruption, even though several attempts have been implemented to improve service delivery. Tender irregularities are caused by desecrations of the MFMA and SCM, which fuel corruption, erode trust in municipal leadership, and jeopardise service delivery (Manyaka, 2013).

3.5.3. Poverty and unemployment inhibiting the development

In South Africa, youth unemployment is high; some have qualifications but are not working, and others do not have a good job (Cloete, 2015). As a result, poverty is a main course of protest by the citizens, as most of the individuals are obliged to pay for essential utilities even when they cannot afford them (COGTA Limpopo Province). Political appointments, a lack of capacity, and a lack of accountability are three major systematic challenges that Ndevu and Muller (2018:187) have highlighted as impeding service delivery.

3.5.4. Political appointments

Political interference by political parties in decision-making and political appointments has wreaked havoc on public servants' morale and citizens' faith in the local administration. Part of the intention for the deficiency of accurate enactment is that principal organisations lack the political spirit to make the tough judgements mandated to attain major performance progress in arenas such as rendering of services, recasting the disputes as maladministration and ineffectiveness issues instead (Koma, 2016:128).

According to COGTA (2014), tensions between political and administrative meddling, as well as a lack of ability to comply with the expectations of local government in terms of service supply, are some of the causes that lead to municipalities' distress, insufficient power separation between political parties, insufficient accountability mechanisms, support structures, local, and failure to abide by the municipal policies and law (COGTA, 2014).

Nonexistence of information, poor communication strategy among politicians, administrators, societies, are some of the challenges that add to the difficulty faced by government at local level (Ndevu & Muller, 2018:181).

3.5.5. Lack of capacity in local government

According to the Auditor General's Report (2014/15:5), a lack of capacity or skills in local government has an impact on how local governments operate and, as a result, their ability to carry out their mandate. It was also stated that critical post openings and key officials without the necessary qualifications and skills made it impossible to produce credible financial statements and performance reports. According to the AG Report, 49% of towns do not have a registered engineer, and nearly half of technical services managers lack degrees or certifications.

Bizana (2013:34) Many municipalities are understaffed due to a shortage of the necessary skills, which has serious implications for service delivery. Municipal underspending is a direct result of a lack of appropriately skilled people who understand project planning and management Bizana (2013:34).

3.6. Service delivery improvement strategies

Various techniques were established to deal with the predicament weakening local governance to meet the challenges encountered by local government or municipalities. To improve service delivery to local governments, the following initiatives were implemented: Operation Sukuma Sakhe, Integrated Development Planning in Local Government, Public Participation and Service Delivery in Local Government, District Development Model. Ndwedwe Local Municipality has been implemented some of these strategies successfully.

3.6.1. Project Consolidate (2004-2006)

Project Consolidate was founded in 2004 with the goal of assisting underperforming towns via expert assistance and partnerships. Blockages were identified in 136 municipalities, resulting in negative feedback and complaints during the national and provincial elections (Tshishonga, 2019:163). Reddy (2009:224) has noted Project Consolidate was one of the most important measures of the national government to strengthen local government capability. According to DPLG (2006), this programme was a concentrated effort to resolve deficiencies at the local municipalities. Recognising that many towns faced significant backlogs and were unable to carry out their constitutional duties, Project Consolidate was then started by the Ministry of Provincial and Local Government to address the rising challenges of poor service delivery (DPLG, 2006). This programme allowed provincial governments and corporate sector partners to come up with new approaches to help local governments improve

service delivery. The focal purpose of Project Consolidate was to instil ethos of accountability and performance in local government by encouraging mutual obligation, control, and enactment (Tshishonga, 2019:163). Project Consolidate was entrusted with aiding and encouraging municipalities to act in accordance with the Municipal Finance Management Acts 56 of 2003 and internal audit control systems to ensure safety measure from incompetent and unethical administration by offering financial auditing capabilities (Tshishonga, 2019:163).

3.6.2. Siyenza Manje Programme (2006-2009)

“Siyenza Manje” is an IsiZulu phrase which can be translated: “we are doing it now”. This programme discusses the need of providing long-term municipal services. The programme was introduced to bid assistance mainly to overstressed municipalities acknowledged during the Project Consolidate occupancy in 2006 hence it was managed by the Development Bank of Southern Africa in partnership with National Treasury (Tshishonga, 2021:35). Siyenza Manje was a pro-active aiding and transmission of skills programme aimed at investing in municipalities with poor capacity. Specialists were hired and deployed as part of this programme to low-performing municipalities, particularly those in rural areas. Funds were also granted to aid in the design of plans, feasibility studies, and, most importantly, the implementation of plans and methodologies that are predicted to effectively deliver services (Tshishonga, 2021:35-36).

3.6.3. Local Government Turnaround Strategy (2009)

After an examination of service delivery by municipalities, the Department of COGTA introduced the Local Government Turnaround Strategy in 2009. Local government has been discovered to be in disarray and underperforming. (Meyer & Venter, 2014:85). The Local Government Turnaround Strategy was created because of flaws in the local government model legal and policy factors, politics, a bad monitoring system, a lack of capacity and skills, and a weak intergovernmental support structure (Meyer & Venter, 2014).

The goal of the Local Government Turnaround Strategy 2009 was to restore public trust in municipalities by making them more receptive, liable, operative, useful, and informative, as stated in the constitution (Mdlalose, 2016:47). According to Mathane (2013:49), the Local Government Turnaround Strategy aimed to improve municipalities’ organisational and political performance, as well as a means of improving service delivery and encouraging municipal responsibility and community involvement (Mathane, 2013:49). The strategy was developed in response to the realisation that “a one-size-fits-all method” to local administration is ineffective.

Based on the Auditor General report 2007/2008, it was distinguished that a number of the municipalities received qualified audit report due to the mismanagement and lack of control system. The Local Government Turnaround Strategy mandated that each municipality design its own turnaround strategy within the framework of the national strategy, allowing for a more segmented and varied approach to addressing difficulties in their jurisdiction.

According to Tshishonga (2019:165), More than nineteen years into the new local government system, there have been concerning trends and signs that threaten service delivery and socio-economic development, undermining the accomplishments and achievements reached thus far. Local Government Turnaround Strategy strive to achieve:

- i. Ensuring that municipalities meet the basic requirements of their constituents. To speed the delivery of high-quality services, municipalities must build proper processes and systems.
- ii. To create a government that is clean, responsive, and responsible. This requires not only the development but also the enforcement of suitable systems, institutions, and procedures to combat corruption and maladministration, as well as the establishment and operation of an institutional system to improve performance.
- iii. To improve collaboration amongst municipal governments, citizens, and other relevant stakeholders (Tshishonga, 2019:166).

The goal of the Local Government Turnaround Strategy was to improve people's lives by addressing their "social, economic, and material demands" over time while also restoring community trust in government (Tshishonga, 2019:166).

Underperforming by the municipalities have sustained and the condition has even aggravated since the introduction of Local Government Turnaround Strategy. (LGTAS) has not accomplished its objective regarding the shift and change of Local Government mainly concerning the provision of service delivery, capacity building and LED Implementation (Meyer & Venter 2014:91).

Based on the foregoing, the Ndwedwe Municipality has developed its own LGTAS strategy that is linked with the Municipal IDP. The Municipality has prepared a ten-point plan in accordance with the National Department of Cooperative Government to turn around the Municipality's fortunes in terms of service delivery. The following ten-point plan are water, sanitation, waste, construction of CDCs, PMS, public participation, construction of sub stations, road maintenance plan, CDW Development plan and Ward committee development (Ndwedwe IDP, 2012:67).

3.6.4. Operation Clean Audit (2009-2014)

Operation Clean Audit is a programme that was designed and implemented on July 16, 2009, to solve financial management issues that municipalities were experiencing. The initiative arose from the Auditor-General's reports, which repeatedly raised concerns about inefficient institutions and systems, Poor performance or the absence of systems, particularly in financial management. Its main goal was to assist all municipalities and provincial ministries in achieving long-term financial management and governance improvements to obtain a clean audit by 2014 (Tshishonga, (2019:166).

According to COGTA (2011/12) financial year, only 44% of municipalities obtained a clean audit for the financial year. The concerns listed below have been highlighted as having a negative impact on government service delivery strategies in general and corporate governance in particular. Poor planning, budgeting, and public financial management skills, as well as a lack of interaction between financial and non-financial data and insufficient filing and record-keeping capabilities, are just a few of the concerns.

The following targets were set by the former Minister of COGTA:

- i. By 2009-2010, all municipal and provincial accounting officers had signed performance contracts on audit management, integrated risk management, audit committee functions, and internal audit units.
- ii. By 2011, all local government administration and public service divisions should conceive by way of or prepared up with disclaimers and negative opinions, and by 2014, all 283 municipalities had been reduced to 278 municipalities following the local elections on August 3, 2016, and all South African provincial departments should have received a clean audit on their financial statements, and they should be upholding procedures for ensuring the integrity of financial statements and management data (Powell, 2014). Based on this programme, for the past 10 years Ndwedwe Local municipality has received unqualified Audit reports meaning that the municipality comply with policies and procedures related to the utilisation of financial resources.

3.6.5. The Back-to-Basic Initiative of Local Government (2014)

In 2014/2015, the National Department of COGTA and the Provincial Department of COGTA launched the Back-to-Basic programme. The purpose of this project was to improve municipal functioning so that communities might be better served by attaining basic rights. As a result, COGTA is tasked with ensuring that essential services are supplied, as well as expanding and enhancing municipalities' competency and accountability. The Back-to-Basic strategy reflects the president's desire for local

government to be ahead at refining citizen's wellbeing and generating environments for comprehensive economic development and employment opportunities. The purpose of the Back-to-Basic programme is to certify that infrastructure services provided by the municipalities is maintained and that basic services such as water is delivered to the citizens, refuse is collected, and waste and refuse management is carried out in every municipality (Tshishonga, 2019:166).

The local municipality of Ndwedwe has established initiatives that are Back-to-Basic, and progress is reported to COGTA monthly. Back-to-Basic tasks include the creation of a public participation policy and strategy, as well as a customer satisfaction survey and an integrated waste management plan, all of which have been accomplished. The complaints management system, organogram alteration, and SCM challenges related to the sitting of bid committees have all been finalised, as well as the indigent Register (Ndwedwe IDP, 2018:37). The government will be able to keep track on municipal performance through this programme, ensuring that they respond to the problems and fundamental community needs more quickly.

Regarding the Back-to-Basic operation within the Ndwedwe municipality, departments report on progress made on the set indicators. This is done on a monthly and quarterly basis; the performance management unit compiles reports, which are then given to the Department of Cogta with a mandate to achieve the organisation's vision and goal (Ndwedwe IDP, 2020:63-64).

3.6.6. Operation Sukuma Sakhe (2015-Current)

The provincial programme, Operation Sukuma Sakhe (OSS) was developed on the principle of coordinating delivery of government to the people. The Zulu term "Sukuma sakhe" means "Stand up and construct". The initiative has begun in all 11 district municipalities and 51 local municipalities that fall under their jurisdiction. It requires teamwork amongst all State departments (Department of Human Settlements, 2015:2).

The OSS is a programme that was initiated by the Premier of KwaZulu-Natal and is operational in all provinces. It is a rallying cry imploring the citizen to remain tenacious in their fight against crises that have devastated their communities, including poverty, unemployment, crime, substance misuse, HIV/AIDS, and tuberculosis. In the municipality, Operation Sukuma Sakhe (OSS) is in full operation. The OSS Programme is carried out in collaboration with the citizens to restructure the foundations of citizens. Every public service sector in the district is signified in the Operation Sukuma Sakhe District Task Team, which meets every Tuesday. Each municipality is required to form a Local Task Team at the local level (LTT) (Ndwedwe IDP 2018/19).

Every Wednesday, The Ndwedwe Local Task Team meets with the aim of discussing information received and other government department reports, as well as to develop a deliberate strategy for involvement in critical areas based on the war room reports received by LTT members. The Premier of the province lead OSS and the Mayor at District lead OSS, as well as the mayor at local level. The implementation of the OSS programme in Ndwedwe is the responsibility of the Manager Communication and Special Projects. As a result, government agencies and other stakeholders identify underserved and socially disadvantaged communities. These issues are examined and interventions are carried out in the war room by departments that attend the meetings. Government departments that attend these sessions discuss these issues and make interventions in a war room setting. Therefore, regarding the OSS programme, susceptible people who do not have access to the provision of housing have benefited through this programme (Ndwedwe 2018/19).

3.6.7. District Development Model

The State President announced the District Development Model (DDM), which was approved by Cabinet on 21 August 2019. The DDM is a practical approach to improving cooperative governance with the goal of creating a capable and ethical developmental State. The DDM is a method of bringing together the three sectors of government and state agencies collaborate in a more impactful way, with increased efficiency and accountability for continuous service delivery and development results. The DDM is a way of governance that works together, with the main areas of collaborative planning, budgeting, and execution being the municipal district and metropolitan spaces. The State President highlighted that the DDM will assist the government in addressing the triple concerns of poverty, unemployment, and inequality. The DDM aims to maximise coordination and cooperation between the three branches of government. The DDM will be implemented through a collaborative process that will result in a single plan that will be synchronised with municipal IDPs for all 44 districts and 8 metropolitan municipalities (Integrated Urban Development Framework, 2020).

3.6.8. Thuma Mina Campaign

The Local Municipality of Ndwedwe has launched the Thuma Mina campaign which was announced by the State President in his State of the Nation Address. With the support of South Africans, the initiative strives to enhance service delivery. The campaign's actions should be focused on local concerns and individuals. The campaign could involve actions such as rubbish collection campaigns in metropolitan areas, environmental initiatives such as tree planting and river cleaning, and dealing with service delivery issues, among others. Thuma Mina meet every first week of the month. In response to the Thuma Mina Campaign, the Ndwedwe Municipality has selected priority areas in each of the 19

wards that require service delivery adjustments. Ward 13 Mona, Msunduze, Ntaphuka, Makhawula, and Sanele were the first to be identified (Ndwedwe IDP, 2018).

3.7. Integrated development planning in local government

Historically, the South African municipal planning did not promote the principles of co-ordination, integration, and alignment. The municipal planning was very technical in nature with little or no participation from other role players such as communities. It had focused on the controlled use of land through a range of complicated statutory mechanisms that promoted the aims of the apartheid dispensation in promoting racially segregated spatial, social, and economic development. The departments were sector based since they were working in isolation from one another. It was not specifically concerned with the issues related to poverty alleviation and as such, it resulted in insufficient facilitation of private sector investment (Matosse, 2013:60).

During the 1990's various negotiation forums such as Local Government Negotiating Forum (LGNF) and the National Housing Forum (NHF) adopted the notion of Development Planning in reaction to the outdated and inappropriate way of planning (Matosse, 2013:60). The integrated development planning (IDP) is a move towards a holistic approach and sustainable development.

In 1995 Integrated Development Plan emerged as a distinct approach to planning. It became a corner stone of the Reconstruction and Development Programme (RDP). The Integrated Development Planning was given a definition as a participatory planning process aimed at integrating sectoral strategies, to support the optimal allocation of scarce resources between sectors and geographic areas and across the population in a manner that promoted sustainable growth, equity, and the empowerment of the poor (Matosse, 2013:60). According to Matosse (2013:35), IDP is a participatory planning process that aims to integrate sectoral plans to allow for the most efficient distribution of finite resources across sectors, geographic areas, and populations in a way that supports long-term and the empowerment of the poor and marginalised citizens.

In the post-apartheid era, community groups such as women and children were not involved in planning processes and did not have any influence in decision making process and how resources were allocated. In South Africa certain races and social groups were excluded from planning processes during apartheid and post-apartheid era (Matosse, 2013:35).

The practice Group defines IDP as a government-led process that municipalities use to establish five-year strategic development plans. The IDP can be thought of as an umbrella plan for a municipality and the areas within its limits that are directly tied to development. The IDP coordinates the local

government's decision-making and budgeting for the improvement of quality standards to the citizens (Matosse, 2013:35).

According to Nzimakwe (2012:142), IDP is a development planning technique that governs and advises planning, budgeting, administration, and decision-making in a municipality. It is a mechanism used by the municipalities at local level in ensuring that all their actions are coordinated. IDPs are used to support intergovernmental cooperation and to ensure that all activities that has already done or being done are encapsulated in a single document (2012:143).

All sorts of municipalities, are required to submit a five-year strategic plan in terms of the LGMSA 32 of 2000, and also encourages the municipal council to evaluate IDP annually in accordance with evaluation of performance indicators. Venter (2014:114) asserted that the objective of the plan, is to create a structure that will allow the IDP to be adjusted and improved as new information becomes available from the lead projects that are now being executed. The outcomes of these projects will lay a greater emphasis on issues that require immediate action (2014:114).

Section 29 of the LGMSA outlines the procedure that the municipality should follow when reviewing the draft IDP for adoption. In accordance with Chapter 4 of the Act, every phase of the process must be highlighted in the programme, and the appropriate time periods must be connected towards prescribed strategies and polices.

The involvement of citizens as well as other stakeholders including traditional authorities be the first priorities to be involved in the preparation of an IDP (Mdlalose, 2016:21).

According to Asha (2020:4), The first step in the IDP implementation process is for municipalities to conduct a situational analysis of the current background in their jurisdiction, which includes gathering existing information, consultation with public and stakeholder senates, examining the background of important problems and agreeing on priority issues. The second step of the creation of strategies, which includes deciding on a vision and goal, and deciding on relevant methods while taking policy guidelines into account in the local area. The third step focuses on the development of an active plan and the designing of proposed project by establishing aims, goals, and indicators. The fourth step is integration, which entails transmission, altering, combining, and approval on project proposals, as well as the compilation of integrated programmes. The fifth step concentrate on the selection and approval of IDP projects (Asha, 2020:4). The last step of the implementation of the IDP process entails determining whether the IDP satisfies the requirements of the legislative framework (2020:4).

3.7.1. The core component of Integrated Development Planning

The IDP as a process, is made up of the following core components:

- i. **Analysis.** Analysis helps to prepare for the future development of the municipality and the local community. They provide the guidelines for development matters. They also provide the pathway for designing relevant programmes and structure to drive development (Matosse, 2013:62).
- ii. **Development strategies.** Development strategies are for improving the lives of people. The development strategies of Ndwedwe local Municipality are in line with the IDP vision which intend to accelerate and sustain provision of infrastructure and basic services. This includes fight against poverty and HIV/Aids and deepening the institutional democracy, accountability, and human rights (Matosse, 2013:63).
- iii. **Integration and approval.** The IDP is a tool the Ndwedwe Municipality use to identify its priority issues. The priority issues or problems determine the municipality's vision, objectives, and strategies to deliver services to local communities as envisaged. It requires the engagement of all local communities to identify projects. Projects intend to address issues and, in this regard, the allocation of budget is crucial to implement projects. Therefore, it is very crucial for the municipality to link planning to the municipal budget since this will ensure the implementation of project hence development is directed by the IDP (Ndwedwe IDP 2018/19:31).

The National Planning Commission conducted a survey of South Africans' challenges in 2011. The NPC produced a diagnostic report because of this process, which highlighted major concerns like as joblessness, low education, illness burden health, and corruption that South Africans face. To address the problem, the NPC created a 20-year National Development Plan with the goal of reducing poverty and inequality (Ndwedwe IDP 2018/19:31).

The municipality has placed a greater emphasis on attracting both public and private investors to the nodal areas of Bhamshela and Ndwedwe, as well as the municipality's development corridors, with the long-term goal of achieving sustainable economic growth that combats poverty, unemployment, and inequality.

3.8. Public participation and integrated development planning

The tier of local government continues to play a critical role in ensuring the successful delivery of services and basic infrastructure. Local governments have a responsibility to provide priority services

to their residents based on input via a consultation process. The IDP is one of the strategic tools that can help local governments speed up service delivery. The IDP's primary purpose is to improve and accelerate the delivery of basic municipal services. Many municipalities in South Africa have been characterised by poor provision of basic services and resources (Makalela, 2020:3).

In South Africa, local municipalities have started implementing IDP to increase basic service delivery in their jurisdiction. However, in practically all South African municipalities, the issue of service delivery remains unaddressed and concerning. The IDP is one of the methods that encourages a holistic and participatory approach in which all stakeholders and individuals affected must be legally consulted. Municipalities are being given an increasing responsibility in improving service delivery in their jurisdictions. Despite the efforts of the tiers of government domains to enhance the municipal strategy capacity towards the implementation of the IDP, municipalities continue to encounter service delivery issues.

Participation in the IDP necessitates the attendance of a large number of individuals, or all of the members of a local municipality's Ward, and the identification of a number of subjects for discussion. This is critical because individuals of the impacted community will recognise crucial concerns that need to be addressed, allowing them to propose locally produced solutions to local problems (White, 2011). It involves many interest groups or actors, including the general public, civic society, business, and local governments. However, this creates a difficulty when it comes to policy matters, as it typically means that other concerns must be overlooked while the crucial one triumphs (White, 2011:59-68). As a result, every actor involved would be more determined to pursue their own personal or organisational interests, resulting in a contentious process (Matosse, 2013:64).

However, it is practically impossible to provide all participating members an opportunity to voice their opinions during discussions since there is a framework provided to guide the discourse.

As a result, consultation should include all community stakeholders including Traditional authorities, for example, should be kept updated about the IDP's progress. All requirements relevant to selected plans must be addressed in the IDP. A preparation mechanism such as a review of Integrated Development Planning is a valuable strategy to be utilised by local municipalities to address issues such as poverty, unemployment, and inequality (Mdlalose, 2016:21).

3.9. Service delivery planning through integrated development planning

The IDP was established by South African municipalities primarily as an instrument to enable all tiers of governments in coordinating the implementation of the Reconstruction and Development Programme

(RDP). Municipal services were eventually incorporated into the IDPs, and their operational functioning has remained a requirement for all municipalities. As a result, a suitable, resourceful, and successful implementation of the IDP in a municipal setting provides the acceleration of service delivery that South African citizens expect. Local governments who are struggling to provide services to their citizens face a basic implementation issue faced by the IDP, rather than any other factors, as some may argue (Mathebula, 2018).

As a result, the IDP acts as a tool for replicating the municipal council's image for the municipality's enduring future, with a focus on the municipality's most acute development and change, to guarantee that communities receive integrated and coordinated service delivery (Mathebula, 2018).

In terms of Chapter 5 and Section 28 of the Municipal Systems Act (2000), municipalities must develop and implement a process plan that specifies how district and local government support their IDPs. The process plan establishes relations and proper interactions amongst the district and local municipalities in the province allowing for effective discussion, planning together, and configuration of the IDP process surrounded by the district and among the various local municipalities.

To guarantee the transmission of skills, facts, to the public, the community must be involved in the planning, execution, and assessment phases of a given activity or project. In other circumstances, the public may simply need to be told about specific efforts or elements of them. Other programmes necessitate public input and feedback to improve decision-making and ensure the initiative's long-term viability (Mosokwene, 2012:26).

Section 16 of the LGMA (32 of 2000), stipulate that a municipality must improve its administrative ethos to inspire and generate an atmosphere in which the local population can contribute in the municipal activities. With South Africa's democratic revolution, which demonstrated to its inhabitants and the rest of the globe the necessity of involving people in the government process, public involvement has become more vital.

Ijeoma (2013:99) believes that public involvement is a leading process in which participants, technical experts, government officials, and advocates collaborate to reach better decisions than they could have reached on their own, it is a procedure in which individuals who will be offended or impacted by a decision and who will have a tangible result have an opportunity to influence the decision's content before it is made (Ijeoma, 2013:99).

Ndwedwe Local Municipality is mandated by the MSA 117 of 1998 to establish adequate methods, policies, and measures to allow the public as well as traditional leadership to be involved in the municipality's operations.

3.10. Challenges of service delivery planning in Ndwedwe Local Municipality

The following are the primary challenges noted in the Ndwedwe Local Municipality IDP 2018/2019: Institutional transformation and organisational development:

- i. Municipal instability due to a lack of important and strategic positions being filled.
- ii. Good governance and public participation.
- iii. Lack of communication with internal and external stakeholders leads to service delivery protests.
- iv. Inadequate use of the MIG grant due to the failure to fill crucial positions.
- v. High levels of backlogs in home services are threatening service delivery protests (Ndwedwe IDP 2018).
- vi. Finance viability: The municipality's budget growth and capacity to meet its service delivery duties are being hampered by a lack of revenue base.
- vii. Economic development. There is a lack of a feasible economic activity centre to encourage internal businesses.
- viii. High percentage of unemployment, with 60.3 percent of the population not working. Due to the increasing rate of unemployment, a greater number of communities are living in abject poverty (Ndwedwe IDP, 2018).

3.11. Strategies to address identified challenges

In order to address the difficulties outlined, the Ndwedwe Local Municipality is implementing the following solutions. According to LGMSA 32 of 2000, the municipality must adhere to six KPAs, namely:

- i. **Organisational development and institutional transformation.** The goal of the Ndwedwe Local Municipality is to improve service delivery by filling all important strategic positions that will restore the municipality's stability and realign the organogram to gradually meet the municipality's vision and objectives (Ndwedwe IDP, 2018).
- ii. **Good governance.** Good governance encourages the equal and long-term distribution of resources, which leads to poverty reduction and long-term human development. The local municipality of Ndwedwe is committing to enhancing internal and external communication processes, as well as ensuring that all municipal structures are correctly formed and functioning (Ndwedwe IDP, 2018).

- iii. **Spatial planning.** Chapter 5 of the Local Government Municipal Systems Act of 2000 emphasises that the IDP must redirect a structure that gives recommendations for a plot in order to correct apartheid land imbalances (Ndwedwe IDP, 2018).
- iv. **Basic service delivery.** In most places of South Africa, service delivery protests are a source of worry. The LGMSA (No. 32 of 2000) mandates South Africa's local government to offer services, particularly to impoverished and historically marginalised groups, considering this context and the need to defend democratic ideals. As a result, this act requires the Ndwedwe Local Municipality to ensure that critical posts are filled to implement infrastructure projects particularly, those funded by MIG, and to eliminate the backlog in the supply of infrastructure services such as housing and power (Ndwedwe IDP, 2018).
- v. **Local economic development.** Local governments are required to construct local economic development programmes to boost their socio-economic growth and to make it easier to offer the necessary provision to the municipality's small and medium-sized companies and cooperatives (Ndwedwe IDP, 2018).
- vi. **Finance viability.** Ndwedwe Local Municipality is governed by the LMFA of 2003 to attain a clean audit. The MSA No. 117 of 1998 allows citizens to be involved in the activities of the municipality through political bodies for participation. Ndwedwe Local Municipality is mandated by the act to establish adequate methods, techniques, and procedures that allow the local society to be engaged in the activities of the municipality. The members of the council, as well as other political institutions and office bearers in Ndwedwe Local Municipality, must hold public meetings and hearings as well as traditional authority, and report back to the local communities (Ndwedwe IDP, 2018).

3.12. Existing structure of public participation of Ndwedwe Local Municipality in service delivery planning

Participation within the context of Ndwedwe 2018/2019 IDP review process plan is steered by the Ndwedwe Municipality Public Participation process. In Ndwedwe Local Municipality, public participation is organised in the Office of the Speaker. The community involvement process is institutionalised during the invention and evaluation of the IDP to ensure that all people have an equitable opportunity to contribute (Ndwedwe Process Plan, 2018:16). The communication plan for Ndwedwe Local Municipality which was adopted in 2017. Public participation in Ndwedwe is conducted through the following structures:

3.12.1. IDP Representative Forum

This forum is consulted by the municipality when it comes to the IDP, PMS, budget, and other strategic choices. In a given fiscal year, the forum can meet two or three times. Over the years, the meeting's attendance has risen dramatically (Ndwedwe Annual Report, 2018:40). The Ndwedwe Local Municipality invites the community to comment on the proposed budget draft for the IDP, which is planned and implemented by the Ndwedwe Local Municipal Council on an annual and five-year basis.

3.12.2. Mayoral Izimbizo

The Izimbizo is a means of incorporating societies in the acts of the municipality. When the mayor presents the IDP and Budget, the communities are usually consulted at this stage. According to Mosokwene (2012:42), Izimbizo provides a platform for the municipality to be critiqued through complaints, allowing for development in areas where it is lacking. The Ilembe District Municipality has organised successful forums/Izimbizo on several occasions. Water and sanitation services are delivered directly by the Ilembe District Municipality.

3.12.3. Ward committees

Ward Committees are elected by the community members in each Ward. Their responsibilities are to adhere to the views or concern raised by the community. The Ward committee structures report to the Ward councillor. This structure meets once every month to discuss matters concerning service delivery. On all problems and views raised by the communities, all complains and views are drafted and forwarded to the Ward councillor for reviewal. The municipal Speaker ensures that the meeting is held on time and ensure coordination of the committee and the involvement of communities. The Speaker also ensures if the meeting is held on time with these committees (Ndwedwe Annual Report, 2018:40).

3.12.4. Community Development Workers (CDWs)

The CDWs have demonstrated to be extremely beneficial in certifying that services are delivered successfully. These oversee Ward plans and community-based planning. They also assist Ward committees in obtaining information and providing Ward committees with general support in advising individuals on how to resolve issues (Ndwedwe Process Plan, 2018:16).

3.12.5. Joint Coordinating Committee (JCC)

Since the Department of COGTA launched this project, the local municipality of Ndwedwe has taken advantage of the chance to guarantee that it and traditional councils have a systematic working relationship. Since the beginning of this relationship, JCC meetings have proven to be a success.

However, both councillors and Amakhosi must be trained to ensure successful relationship (Ndwedwe Annual Report, 2018:40).

3.12.6. Media

The community is kept informed about the IDP/Budget/Organisational PMS process through the local newspaper. The commencement and conclusion of the IDP/ Budget/PMS processes are announced in the local newspaper. All stakeholders are therefore invited to comment on the proposed plan via the notice. When the IDP Review is finalised, as well as any of the sector evaluations, a progress report is submitted to the local media (Ndwedwe Process Plan, 2018:16).

3.13. Theoretical framework

According to Van der Waldt (2017:188), a theoretical framework is a method of explaining the major phenomenon to be examined, either visually or narratively. Furthermore, it seeks to explore the interactions that occur amongst the hypotheses of the study and a theory itself. Thornhill (2010:96) believes that a theory encompasses one or more hypothesis. This outcome in considering a phenomenon, clarifying its features, and even forecasting the actual consequences. Msibi (2015:7) believes that theories play an important role as it assists researcher to explain phenomenon and draw new conclusion that facilitate the development of new theories.

3.13.1. Efficiency Service Delivery Theory

The study employed an Efficiency Service Delivery Theory William Mackenzie (1954), who is regarded as a leading advocate for efficient government services school of thought. William Mackenzie was the American political sociologists and local government scholar whose life was imbued by human efforts and commitment in influencing civilisation in societies. The formulation of the theory was influenced by increasing demands placed by citizens on their government to bring about changes to the lives of their community (Hemson, 2010:8).

The efficiency service delivery theory propose that local government exists to offer services, and its success in providing services up to a standard set by a national inspectorate (Odalomu, 2015:14). The main emphasis of the theory is that the delivery of resources such as water, sanitation and road infrastructure should be received by end-users (citizens) in a manner that is convenient, efficient, and effective. The tenets of the theory are aligned with the South African Constitution, which encourages good governance and the responsive nature of public institutions on service delivery matters.

The Efficiency Service Delivery Theory also stipulates that even if the population is too small, but requires efficient provision of basic services. This theory also resonates that, despite the size and various dimensions of the population, citizens require quality services that are allocative, distributive, and productive (Andrews & Entwistle, 2012:1). Moulin, another proponent of the theory points out that local government is constrained, but national ambitions are more expansive. Local knowledge and experience are unlikely to be useful in national affairs (Makinde, 2016:308).

Ndwedwe Local Municipality must guarantee that services are delivered in an effective way because it is closest to the community. Some scholars believe that this requirement is so significant that it should take precedence over other local government responsibilities, arguing that the need or function of encouraging democratic involvement is not as important as the need for efficient service delivery. (Chukwuemeka, 2014:312). The efficient service school's premise is that local government, because of its proximity to a community, can offer certain services significantly more efficiently than the state or the federal government. In some cases, local government acts as a superior avenue for implementing policies and initiatives from the federal or state governments (2014:312).

The scope of Efficiency Service Delivery Theory was deemed necessary to guide this study because its focus was on increasing efficiency of service delivery to benefit the majority of citizens who consumed government services in Ndwedwe Local Municipality. Furthermore, Ndwedwe Local Municipality must establish sufficient and efficient ways of communication with their citizens to ensure good governance and accountability.

Figure 3.1 illustrates the pillars for Efficiency Service Delivery Theory that the Ndwedwe Local Municipality needs to adopt to ensure an efficient and effective service delivery plan.



Figure 3.1. Efficiency Service Delivery Theory

Source: Mbecke (2014)

3.13.1.1. *Six factors of efficiency service delivery theory*

For the purpose of this study, six factors of efficiency service delivery theory were considered in this study that is good governance, public participation good governance and e- governance, G policies, regulations and practices, planning monitoring and evaluation and sufficient government resources.

- i. **Good governances through transparency and accountability.** The term good governance comes from the term governance, which refers to how an organisation conducts itself to achieve its mission and vision. As a result, Ndwedwe Local Municipality’s goal is to ensure that provision of services is provided to its residents. Ndwedwe Local Municipality is governed by the Local Government Structures Act No.117 of 1998, which ensures effective and efficient services. Good governance requires the presence of effective and responsible institutions and mechanisms, as well as established laws that encourage improvement by ensuring that citizens are involved in all aspects of service delivery that touch their lives.
- ii. **Public participation.** Section 152 of the Constitution of the Republic of South Africa, 1996, envisages the participation of community members, local structures, and organisations in

matters of local administration. Local governments benefit from public participation because it fosters a culture of good governance (Mbecke, 2014:268). The municipality of Ndwedwe consults with the municipality through community forums such as Izimbizo, Ward committees, and municipal councils.

- iii. **E-governance.** The term e-governance refers to interactions between the federal government, local governments, and the general public. It is a method of ensuring service delivery over the internet or other ICTs such as mobile phones (Mbecke, 2014:268). To make certain that information is passed on to the public, the Ndwedwe Local Municipality employs communication strategies such as the usage of a website, where information is regularly uploaded.
- iv. **Laws, policies, regulations, and practices.** Mbecke (2014:269) emphasises the importance of policies and legislative framework that guide and strengthen citizen's improvement. To promote effective and efficient service delivery, such strategy must be integrated with the MDGs and citizens' fundamental rights. A five-year strategic plan which is in-line with Millennium Development Goals has been drafted by the municipality of Ndwedwe (Ndwedwe IDP 2018).
- v. **Monitoring and evaluation.** Monitoring and evaluation are critical components in ensuring that services are delivered according to plan (Mbecke, 2014:269). Monitoring and evaluation confirms that the local municipality's aims and objectives were met or not. The Infrastructure Portfolio Committee of the Ndwedwe Local Municipality visited projects that the municipality had already completed to assess if they satisfied the required level of service delivery.
- vi. **Sufficient government resources.** Adequate financial resources are required for the execution of laws, policies, regulations, and procedures for service delivery, as well as monitoring and evaluation systems. Sufficient finance is always a concern in many local municipalities since rural local governments are unable to produce revenue. It is vital that the municipality plan in accordance with the available resources and certify that all project that is included in the IDP has budget allocation (Mbecke, 2014:269).

3.14. Chapter summary

This chapter has dealt with the conceptual framework of service delivery and the perspective of service delivery. More specifically, the literature review revealed that there more still need to be done in terms of service delivery if the leadership at local government as well as other department can stop corruption. Service delivery backlog is a challenge that exist globally. Legislative framework underpinned by the service delivery planning have been identified. The chapter further goes on by discussing strategies that improve service delivery at Local Level. The chapter also discussed public participation and IDP

as a tool for improving service delivery planning, as well as service delivery planning challenges experienced by the Ndwedwe local municipality. The chapter concludes by discussing theory underpinning service delivery planning which is efficiency service delivery theory. In efficiency service delivery theory, emphasis is based on the notion that the rendering of service by local government such as water, electricity, human settlement be provided in a manner that is convenient, efficiency and effective. The following chapter will focus on research methods employed in the study.

Chapter 4: Research Design and Methodology

4.1. Introduction

This chapter explores various research strategies used by researchers. In addition to exploring various research strategies, the chapter will particularly focus on the research methodologies implemented in this study. Furthermore, the chapter will seek to understand what research is, what it entails, and the types of research available. Important aspects of research include research design, processes of data collection and analysis. Each will be explored and the significance of each aspect to the study will be clearly highlighted. Ethics considerations, an important aspect of the research that all researchers must observe, will also be reviewed in this chapter.

4.2. Research

Research is a unique input to the body of knowledge that contributes to its growth. It is the search for truth by research, observation, comparison, and experimentation. Concisely, research is the pursuit of acquired information through a set of objectives and a methodical approach to solving a problem. The intention of research is to employ scientific methods to find answers to questions, where the main purpose of a study is to unearth the truth that has been buried and is still to be discovered (Kothari, 2004:2).

4.3. Research design

The basic ways of collecting information through interview surveys, experiments, observational archival research, and combinations of these methods (Vogt et al., 2012:3). Vogt et al., (2012) further stated that, research design is critical since everything eventually flows from the design decision because it is the one that is closest to the investigator's study questions and hypotheses.

According to Hungwe (2017:85), To answer the research question, a research design is a strategy for selecting individual, study locations, and data gathering procedures. According to de Vos et al., (2011:143), concentrates on the final product and all the procedures involved in achieving the desired result. In terms of the aim of this study, a triangulation mixed method was employed to assess service delivery planning in local government with specific reference to Ndwedwe Local Municipality. Heale and Forbes (2013:1) maintain that a triangulation method is used in navigation to find a position by comparing the angles of two known points. It is the practice of using multiple approaches to explore an issue. The rationale for utilising a triangulation method is that it boosts confidence in the results by confirming a hypothesis with two or more independent metrics (2013:1).

4.4. Research methodology

Research methodology refers to the approach taken when conducting research and emphasises the means in which information is gathered (Mdlalose, 2016:49). Rajasekar (2013:620) defines research methodology as a systematic approach to solving an issue. Research technique is also a science that studies how to do research.

For Msibi, (2015:9) research methods are defined as the authority base of a research project. He further states that it is a specific procedure that direct the researcher in the administration of the project. Therefore, a research methodology includes a qualitative, quantitative, and a mixed method approach.

4.4.1. Mixed research methodology

Strydom and Delport (2012:435) Mixed methods research is defined as a study plan that includes both philosophical assumptions and inquiry methodologies. In many aspects of the research process. It entails a mix of qualitative and quantitative approaches, as well as philosophical assumptions that guide data collection and interpretation (Strydom & Delport, 2012:435). Mixed methodology's basic premise is that combining quantitative and qualitative approaches yields a greater grasp of research challenges than either strategy alone (de Vos et al., 2011:435). To increase the validity of research, a mixed method approach is adopted. To address a study's research challenge, the researcher used a mixed method approach that included both qualitative and quantitative research.

This study employed a mixed method approach because it allowed researchers to reply to the question from multiple perspectives and ensured that the data collected was complete. As a result, when one approach fails to supply all the information needed, a hybrid research will fill in the gaps (Onwuegbuzie & Turner, 2014:45).

4.4.2. Quantitative research methodology

The quantitative method focuses on variables and the measurement of objective facts. Its dependability is invaluable. Theory and data are separated and independent of context in the quantitative method. It employs a large number of cases, patients, and statistical analysis, and the researcher is not involved (Baloyi, 2016:38). According to Hungwe (2017:86), the use of statistics to measure data is one of the quantitative research methodologies. The quantitative research method emphasises the use of numerical metrics to reach certain conclusions. The use of numerical measures to arrive at specific findings in a quantitative research is emphasised by Bless and Smith (2000:244). Therefore, the structured questionnaires were employed in this study to collect quantitative data from the community members

of Ndwedwe local municipality specifically Ward 12, 14, 17 and 19 who consume services that are provided by Ndwedwe Local Municipality.

4.4.3. Qualitative research methodology

According to Du Plooy-Cilliers et al., (2014:30), Qualitative research methods are defined as a type of research in which the researcher begins by seeing and describing what they observe. Because so little is known about the subject, qualitative research seeks to explore and identify issues regarding it. According to Hungwe (2017:86), Qualitative technique is established on the belief that that there is no truth, that views may be different between people and throughout a certain period, and that what stands to be acknowledged is simply useful in a limited way.

For the researcher to develop a better understanding on service delivery planning at Ndwedwe Local Municipality, the structured and semi structured interviews were conducted with the municipal personnel of Ndwedwe Local Municipality. Ndwedwe Local Municipality consists of 115 permanent employees. To collect qualitative information, the officials of Ndwedwe Local Municipality were interviewed to acquire information. The municipal officials included a Director of Technical Services, Director of Community Services, Director of Economic Development and the middle management officials which include Manager Supply Chain, Project Manager, Manager Public Participation, Manager Public Works, Manager PMS and 7 junior Officers.

4.4.4 Ndwedwe Local Municipality Population Size

Ndwedwe local Municipality Population Size	Number of Households
167404	25697

Table 4.1 Ndwedwe Local Municipality Population Size

Target Audience

Target Audience	Population Size	Selected Sample
Municipal Officials	115	15
Ward 12	10 870	15
Ward 14	6612	10
Ward 17	7317	11
Ward 19	8959	14
Total	330908	65

Table 4.2. Target Audience

4.5. Research paradigms

Fouche (2012:513) defines paradigm as a pattern containing a set of valid assumptions and a design for gathering and evaluating data. Fouche (2012) further state that a paradigm is a set of beliefs and expectations about the social environment and the nature of knowledge that is founded on people's beliefs and expectations., as well as how the researcher observes and interprets material about reality and leads the subsequent action to be performed. The researcher can choose between the three most common paradigms which are explained below:

- i. Positivism asserts that there is a reality out there waiting to be discovered, caught, and comprehended. Positivism is more likely to be used in quantitative studies (Delpont & Fouche, 2012:438).
- ii. Constructivism maintains that there is no such thing as a singular reality or truth, and that reality must thus be interpreted. Constructivism is more frequently associated with qualitative research (Delpont & Fouche 2012:438).
- iii. Pragmatism is defined by Delpont and Fouche (2012:438) as a deconstructive worldview that eschews ideas like truth and reality in favour of focusing on what works as the truth in the research subject at hand. Because reality is always renegotiated, discussed, and interpreted, pragmatism believes that the best strategy to utilise is the one that solves the problem. As a result, mixed method techniques relate to this paradigm.

To conduct this study, the researcher opted to use a pragmatism paradigm. Pragmatism paradigm posit that knowledge claims, originate from acts, situations, and consequences rather than antecedent circumstances (Frey, 2018). The studies using pragmatism are concerned with what works and focus to solutions to problems rather than the method used. In addition, Frey (2018) defines pragmatic paradigm as a worldwide view that focuses on “what works” rather than what might be considered absolutely true or real. According to Creswell (2014:3), pragmatism paradigm is an approach that incorporates together the features of qualitative and quantitative approaches.

4.6. Data collection methods

Dudovskiy (2018) defines Data collection is defined as the process of gathering information from all relevant sources to find answers to the research questions, followed by a test of the problem to assess the outcome. Hungwe (2017:89), defines Data collection method is defined as a systematic approach of gathering data to gain information.

The primary data is a type of data collected using interviews, questionnaires, observation etc Secondary data is a type of data or information that already exist and published by other scholars. It can be journals, books, magazines etc (Babbie, 2014:295).

4.6.1. Interviews for qualitative data

The interview is defined by Thomas (2017:202) as a research tool for a conversation between two persons: the researcher and the respondent, with the goal of gathering information for the purpose of an investigation It is possible that the information is true or false. Longa (2018:100) identifies three forms of interview:

- i. **Structured interviews.** These are defined by Khathini (2018:15) as a list of predetermined questions prepared in the same sequence in which the researcher collected data.
- ii. **Semi-structured interviews.** These are intended to elicit subjective responses from research participants in response to a specific scenario or phenomena that they have encountered. Semi-structured interviews may be used when there is sufficient objectives knowledge about an experience or phenomenon.
- iii. **Unstructured interviews.** These are defined by Thomas (2017:326), as a list of questions to which the researcher asks open-ended questions which is informal which gives the participant to speak freely about a topic while also determining the direction and content of the interview.

For the researcher to gain a deeper grasp of the situation, on the assessment of service delivery planning at Ndwedwe Local Municipality, the structured and semi structured interviews were administered to the

municipal officials of Ndwedwe Local Municipality which include Director Economic Development, Manager IDP and PMS, Manager SCM, Director Technical Services, Project. All information given by the officials were recorded and noted in a diary, thereby ensuring that it was captured in the findings.

4.6.2. Questionnaires

Roestenburg and Delport (2012:186) define this method for collecting data as a text that contains a set question for the purpose of gathering data for analysis. A typical questionnaire will almost definitely be as many statements as questions in a normal questionnaire., especially if the researcher wants to know how many people share a specific viewpoint or attitude.

The advantage of employing a questionnaire is that it allows a researcher to get data and views about a phenomenon from people who are knowledgeable about the subject. Another benefit of conducting a questionnaire is that it allows the researcher to reach a bigger sample size than would be possible with other methods, that anonymity and confidentiality can be guaranteed, and that data analysis may be defined from the start (Muthwa, 2016:10).

The structured questionnaires were administered to the members of the community in wards 12, 14, 17, and 19 of Ndwedwe Local Municipality who consume services that are provided by the municipality.

4.7. Sampling strategies

McLeod (2014:1) defines sampling as the process for selecting a representative group from the study's population. Onwuegbuzie and Collins (2007:3) asserted that sampling is the procedure for choosing a portion, piece or segment that is representative of a whole. Onwuegbuzie and Collins (2007:3) further stated that sampling is a crucial phase in the research process since it informs the quality of the researcher's inferences based on the underlying data. As a result, there are two types of sampling methods for producing representative samples: probability and non-probability sampling methods.

4.7.1. Probability sampling

Bhat (2019:2) describes A probability sampling strategy is one in which a sample from a broader population is chosen using a theoretical probability-based process. "Under this sampling method, every universe object has an equal chance of being included in the sample. As a result, a random selection must be utilised to select a participant in a probability sample. In a probability sampling, everyone has an equal chance of being selected Bhat (2019). To make the sampling process more efficient, stratified random leverages known information about the population prior to sampling (Strydom, 2011:230).

The following are the types of probability sampling.

4.7.1.1. *Stratified random sampling*

Stratified random sampling uses sampling to divide a bigger population into smaller groups that do not frequently overlap but reflect the general population. In stratified random sampling, the universe is divided into a number of mutually exclusive strata, each of which has members who are homogeneous in terms of some features such as gender, home language, income levels, level of education, and age (Strydom, 2011:230).

4.7.1.2. *Cluster sampling*

Cluster sampling is a method of selecting participants randomly that are spread out geographically. If the entire population of interest is large, the researcher can divide the population into groups areas and then randomly selecting a number of these smaller areas is a practical technique to take a sample, with the eventual sample consisting of all units in these tiny areas or clusters (Strydom 2011:230).

4.7.1.3. *Systematic sampling*

It is important to pick a sample size and starting point that can be replicated at regular intervals. Systematic sampling is a type of sampling method requires the least amount of time because it has a predetermined range. The most practical sampling method is to pick the nth item from a list from the sample frame (Strydom, 2011:230).

4.7.2. Non-probability sampling

This type of sampling refers to a set of approaches that let researchers select units from the population that are relevant to their research. Non-probability sampling has the advantage of selecting samples based on the researcher's subjective assessment rather than random selection, as is the case with probability sampling (Thomas, 2017:142).

The following are the types of non-probability sampling.

4.7.2.1. *Accidental or convenience sampling*

The researcher chooses subjects from whoever is accessible at a given location at a given time in this form of sample. As a result, any case that crosses the researcher's path and is related to the phenomena is included in the sample until the target number is reached (Strydom, 2011:232).

4.7.2.2. *Purposive sampling*

Purposive sampling is also known as judgmental sampling. This type of sample is entirely reliant on the researcher's judgment, in the sense that it is made up of pieces that possess the most representative or typical qualities of the population that are relevant to the study. In this type of sample, the researcher will only source individuals who will provide him/ her with the required information (Strydom, 2011:232).

4.7.2.3. *Quota sampling*

Quota sampling is a sample with the goal of accurately representing a population in terms of relative proportions of people in various categories such as gender, ethnicity, age groups, socioeconomic groupings, and so on (Strydom, 2011:232).

4.7.2.4. *Snowball sampling*

Snowball sampling is normally used when there is no information of the sample frame and only restricted access to appropriate people for the desired study, this method is usually used. Snowball sampling is the process of approaching a single case related to the phenomenon under inquiry to learn about other individuals who are similar to them (Strydom, 2011:233).

For a non-probability sampling, the researcher opted to use a purposive sampling. A researcher uses a purposive sample when they choose a sample based on their understanding of the study and population. Participants are chosen based on the study's needs, and candidates who do not meet the profile are rejected (Stephanie, 2015:1). The purposive sampling deemed relevant to the study because the researcher selected officials from Ndwedwe Local Municipality who possess in depth knowledge about service delivery and some of them interact closely with the communities.

4.8. Data quality control

Both qualitative and quantitative data control measures were used since the data was collected using a mixed method. The quantitative data quality control consists of validity and reliability instruments, whereas qualitative data control consists of trustworthiness.

4.8.1. Quantitative data control

4.8.1.1. *Validity*

Thomas 2017: defines validity as the ability of an instrument to measure what it supposed to measure. According to Creswell (2018:153) describes validity as to whether one can draw meaningful and useful

inferences from scores on a particular instrument. He further mentioned types of validity that is commonly used which are content validity, construct validity, predictive validity.

4.8.1.2. *Reliability*

Reliability refers to the probability that a study instrument, such as a test, would provide the same result several times (Thomas 2017:144). On the other hand, Vezi (2016:35) defines reliability The degree to which the technique employed in data collecting and analysis operations will produce results that are dependable.

- i. Test/Retest reliability refers to measure reliability achieved by repeating the same test numerous times over a period of time with the same sample of participants (Vezi, 2016:35).
- ii. Parallel forms reliability refers to a metric developed by evaluating the same phenomenon with the same sample group using a variety of approaches (Dudovskiy, 2018).
- iii. Inter-rater reliability relates to the comparison of different assessors' outcomes acquired using the same procedures. Assessment subjectivity can be used to highlight the importance and use of study (Dudovskiy, 2018).
- iv. Internal consistency reliability is used to determine the level of discrepancies between test items that investigate the same construct and yield similar results. It can be presented in two main formats:
 - a. Average inter-item correlation is a type of inner stability to be achieved using the similar hypothesis respectively test element.
 - b. Split-half reliability is a sort of internal consistency reliability that entails splitting test items in half (Dudovskiy, 2018).

To ensure validity and reliability in this study, a short and straightforward questions was designed to ensure that the participants understand the questions and do not encounter any difficulties.

4.8.2. Qualitative data control measures

Qualitative data control is underpinned by trustworthiness. Trustworthiness refers to the reliability and validity of the result. It is important to ensure that the findings of the study answer the research objectives. Therefore, the data collected for the study was interpreted accurately and analysed to be trusted (Gunawan, 2015:10-11).

4.9. Data analysis procedures

It is a search for a lawful interpretation or considerate information linked to the study goals (Vezi, 2015:34). The data for the study was analysed in two folds, namely thematic analysis for qualitative data and statistical package for the Social Science (SPSS) for quantitative data.

4.9.1. Thematic data analysis

It is a procedure of detecting design or subjects in qualitative information. The purpose of a thematic data is to find relevant pattern and utilise them to address the study or make a point about the issue (Maguire & Delahunt, 2017:352). Similarly, Vezi (2015:36) Thematic analysis is defined as the technique of determining a common pattern that runs through a collection of items. The goal of thematic analysis is to find patterns of meaning across a data set that may be used to answer the research question. Thematic analysis was used to evaluate the data acquired through interviews for this study. The researcher recorded each respondent's comments in a diary, then reconciled the data to see whether there were any gaps or inconsistencies in the information provided. The results of the data analysis were recorded in word formats, tables, and by modifying data. The information was grouped into themes.

4.9.2. Statistical Package for Social Science

Statistical package for the social science is a software package used for the analysis of statistical data. Du Plooy-Cilliers (2014:206) state that statistics are used in data analysis to eliminate any chance of guesswork. The purpose of the statistical analysis software package is to make data easier to grasp and analyse so that the research problem's relationships may be studied and tested (Bartley & Fouche, 2012:249). For this study, the data collected through questionnaires from 50 community members in Ward 12, 14, 17, and 19 was analysed using a computer software program called (SPSS) version 22.0. The data was presented in the form of graphs, pie charts and tables.

4.10. Ethical considerations

The term "ethics" refers to a system of moral rules that govern human behaviour (Albertse, 2007:16). According to Hungwe (2017:92) ethics means that Researchers must have an ethical commitment to protect participants' human rights during research study. The researcher used the following ethical considerations to comply with the research regulations: ethical clearance, permission to perform a study, informed consent, confidentiality, and violation of privacy/ confidentiality.

4.10.1. Permission to conduct a study

According to Khathini (2018:70), regardless of the source, permission to collect information should be sought, but only in accordance with ethical principles. Approval of Permission to conduct the study was received from the UKZN Research Ethical Review Committee and a written permission letter from the Municipal Manager of Ndwedwe Local Municipality.

4.10.2. Informed consent for the participants

Informing is the communication of critical research information from the researcher to the subject (Hungwe 2017:93) Informed consent is the provision of complete information about the data collection procedure, as well as the disclosure, reporting, and use of research data and results. This is where potential participants express himself or herself whether he or she will partake in the study (Thomas, 2017:319). Regarding participation in the study, the participants were informed about the purpose of the research. An informed consent was given to the participants for signing.

4.10.3. Voluntary participation

According to Mdlalose (2016:56), It is the responsibility of researcher to notify participants that participation to the study is free or voluntary and that there are no rewards or exchange. Therefore, the principle of voluntary participation was applied to ensure that people were not forced to participate in the study and the participant were told that they are free to withdrawn anytime in the study without penalties if they feel like to do so.

4.10.4. Privacy and confidentiality

4.10.4.1. *Privacy*

Privacy is to keep something to oneself that is generally not meant for others to see or analyse. In terms of research, the respondent has the authority of ensuring that his or her information is not disclosed to other, which includes the ability to choose when, where, and to what extent their views, beliefs, and conduct are revealed (Strydom, 2011:120). Since the participants were given informed consent to sign this means that privacy was highly assured and the participants were asked questions that was related to the study only.

4.10.4.2. *Confidentiality*

Confidentiality means that access to information is limited to those who have been granted permission to do so (Fossheim, 2015:1). It can also be seen of as a continuation of privacy, which refers to

agreements between individuals that limit others' access to personal information (Strydom & Delpont 2011:120).

According to Baloyi (2016:47) means that participants may rest confident that their information and data will not be shared with anybody unless the informant gives his or her permission. The respondents were assured that their names would not be disclosed on the findings.

4.10.5. Avoiding harm to research participants

According to Babbie (2014: 66) the researcher should ensure that the participants' lives are not exposed to any kind of danger because of participating in the study. The participants were assured that there would be no harm by partaking in the study and that their lives would be safe and secure while participating in the study.

4.11. Chapter summary

The focus of this chapter was on the research design and research methodology used in this research. The chapter discussed types of research approach which are qualitative, quantitative, and mixed method approach. A mixed method approach was used in the study. It further goes on by discussing data collection tools that were used in the study which are structured and semi-structured interviews for the officials and questionnaires for the community members. The chapter also explains sampling strategies that was employed in the study. The method employed to analyse data is clarified in this chapter which are thematic analysis and statistical package for social science (SPSS) and data quality control. The chapter conclude by discussing ethical principles relevant for the study. The following section confers data analysis presentation as well as research findings.

Chapter 5: Data Presentation, Analysis, and Interpretation

5.1. Introduction

The aim of this chapter is to evaluate, and understand data gathered through survey questionnaires and interviews on the assessment of service delivery planning in local municipalities, with specific reference to Ndwedwe Local Municipality. This chapter presents qualitative and quantitative data collected through research which utilised a mixed methods methodology. The responses to the questionnaires are presented in graphs and tabular form, while responses to the interview questions are presented in themes.

The chapter begins with a review of the context of Ndwedwe Local Municipality and proceeds to present qualitative and quantitative data.

5.2. Case context of Ndwedwe Local Municipality

The Municipality of Ndwedwe is one of the four local authorities within the ILembe District Municipality and borders KwaDukuza to the east, and Maphumulo to the north. Much of the northern part of Ndwedwe consists of coastal plains, which are primarily within the area of KwaDukuza. The vast portion of the area is under tribal control and varies in topography from high plateaus to verdant lowlands. Concerning the social-economic context, much of the local municipal area of Ndwedwe encompasses the previously disadvantaged native lands of KwaZulu-Natal, consisting of tribal authority areas that have remained significantly underdeveloped, disadvantaged, and destitute, while being in close proximity to major urban and commercial developments (Ndwedwe Annual Performance Report, 2019:5).

The critical challenges facing Ndwedwe Local Municipality relate to a huge backlog in the delivery of water and sanitation, electricity, refuse removal, human settlement and inadequate infrastructure and a high unemployment rate. The municipality is also challenged in terms of financial resources as it does not collect sufficient levies to boost its service delivery capacity. Both government transfers and the municipal infrastructure grant are the main source for funding the provision of service delivery in the municipality (Ndwedwe Annual Performance Report, 2019:5).

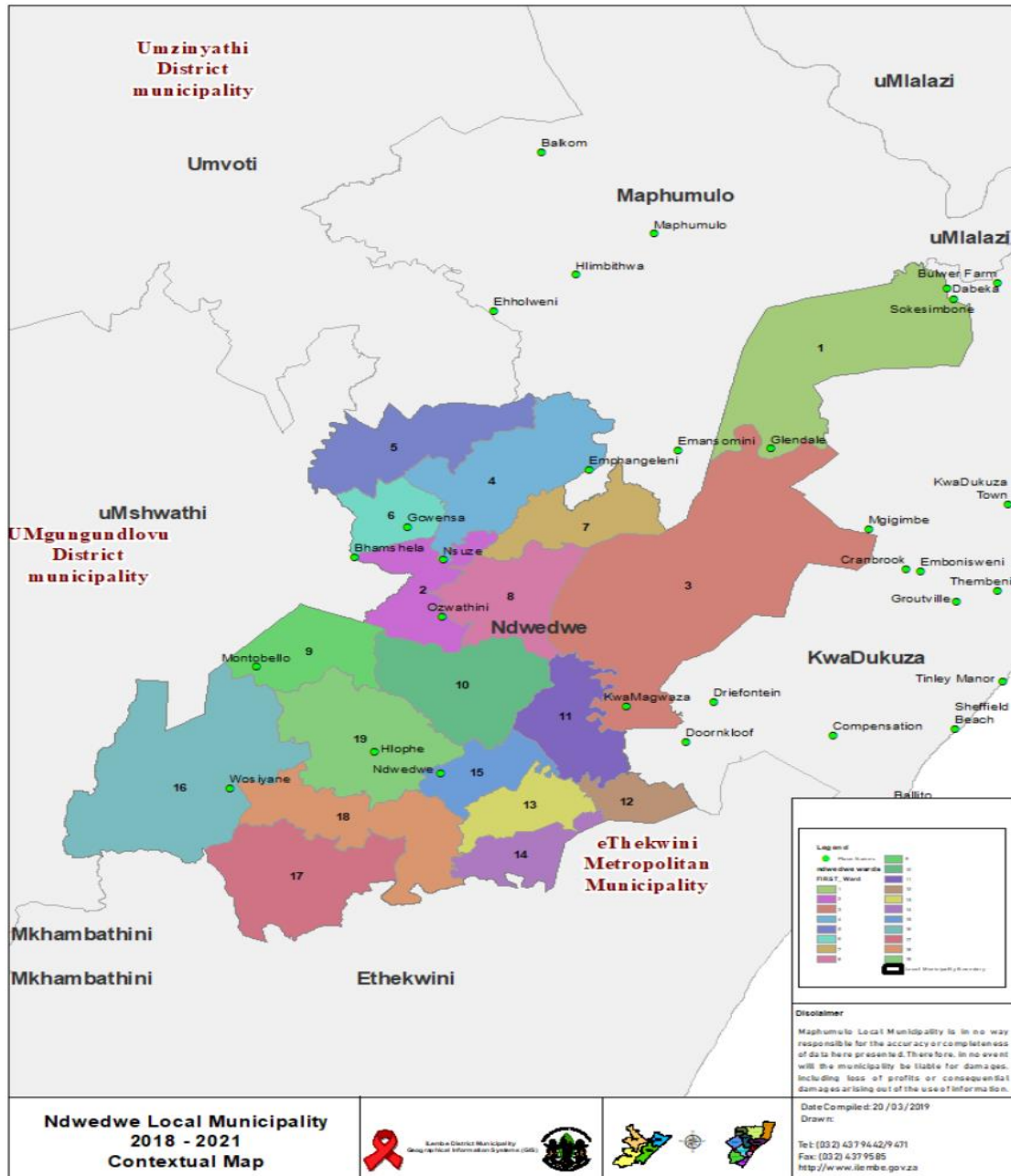


Figure 5.1. Map of Ndwedwe Local Municipality

Source: (Adapted from Ndwedwe IDP, 2020)

5.3. Presentation of qualitative data

This section presents data collected through interviews. Empirical data was collected using a qualitative research method. The aim of the empirical study was to investigate the commitment of Ndwedwe Local Municipality towards inclusive service delivery planning, which involves a whole range of factors, including communities who are the main beneficiaries of government services. According to Woods

(2021), empirical study is based on the belief that knowledge is acquired through actual experience rather than theory or belief. According to Hungwe (2017:86), because little is known about the subject, qualitative research design tries to explore and identify issues regarding it.

Table 5.1 reflects a total of 15 participants that were selected to participate in the qualitative interview for the study. These participants included the Director of Technical Services, the Director of Community Services, the Head of Economic Development, as well as middle management officials including, the manager of Supply Chain Management (SCM), the project manager, the Public Participation Manager, the Manager of Public Works, the manager of the Performance Management System (PMS), and seven junior officers.

Table 5.1. Participants of the qualitative interviews for the study

Research Participants	Area/ Municipality	Number of Participants
Directors	Ndwedwe Local Municipality	3
Middle Managers	Ndwedwe Local Municipality	5
Junior Officers	Ndwedwe Local Municipality	7
		15

Source: Fieldwork Enquiry (2021)

5.4. Response rate

According to Tenza (2017), the response rate involves the percentage of people who react to the research tool in relation to the total number of people initially sampled. The response rate is used to provide valuable information as to the consistency and accuracy of the data obtained.

5.4.1. Response rate for the qualitative interviews

The number of respondents targeted for qualitative interviews was 15, while the number of respondents who were able to participate was 11. The interviews with municipal officials were conducted in their respective offices, while some of the interview questions were emailed to other officials.

5.5. Interaction between emerging themes and sub-themes of the study with research objectives and research objectives

The overall aim of the research was to investigate the commitment of the municipality towards inclusive service delivery planning that involves a wide range of role-players, including communities who are the main beneficiaries of government services, non-government actors, and municipal functionaries.

Table 5.2. Interaction between the emerging themes and the sub-themes of the study with research objectives and research questions

Research Objective #01	Research Objective #02	Research Objective #03	Research Objective #04	Research Objective #05
To understand the role of municipal stakeholders that are involved in service delivery planning in the municipality.	To investigate the alignment of municipal policies with the National Development Plan and other national imperatives that prioritise service delivery planning.	To review the relevancy and accuracy of public participation strategies within Ndwedwe Local Municipality that aim to promote service delivery improvements.	To identify factors that facilitate or hinder service delivery efficiency with a view to propose corrective measures.	To suggest recommendations that may contribute to improved service delivery planning in local government with specific reference to Ndwedwe Local Municipality.
Research Question #01	Research Question #02	Research Question #03	Research Question #04	Research Question #05
Who are the key municipal stakeholders that are involved in service delivery planning in the municipality?	How does the municipality align its policies with the National Development Plan and other national imperatives that prioritise service delivery planning?	What is the relevancy and accuracy of public participation strategies of Ndwedwe Local Municipality that aim to promote service delivery improvement?	What are the factors that facilitate or hinder service delivery with a view to propose corrective measures?	What are the recommendations that may be suggested to contribute to service delivery improvement in local government with specific reference to Ndwedwe Local Municipality?

Emerging Theme #01	Emerging Theme #02	Emerging Theme #03	Emerging Theme #04	Emerging Theme #05
Involvement of community in service delivery planning.	Alignment of service delivery planning between the three spheres of government.	Public participation strategies that aim to promote service delivery improvement.	Factors that facilitate or hinder service delivery efficiency.	Service delivery improvements in local government.

Source: Data interpretation and analysis of the study (2021)

The study used an efficiency service delivery theoretical framework. The interaction between the efficiency service delivery theory and qualitative data collected for the study is shown in Table 5.2.

Table 5.3. Interaction between efficiency service delivery theory and qualitative data

Construction of Efficiency Service Delivery Theory	Interaction between Efficiency Service Delivery Theory and Qualitative Data
Delivery of basic services to the citizens	<p><i>“Ndwedwe Local Municipality as a sphere of government that service the communities and is expected to ensure that it provides community halls, sports fields, access roads, refuse removal, electricity, and water” (All Respondents).</i></p> <p><i>“The distribution of services to the citizens is coordinated or implemented using intergovernmental relations structures. The municipality needs to align itself with the planning processes of the district municipality and provincial government in the delivery of services. Other departments, such as the Department of Human Settlement need to align its planning processes with that of the municipality. This will assist a coordinated service delivery to the community” (Respondent A).</i></p> <p><i>“Forums have been established where different government departments are represented. It provides direction in terms of cooperation on various aspects of the distribution of services and to ensure compliance” (Respondent B).</i></p>

Good governance

“The role of internal and external oversight structure is to promote accountability and transparency in the municipality. The municipal officials need to be accountable in their respective departments. The municipal officials need to account for every cent they spend on service delivery. Internal structures for example, promote good governance, liability, and openness in the municipality” (Respondent A).

“The role of internal and external oversight structures is to ensure a seamless, smooth running of municipal operations, to advise and rule on matters that require an oversight body and to ensure compliance with the municipal legislative guidelines and internal policies” (Respondent B).

“The role of internal and external oversight structures is to ensure that there is no corruption and to ensure that the service standards are met” (Respondent C).

“In my view, I think the role of these structures is to ensure that proper steps are followed and to ensure that proposals by the community in terms of service delivery planning are implemented in a correct way” (Respondent D).

“The role of these structures is to ensure that policies and legislations are implemented correctly” (Respondent E).

Quality of services

“In our municipality, the other wards have 100% basic services, and there are no backlogs. However, other wards are still faced with backlogs on water, electricity, and sanitation. This has led to other wards holding protest actions against the municipality, demanding these basic services. These backlogs are mostly due to budget constraints” (Respondent A).

“The community is not happy with the services provided by the municipality. Promises by the politicians far outweigh the actual delivery of promises. Feedback from the community is divided into two. The one side is worried about job opportunities, tenders, whereby they end up confusing these with basic service delivery. Protests and violence are some of the symbols that highlight that the community are not receiving the services they had voted for” (Respondent C, D, E, F, G, H, I, J).

“Ndwedwe Local Municipality is at a very slow pace. Some of the wards do not have basic infrastructure at all. The community feedback has been somewhat mixed. With its vast ward sizes ranging from the farmlands of Ward 1 to the hilly Ward 19, the municipality has been trying to service all its areas equally; however, some areas are not easily accessible. That causes displeasure in some sectors of the community who feel neglected and aggrieved. Ndwedwe is a politically-active area, so of late we have seen some political opportunities using the municipal shortfalls and challenges to stir up community unrest, calling the municipality a failure which is not a view and feeling held by ordinary citizens of Ndwedwe Local Municipality” (Respondent K).

Participation

“The municipality always ensures that if there is any project that is taking place within the jurisdiction of the municipality, the service provider who was awarded with a tender must ensure that once the project is implemented, the communities of Ndwedwe be employed. This is the way of increasing employment opportunities to those who are unemployed” (Respondent A).

“The municipality always ensures that it organises workshops and training that encourages participation. Usually, since Ward committees represent their communities in their wards, the municipality tries to ensure Ward committees are the ones that they are capacitated the most” (Respondent B).

“The municipality holds regular meetings with the community. They are informed about how to let their views known and to pass their grievances across. Sectors of the community in each ward are encouraged to meet and pass their views as a group” (Respondent C).

“The municipality provides the community with relevant information on issues of service delivery. The municipality also needs to provide the community with the IDP municipal budget and other relevant information that will assist them in understanding what is happening in the municipality. The municipality also ensures that the information they provide to the community is accessible; accordingly, mother tongue communication is to be capacitated in service delivery planning” (Respondent D).

“In every project being implemented, there are structures formed to ensure that community benefits through employment and to ensure that no public person is treated unequally by the contractor. The municipality ensures that structures are formulated and operational. These structures are at the Ward level with the involvement of Ward committee members and CDWs. The municipality conducts programmes for an example, IDP, Izimbizo, and Budget which take place annually, but also through continuous consultation, conciliation, and partnership” (Respondent G, H, I).

Source: Understanding of data and exploration of the study (2021)

5.6. Analysis of data collected through interviews

Qualitative data were collected from the 15 municipal officials of Ndwedwe Local Municipality. Thematic data analysis was used to analyse the data obtained. According to Nowell et al., (2017:2), thematic data analysis is a method of data organisation that organises and summarises enormous amounts of data acquired in the field to provide a thorough description. The participants were requested to reply to a set of research questions. During data collection, the research ethical code that deals with issues pertaining to anonymity confidentiality, informed consent, and the protection of participants, was strictly observed by the researcher.

This section presents data collected through interviews and the following questions were asked.

5.6.1. The role of various municipal stakeholders in service delivery planning in Ndwedwe Local Municipality

Table 5.4. Matrix #01

Variables	Response	Source
Who are the key municipal stakeholders that are involved in service delivery planning in the municipality?	<i>“The municipal stakeholders involved in service delivery planning in the municipality are councillors, traditional leaders, community, civil society organisations, government departments, and the business sector”.</i>	Respondent A, B, C, D, E, F, G, H, I, J, K.

Source: Fieldwork (2021)

In relation to Matrix #01 all respondents answered the research question. The findings revealed that the municipality considers the importance of involving the relevant stakeholders on issues of services delivery planning which are councillors, traditional leaders, community, as well as members of civil society organisations, government departments, and sectors of the private and business community.

5.6.2. The alignment between municipal policies with the National Development Plan: Vision 2030 and other national imperatives

Table 5.5. Matrix #02

Variables	Responses	Source
How does the municipality align its policies with the National Development Plan and other state imperative that prioritise service delivery planning?	<i>“An IDP which was approved by the council of the municipality of Ndwedwe serves as the municipality’s primary deliberate planning mechanism, guiding and informing all preparation processes, provision of resources, administration, and policy execution”.</i> <i>“The IDP informs provincial planning process and national planning process”.</i>	Respondent A, E.
	<i>“The NDP is a strategy for all spheres of government to put together a comprehensive plan as well as the process and procedure from all three spheres align their plans and examine if they are all on the same page and reach consensus as to how the service delivery goal will be met. Strategies for enhancing service delivery in local government aligned by the NDP”.</i>	Respondent B.

“Strategies are set up and are in place to address the NDP in consultation with all stakeholders. The municipality also has a SDF which is a long-term development plan and an LED Plan to address and align to the NDP. The municipality always ensures that it aligns with national government policies and plan”.

Respondent C.

“The NDP associate with the preparation and guiding the strategy which also imitate the municipal strategies”.

Respondent D, F.

“Policies are continuously reviewed in order to ensure that they are fully aligned with legislative amendments and respond to the current needs of the community”.

Source: Fieldwork (2021)

In line with Objective #02, only six respondents answered the question. The findings revealed that a majority of the respondents share a common understanding that the IDP of Ndwedwe Municipality is aligned with all government policies which is guided by NDP, PGDS.

5.6.3. Public participation strategies that aim to promote service delivery improvements in Ndwedwe Local Municipality

Table 5.6. Matrix #03

Variables	Response	Source
What is the relevancy and accuracy of public participation strategies of Ndwedwe Local Municipality that aim to promote service delivery improvements?	<p><i>“Loud hailing is the tool that is used by the municipality if there are community meetings and municipal events. The municipal website is updated regularly. The municipality Facebook page is also given updates about the municipality events and service delivery”.</i></p> <p><i>“Communication units from the mayor’s office are crucial in ensuring that the municipal newsletters are distributed to the communities as a tool of ensuring participation between the municipality and communities to ensure that radio slots are organised to inform the communities on what has been done by the municipality”.</i></p> <p><i>“IDP road shows and Izimbizo are important strategies used by the municipality whereby the mayor visits each ward to table IDP and Budgets. Municipal pamphlets are also distributed in areas of high pedestrian traffic. In this platform, the community gets a chance to engage municipal councillors on service delivery issues. In this platform, the mayor and speaker also get a chance to respond to issues raised by the community to that particular meeting”.</i></p>	Respondent A, B, C, D, E, F, G, H, I, J, K.

Source: Fieldwork (2021)

In line with Objective #03, the majority of respondent shared same response about the strategies used by the municipality to encourage improvements in service delivery. The findings revealed that the municipality has strategies for public participation which are in place to improve service delivery planning which is IDP roadshows, Izimbizo, loud hailing, distribution of municipal newsletters, radio slots, war rooms, with different government departments and issuing of pamphlets to the communities (Ndwedwe IDP, 2018).

5.6.4. Factors that facilitate or hinder service delivery efficiency

Table 5.7. Matrix #04

Variables	Response	Sources
What are the factors that facilitate or hinders service delivery efficiency with the view to propose corrective measures?	<p><i>“Ndwedwe Local Municipality is the topography of colonial and apartheid area. The factors that hinder service delivery is the backlog in service delivery, poor planning which places some projects at not suitable locations, failure to complete projects on time and allegations of fraud and corruption by the politician, officials, contractors and community members, political interference of officials and mismanagement of funds”.</i></p> <p><i>“Factors that hinders service delivery is that of the municipality lacking funds as the municipality is reliant on grant from the State, it is unable to meet all basic services expectation at the same time. Political interference, some of the wards are led by the IFP and some are led by ANC which results in the slow progress in service delivery to the wards that are led by the opposition party. Incompetence of municipal officials, maladministration and cadre deployment, slow pace of project management, misuse of funds, incompetence of staff”.</i></p> <p><i>“Ineffective communication with internal and external stakeholders and sheer land and disjointed settlement design have negative impact on municipality’s internal and external linkages and poor monitoring and evaluation of project. Land ownership also hinders service delivery”.</i></p>	All Respondents

Source: Fieldwork (2021)

Linked to Objective #04, all respondent was able to respond to the question and answered in a way that is similar to each other. The findings therefore revealed that the factors that hinders service delivery efficiency in the municipality is the backlog in service delivery, corruption, political interference of municipal officials, cadre deployment, incompetence of staff, poor monitoring, and evaluation of projects, maladministration, ineffective communication with internal and external stakeholders, misuse of funds, failure to complete project on time and budget constraints (Ngwenya & Khumalo, 2020).

5.6.5. The promotion of service delivery planning in Ndwedwe Local Municipality

Table 5.8. Matrix #05

Variable	Response	Sources
How does the Integrated Development Plan of Ndwedwe Local Municipality promote service delivery planning?	<i>“By being inclusive, the IDP process involves councillors, municipal officials and community in the planning process. The municipality consult community through Izimbizo. The community provide councillors with their service delivery needs in their respective wards”.</i>	Respondent A.
	<i>“The IDP focus on the services that are expected by the citizens and local municipality encourage all members and other stakeholders within the municipality to be involved in process plan and this aid to draft an IDP and development plan”.</i>	Respondent B.
	<i>“The IDP of Ndwedwe Local Municipality promotes service delivery in such a way that it is centred around the distribution of basic resources to the citizens of Ndwedwe and infrastructure projects are included in IDP”.</i>	Respondent C.
	<i>“IDP is a broad consultative process involving multiple sectors of the community, government, private sector and all sectors in society”.</i> <i>“The relevant community is deeply involved in the process plan”.</i>	Respondent D.
	<i>“The IDP promote service delivery planning through IDP roadshows and community meetings. It assists in aligning the needs of people with that of other spheres of government in ensuring that the service delivery is implemented on time”.</i>	Respondent E, F, G.

Source: Fieldwork (2021)

With regards to the promotion of service delivery through IDP, seven respondents answered this question. The findings revealed that most of municipal officials have an considers how IDP promote service delivery planning. The majority of officials stated that IDP is a process plan which involves different stakeholders which includes councillors, municipal officials, community and other stakeholders. The municipal officials also stated that the IDP focus on the needs of the citizens, the

municipality informs the public on all programmes through Izimbizo, roadshows and community meetings (Ndwedwe IDP, 2018).

5.6 6. The involvement of traditional leadership and Ward committee structures in service delivery planning

Table 5.9. Matrix #06

Variables	Response	Sources
How does the municipality involve the traditional leadership and Ward committee structure in service delivery planning?	<i>“The traditional leaders and Ward committee are legal structures in the municipal IDP planning process. It is bylaw that the municipality needs to establish and consult Ward committee and traditional leaders. By law, a Ward committee sits once a month in each Ward to deal with services delivery issues and challenges in their respective wards”.</i>	Respondent A, B.
	<i>“Traditional leaders and Ward committee are the community representatives in the municipality. The platform where the stakeholders are involved is the joint coordinating committee and IDP Representative Forums, LTT, War room, IDP planning process and through Municipal Council and these platforms enables them to participate and make their contributions towards service delivery. Whenever there are some of the programmes that is related to the service delivery planning, the municipality informs them. Inputs are thereafter invited and incorporated in the main presentations that the mayor plans to take to community meetings”.</i>	Respondent C, D, E, F, G, H, I, J, K.

Source: Fieldwork (2021)

With regards to the inclusion of traditional leaders and ward committees, all respondents were able to respond to the question. The findings revealed that traditional leaders and Ward committees are the most important structures in the municipality. By law, the traditional leaders and Ward committee represent the community to the municipality. The platforms where these stakeholders are involved include: IDP process, IDP Representative Forums, LTT, War rooms, Izimbizo, and the municipal council. Their inputs are always taken into consideration as they represent the community.

5.6.7. The promotion of local democracy and inclusive service delivery planning in the municipality

Table 5.10. Matrix #07

Variables	Response	Sources
What are the contributions of the Traditional Leadership and Ward committee structure in encouraging equality and inclusive delivery of services planning in the municipality of Ndwedwe?	<i>“The Local Government Municipal Structures Act recognises traditional leaders as the important participant member in the municipality development plan. In our municipality, the traditional leaders sit in joint coordinating committee to discuss service delivery issues in their respective traditional authorities and Ward committee sit once a month in their respective wards to discuss service delivery related issues”.</i>	Respondent A.
	<i>“The views of the community are taken into consideration by these two structures and be forwarded to the IDP Forum where they discuss their views and then back to the community through Izimbizo / roadshows”.</i>	Respondent B, C, D, E, F.
	<i>“These two structures perform a crucial part in promoting equality and in planning of distribution of services They ensure that all citizen receive equal treatment especially the disadvantaged community. Traditional leaders also ensure that land is used accordingly and to ensure that the citizens are represented and protected”.</i>	

Source: Fieldwork (2021)

Regarding the contributions of tribal authority leaders and Ward committees in encouraging equality including service delivery planning, four questions were spoiled in that the respondent did not respond to the question. Only six respondents answered the question. The findings revealed that traditional leaders and Ward committees play an important role in promoting local democracy. These structures are engaged with communities and they ensure that all communities benefit from service delivery, especially disadvantaged citizens.

5.6.8. The roles of internal and external oversight structures in promoting good governance

Table 5.11. Matrix #08

Variables	Response	Sources
What are the roles of internal and external oversight structures in promoting good governance in service delivery planning?	<i>“The role of internal and external oversight structure is to promote accountability, transparency in the municipality. The municipal officials need to be accountable in their respective departments. The municipal officials need to account for every cent they spent on service delivery. Internal structures for an example promote good governance, responsibility and openness in the municipality”.</i>	Respondent A.
	<i>“The role of internal and external oversight structures is to ensure a seamless, smooth running of municipal operations. To advise and rule on matters that require an oversight body. To ensure compliance with the municipal legislative guidelines and internal policies”.</i>	Respondent B.
	<i>“The duty of internal and external oversight structures is to ensure that there is no corruption and to ensure that the service standards is met”.</i>	Respondent C.
	<i>“In my view I think the role of these structures is to ensure that proper steps are followed and also to ensure that proposals by the community in terms of service delivery are implemented in a correct way”.</i>	Respondent D.
	<i>“The role of these structures is to ensure that policies and legislations are executed properly”.</i>	Respondent E.

Source: Fieldwork (2021)

Regarding the roles of internal and external oversight structures, only five respondents answered the question. The findings revealed that the role of internal and oversight structures is to promote good governance, accountability, and transparency, and to ensure compliance with the relevant municipal legislation and to ensure that its policies are implemented correctly by the municipality.

5.6.9. The capacitation of communities for effective participation in service delivery planning

Table 5.12. Matrix #09

Variables	Response	Sources
How does the municipality capacitate communities for effective participation in service delivery planning?	<i>“The municipality always make sure that if there is any project that is taking place within the jurisdiction of the municipality, the service provider who awarded with a tender must ensure that once the project is implemented, the communities of Ndwedwe be employed. This is the way of increasing employment opportunities to those who are unemployed”.</i>	Respondent A.
	<i>“The municipality always ensures that the municipality organise workshops and training that encourages participation. Usually, since Ward committees represent their communities in their wards, the municipality try by all means to ensure Ward committees are the ones that they are capacitated the most.”</i>	Respondent B.
	<i>“The municipality holds regular meetings with the community. They are informed about how to let their views known and to pass their grievances across. Sectors of the community in each Ward are encouraged to meet and pass their views as a group”.</i>	Respondent C.
	<i>“The municipality provides the community with relevant information on issues of service delivery. The municipality also needs to provide community with IDP municipal budget and other relevant information that will assist community in understanding what is happening in the municipality”.</i>	Respondent D.
	<i>“In every project being implemented there are structure formed to ensure that community benefit through employment and ensure that no public person is treated unequally by the contractor. The municipality ensures that structures are formulated and operational”.</i>	Respondent E, F, G, H, I.
	<i>“The municipality conduct programmes for an example IDP Izimbizo, and Budget, which takes place annually but continuous consultation placation, partnership”.</i>	

Source: (Fieldwork 2021)

Regarding the capacitation of the community, a majority of the respondents stated that the municipality always tries to train, capacitate, and workshop, to encourage participation. The municipality capacitates communities through IDP Programmes, and Izimbizo. The municipality always ensures that it provides communities with relevant information on issues of service delivery.

5.6.10. Feedback of the community about the pace and quality of service delivery

Table 5.13. Matrix #10

Variables	Response	Sources
What has been the feedback of the community about the pace and quality of service delivery in Ndwedwe community?	<i>“In our municipality, the other Wards have 100% basic services, there are no backlogs. However, in other wards there are still backlogs with water, electricity, and sanitation. This has led to other Wards protesting against the municipality, demanding these basic services. It is mostly due to budget constraints”.</i>	Respondent A, B.
	<i>“The community is not happy with the services provided by the municipality. Promises by the politicians far outweigh the actual delivery of promises. Feedback from the community is divided into two. The other side is mainly worried about job opportunities, tenders, they end up confusing these with basic service delivery. Protests and violence are some of the symbols that ensures that the community are not receiving the services they were voted for. Service delivery in Ndwedwe is at a very slow pace. Some of the wards do not have basic infrastructure at all”.</i>	Respondent C, D, E, F, G, H, I, J.
	<i>“The community feedback has been somewhat mixed. With its vast Ward sizes ranging from the farmlands of Ward 1 to the hilly Ward 19, the municipality has been trying to service all its areas equally, however, some areas are not easily accessible. That causes displeasure in some sectors of the community who feel neglected”.</i>	Respondent K.

Source: Fieldwork (2021)

In relation to the pace and quality of service delivery in Ndwedwe Local Municipality, all the respondents answered the question. The majority of the respondents highlighted the fact that the pace

and quality of service delivery in Ndwedwe was poor, even though the other respondents mentioned that some of the other wards were 100%. Other wards still have a backlog in service delivery which often results in protest action by the community members demanding services like water, access roads, and electricity. This means that a lot still needs to be done by the municipality (Ndwedwe IDP, 2018).

5.6.11. The promotion of community participation in service delivery

Table 5.14. Matrix #11

Variables	Response	Sources
How does the municipality promote community participation in service delivery planning?	<p><i>“The municipality promote community participation through community mobilisation., IDP, Izimbizo, through the office of the speaker, IDP Forum, roadshows, community outreach programme”.</i></p> <p><i>The municipality advertise the dates of meetings in the local newspaper, loud hailing and in media to invite all stakeholders including community. To these platforms the community can raise their suggestion on what to be prioritised on service delivery and the municipality can take comments from the public regarding IDP”.</i></p>	Respondent A, B, C, D, E, F, G, H, I, J.
	<p><i>“Community participation is a key planning process in the municipality. “The LGMA” stipulates that the local municipalities need to consult the community in its preparation plan. In promoting community participation, the municipality implement projects that are community driven. The municipality also need to provide proof that they consulted the community in the municipal planning process”.</i></p>	Respondent K.

Source: Fieldwork (2021)

With regards to encouraging involvement of citizens in the planning on the provision of services, all respondent reported that community participation in service delivery planning is the most important structure that the municipality must consider first. The findings revealed that the strategies used by the municipality when consulting the community include: Izimbizo, Ward committee meetings, roadshows, municipality newsletters, and social networks.

5.6.12. Co-ordination of feedback by the municipality to the communities in relation to the pace and quality of service delivery

Table 5.15. Matrix #12

Variables	Response	Sources
How does the municipality co-ordinate the feedback of communities in relation to the pace and quality of service delivery?	<p><i>“The LGMA requires local municipalities to report back annually to the community on the issues of service delivery. Therefore, the municipality prepares municipal annual performance reports which covers projects to be done in that particular year and the budget committed in those projects in the annual report. The municipality needs to state the projects that have successfully been implemented and those still with challenges. Therefore, the municipality ensures that they report back to the community through public participation channels”.</i></p>	Respondent A.
	<p><i>“The municipality reports back to the community through the local task team, mayoral Izimbizo, and through social media platforms. The municipality should always ensure that every year the budgeted projects are included in the IDP which involves the views of the community”.</i></p>	Respondent B, C, D, E, F, G.

Source: Fieldwork (2021)

Regarding the feedback of the municipality to the communities about the pace and quality of service delivery, only seven respondents were able to answer the question. The findings revealed that the municipality should always ensure that they report back to the community through the Mayoral / Speakers Imbizo and inform the community about the project that has been completed, as well as future projects in a certain financial period. The municipality should always prepare performance annual reports (Ndwedwe IDP, 2018).

5.6.13. Benefits in terms of inter-governmental relations regarding the provision of service delivery

Table 5.16. Matrix #13

Variables	Response	Sources
<p>In terms of intergovernmental relations, how can the municipality benefit regarding the distribution of services to their citizens?</p>	<p><i>“The provision of services to the community is coordinated using intergovernmental relations structures. The municipality need to align itself with the planning process of district municipality and provincial government in the delivery of services. Other stakeholders for an example Department of Human Settlement need to align its planning process with that of the municipality. This will assist in achieving a coordinated service delivery to the community”.</i></p>	Respondent A.
	<p><i>“In terms of intergovernmental relations, the municipality benefit by identifying wards that would benefit from a provincial project and provide services to those wards without provincial services. The municipality also identifies homes that are disadvantaged in terms of service delivery, and different provincial department assist in different ways”.</i></p>	Respondent B.
	<p><i>“Easy access to upper layers of government, inter-governmentally, would mean a shortened turnaround time for queries, complaints and assistance. Currently, the municipality plays as a coordinator between the district municipality (Ilembe District Municipality), the provincial government department and the national sphere, in cases where the service needed is not a primary function of the local municipality”.</i></p>	Respondent C.
	<p><i>“Forums has been established where different government department are signified. These meetings give a direction to cooperate on various matters on delivery of services and to ensure compliance. Monthly meetings are held to discuss service delivery issues and these forums are obliged to report back”.</i></p>	Respondent D.

Source: Fieldwork (2021)

In regard to inter-governmental relations, not all respondent answered the question. The findings revealed that inter-governmental relations play a crucial role in the municipality. Different government departments meet monthly to discuss service delivery issues. This means that every government department has a role to play, and all inputs are taken into consideration. Inter-governmental relations serve as a tool for minimising service delivery issues.

5.6.14. Monitoring and evaluation of a completed project

Table 5.17. Matrix #14

Variables	Response	Sources
How does the municipality monitor and evaluate completed projects which are within their area of jurisdiction?	<i>“Both internal and external oversight structures provide monitoring of project that are done by the municipality. The infrastructure portfolio committee visits various project that have been completed by the Ndwedwe Municipality. The public report back on the project that has been done to their wards”.</i>	Respondent A.
	<i>“Internally, the municipality has service delivery and budget implementation plan which listed all activities that need to be done and what has been done. PMS also an essential instrument used to action performance for the senior managers, it indicates what has been achieved to each department and what needed to be done. Currently, there are no strict measures for monitoring and evaluation. Once the engineer has issued a certificate of completion for a certain project, the infrastructure portfolio committee and official from technical department are the ones who do a site visit on completed projects. Monthly meetings are also held”.</i>	Respondent B, C, D, E.

“I believe that the municipality has poor measures for monitoring and evaluation because the municipality only do a site visit once the project has been implemented and completed. Once the project has been handed over to the stakeholders, the municipality do not have a plan”. “For every project, there are task team appointed which is made up of community members. The Auditor General also assesses if the project was done in accordance with the amount spent”.

Respondent F, G, H.

Source: Fieldwork (2021)

Regarding the monitoring and evaluation of completed projects in the municipality, eight participants responded to the question. The findings revealed that the municipality has a portfolio committee which serves as a strategy for monitoring and evaluation once the project has been completed and that a monthly meeting is held by the technical professionals until the completion of the project. This indicates that the municipality does not have a proper monitoring and evaluation strategy.

5.6.15. Expected services to be provided by the municipality

Tables 5.18. Matrix #15

Variables	Response	Source
What are the services that are expected to be provided by the municipality?	<i>“With regards to the services that are expected to be provided by the municipality, all respondent mentioned the following services as follows: community halls, sports field, access roads, refuse removal, electricity, parks and recreation and water is to be provided by Ilembe District Municipality”.</i>	All respondents.

Source: Fieldwork (2021)

About the services that are expected to be provided by the municipality to the community, all participants responded to the question. The findings revealed that the provision of services delivered by Ndwedwe Local Municipality include: a community hall, sports field, access roads, refuse removal, electricity, parks and recreation, and water, some of which are provided by Ilembe District Municipality. The Constitution emphasises that local government is the closest sphere to its citizens, and thus must ensure that the community is provided with basic services in an efficient manner. To eliminate backlogs, one of the municipality’s key functions is to guarantee the smooth delivery of long-lasting

resources (Ndwedwe Local Municipality Annual Report, 2018:64). Therefore, when a municipality decides on a service level, it must evaluate the long-term viability of that level of service. The municipality must also ensure that it provides a quality of service to the community. To address any imbalance in the provision of services, councillors need to certify that the citizens are provided with a quality of services. This can also minimise protests by the community (Zondi et al., 2017:630).

5.7. Quantitative data presentation, analysis, and discussion

According to Fouche and Bartley (2011:248), quantitative data analysis can be regarded as the instrument by which investigators change information to a statistical method and issue it for statistical analysis. The aim is to minimise information in a comprehensible and understandable manner in order that the relationship between problems being researched can be evaluated and verified, and that the researcher can come up with a conclusion. Du Plooy-Cilliers (2014:100) further points out that information gathered during the interviews and questionnaires needs to be carefully analysed and interpreted to communicate coherent results that are associated with the framework of the study. This present study seeks to investigate the commitment of Ndwedwe Local Municipality towards inclusive service delivery planning that involves a wide range of factors, including communities who are the main beneficiaries of government services.

According to Creswell (2014:292), interpretation in quantitative studies refers to the process whereby the researcher draws conclusions from the hypothesis, study enquiry, and the meanings of the research. The quantitative information was gathered from a randomly stratified sample of 50 participants, consisting of 15 from Ward 12, 10 from Ward 14, 11 from Ward 17 and 14 from Ward 19 of Ndwedwe Local Municipality.

The (SPSS) data analysis technique was utilised to analyse information. The SPSS data analysis tool is a software package used for the analysis of statistical data. Du Plooy-Cilliers (2014:206) states that statistics are used in data analysis to eliminate any possibility of conjecture. The goal of statistical package analysis is to make data more understandable so that the relationships of the inquiry problem may be investigated and verified (Bartley & Fouche, 2012:249). The SPSS data analysis tool was used to present empirical data collected from the 50 community members of Ward 12, 14, 17, and 19. In this section, the researcher presented data collected through questionnaires in a form of graphs, pie charts and tables, which is the best way of presenting statistical data.

5.7.1. The age distribution of the research participants

Figure 5.2 reflects the age distribution of the participants from Ward 12, 14, 17, and 19

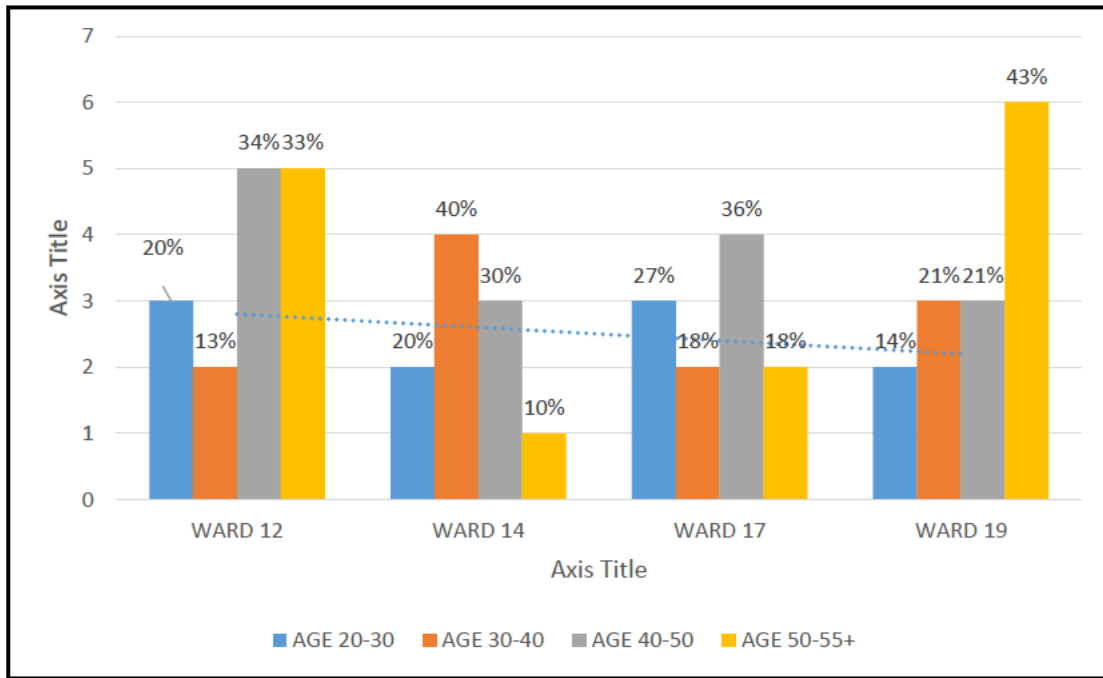


Figure 5.2. Age distribution of the research participants

Figure 5.2. depicts the age distribution of the research participants. In terms of the age distribution of the participants in the study, 38% were between 40-50 years of age. In Ward 12, 34%, in Ward 14, 30%, in Ward 17, 36% and in Ward 19, 21%. Some 28% of the participants were between 50-55 years of age. In Ward 12, 33%, in Ward 14, 10% in Ward 17, 18%, and in Ward 19, 43%. Some 13% of the participants were between 30-40 years of age. In Ward 12, 40%, in Ward 14, 18%, in Ward 17, and in Ward 19, 21%. The lowest percentage (20%) of participants was between 20-30 years of age. In Ward 12, in Ward 12, 20%, in Ward 14, 27%, in Ward 17, and in Ward 19, 14%. The findings revealed that a majority of the participants in the research were between 40-55 years of age. The participation of different age groups reflects that service delivery affects all citizens regardless of age and gender.

5.7.2. Gender distribution of the research participants

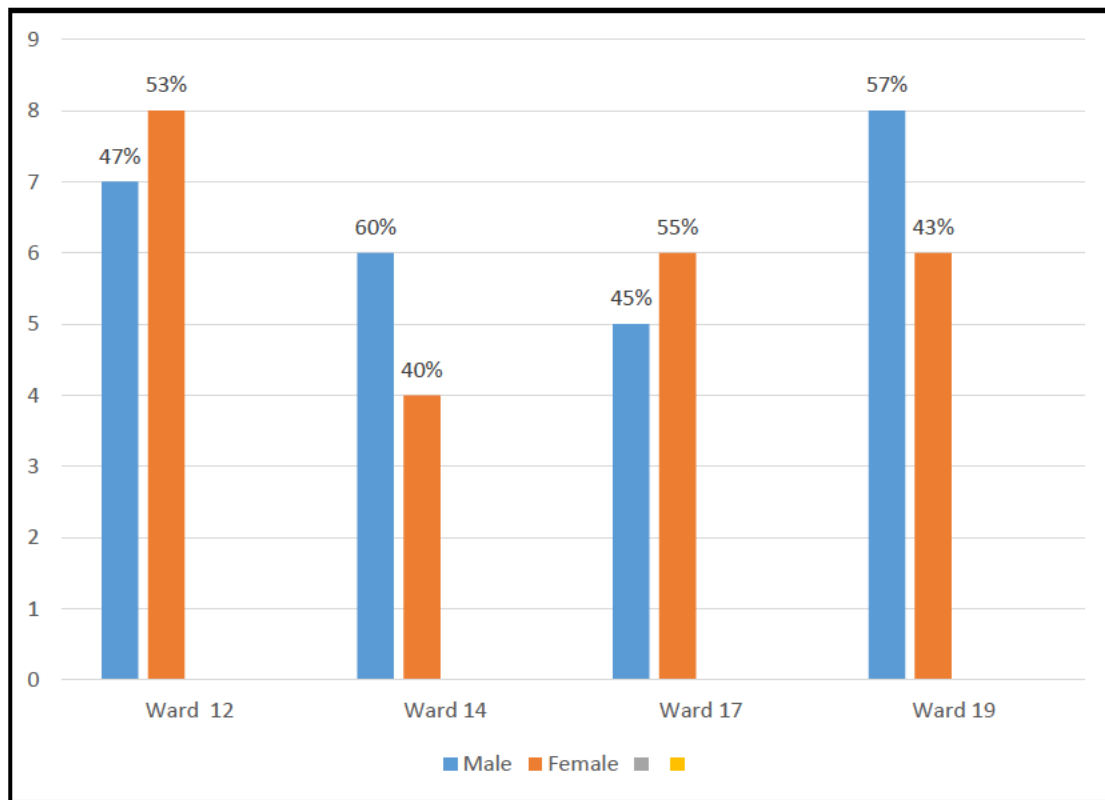


Figure 5.3. Gender distribution of the research participants

Figure 5.3 shows that most of the respondents from all of four wards who participated in the study were male (52%), whereas 48% were female. In Ward 12, the male respondents totalled 47%, whereas 53% were female. In Ward 14, the male respondents totalled 60%, whereas 40% were female. In Ward 17, the male respondents totalled 45%, while 55% were female. The largest majority of male respondents was in Ward 19, where the male respondents totalled 57%, while 43% were female. Ward 19 is the area of Ndwedwe Local Municipality which is highly affected in terms of service delivery and unemployment (Ndwedwe IDP, 2018).

5.7.3 Racial background of the research participants

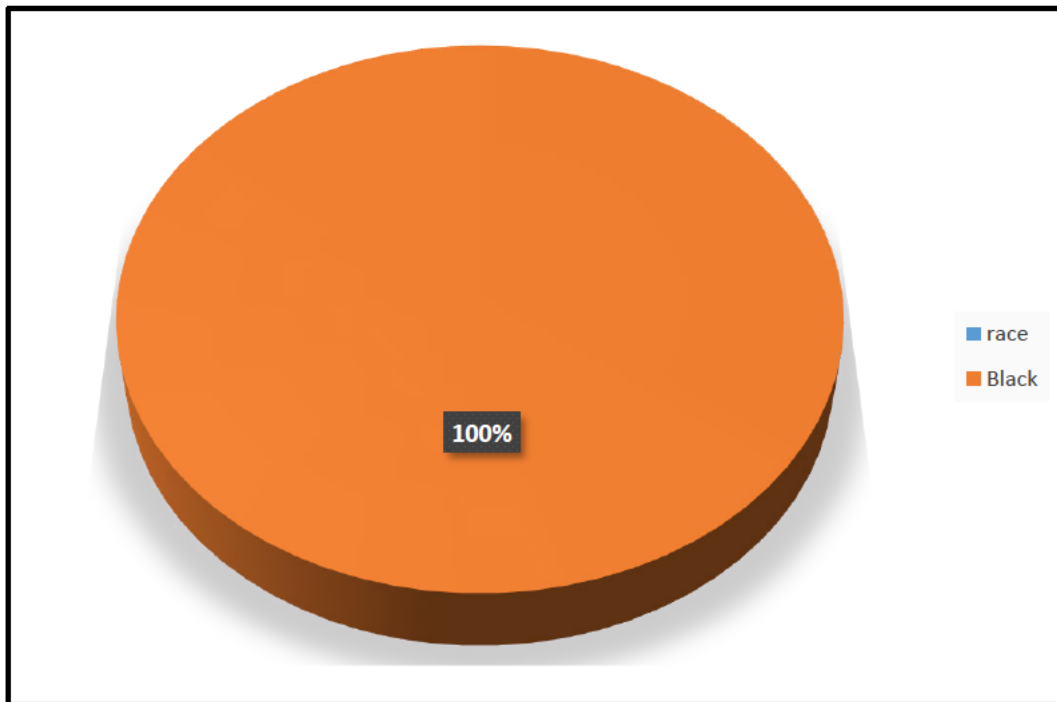


Figure 5.4. Racial background of the research participants

Figure 5.4 depicts the racial background of the participants of the study. This shows that the area of Ndwedwe local municipality is in the rural area and is highly dominated by the black African community (Ndwedwe IDP 2018).

5.7.4. Educational background of the research participants

Figure 5.5 presents the educational background of participants in Ward 12, 14, 17, and 19, that participated in the study

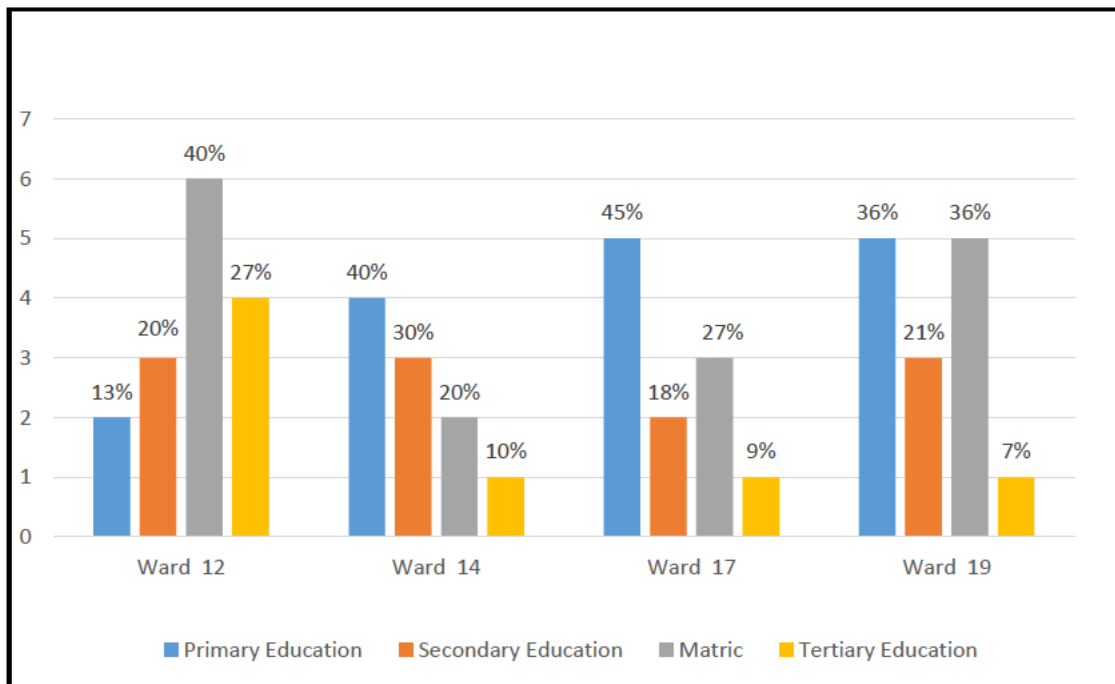


Figure 5.5. Educational background of the research participants

Figure 5.5 presents the educational background of the participants from Ward 12, 14, 17, and 19 that participated in the study. Based on the findings, all the respondent had educational backgrounds with different levels of education. A total of 2 (13%) respondents in Ward 12 had a primary education, while a total of 4 (40%) respondents in Ward 14 had a primary education. A total of 5 (45%) respondents in Ward 17 had a primary education and a total of 5 (36%) respondents in Ward 19 had a primary education. A total of 3 (20%) respondents had a secondary education in Ward 12, while 3 (30%) respondents in Ward 14 had a secondary education. A total of 2 (18%) respondents had a secondary level of education in Ward 17, while a total of 3 (21%) respondents had a secondary level of education in Ward 19. A total of 6 (40%) respondents in Ward 12 had a matric level, a total of 2 (20%) respondents from Ward 14 had a matric level, and 3 (27%) respondents from Ward 17 had a matric level, while 5 (36%) respondents from Ward 19 had a matric level. A total of 4 (27%) respondents from Ward 12 had a tertiary education level. Only 1 (10%) respondent in Ward 14 had a tertiary level of education. Likewise, only 1 (9%) respondent in Ward 17 had a tertiary level of education, as did Ward 19, which represented (7%) of the respondents.

It is clear that the low level of education is a challenge in Ndwedwe Local Municipality. The low level of education in the Ndwedwe Local Municipal area is very low as the percentage of the population without education stands at 21.6%, with primary education at 32.4%, with matric at 15.8%, and with tertiary education at 1.9% (Ndwedwe IDP, 2018).

5.8. Service delivery rating in Ndwedwe Local Municipality

Figure 5.6 presents the rating of service delivery by the community members of Ward 12, 14, 17, and 19.

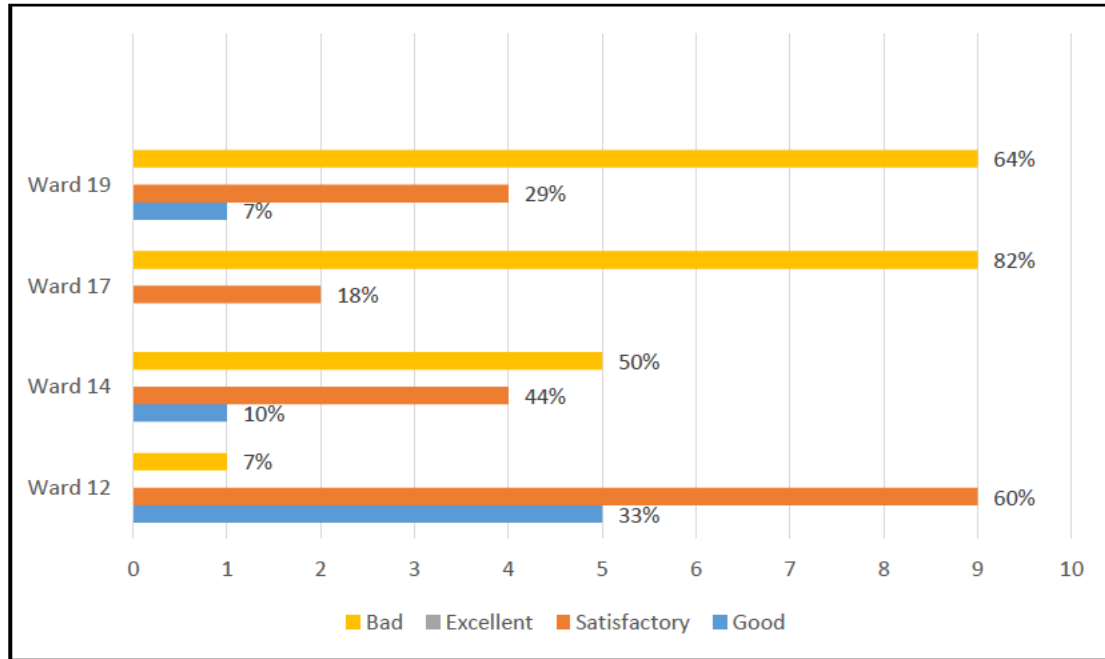


Figure 5.6. Rating of service delivery in wards

Source: Quantitative data analysis of the study (2021)

The local municipality is the sphere of government that works most closely with its community. The role of the local municipality is to ensure that services are provided to their communities in an efficient manner. In Ward 12, some 33% of the respondents rated the standard of service delivery as good, 60% as satisfactory, and 7% as bad. In Ward 14, some 10% of the respondents rated the standard of service delivery as good, 44% as satisfactory, and 50% as bad. In Ward 17, some 18% of the respondents rated service delivery as satisfactory, and 82% as bad. In Ward 19, only 7% of the respondents rated the standard of service delivery as good, 29% as satisfactory, and 64% as bad. The findings revealed that in all four wards, some 48% of the respondents stated that the standard of service delivery was bad, while 38% reported that the standard of service delivery was satisfactory. Only 14% of the respondents rated the standard of service delivery as good.

5.8.1. The understanding of Integrated Development Planning

Table 5.18 presents the understanding of Integrated Development Planning (IDP) for the community of Ndwedwe.

Table 5.19. Understanding of the Integrated Development Planning process

Ward No.	Yes	%	No	%
Ward 12	10	67%	5	33%
Ward 14	3	30%	7	70%
Ward 17	2	18%	9	82%
Ward 19	5	36%	9	64%
Total	20	40%	30	60%

Source: Quantitative data analysis of the study (2021)

The central purpose of this research study was to investigate the commitment of Ndwedwe Local Municipality towards inclusive service delivery planning that involves a wide range of factors, including citizens who are the recipients and consumers of these resources. The majority of the respondent in all four wards (60%) indicated that they did not have an understanding of what IDP was and only 40% of the respondents indicated that they were aware of what IDP was. The findings revealed that the majority of community in Ndwedwe do not have an understanding of IDP. It is therefore important that the community attends meetings, such as an Izimbizo, where they can benefit in terms of the dissemination of information (Ndwedwe Local Municipality Annual Report, 2018:42).

5.8.2. Services expected to be provided by the municipality

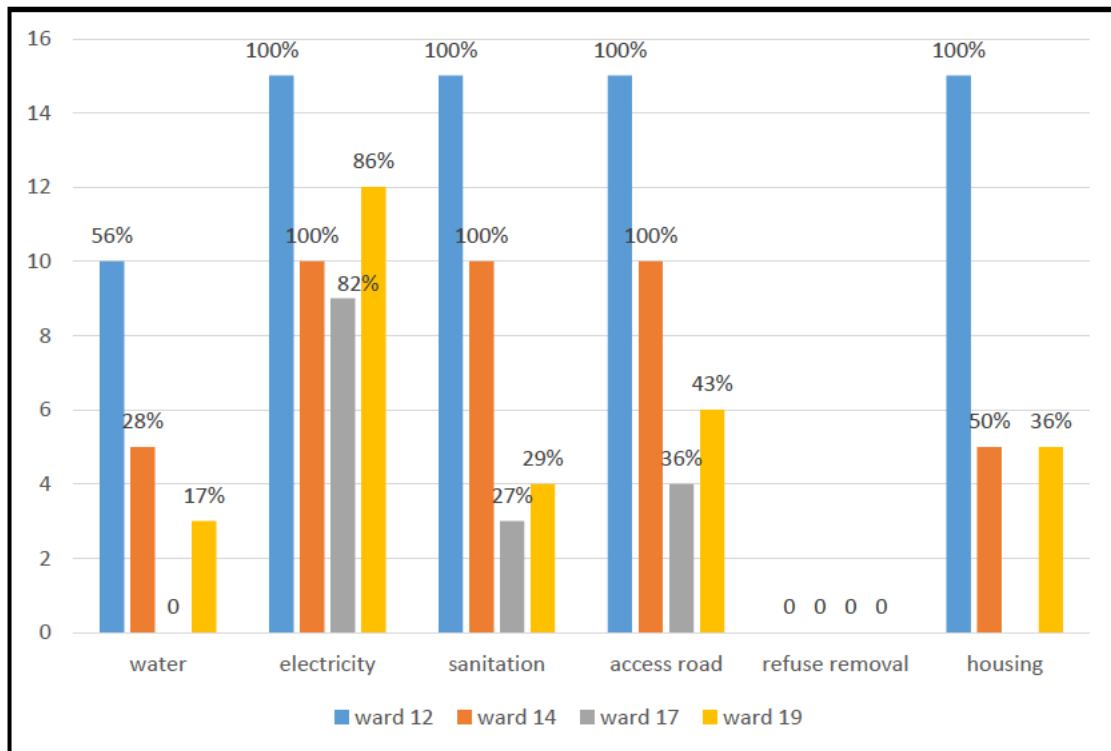


Figure 5.7. Provision of services by the municipality

Source: Quantitative data analysis of the study (2021)

Figure 5.7 records the provision of services that are provided by the municipality in all four wards. One hundred percent of respondents from Ward 12 reported that electricity, sanitation, access roads, and housing was provided by the municipality, while 56% of the respondents stated that water was provided by the municipality in their ward. One hundred percent of respondents from Ward 14 stated that electricity, sanitation, and access roads were provided by Ndwedwe Local Municipality. Half of the respondents (50%) from Ward 14 reported that housing was also a provision by Ndwedwe Local Municipality. Only 28% of the participants in Ward 14 mentioned that water was provided by the municipality in their ward. Some 82% of the respondents from Ward 17 stated that electricity was provided by the municipality, while 27% of the respondents mentioned sanitation as a service provided by the municipality. In addition, 36% of the respondents reported that access roads were provided by the municipality in their ward. Some 86% of the respondents in Ward 19 mentioned that electricity was provided by the municipality in their ward, while 17% mentioned that water was a provision by the municipality. Only 29% mentioned that sanitation was provided by the municipality, while 43% of the respondents stated that access roads were provided by the municipality, and 36% of the respondents mentioned that housing was provided by the municipality in their ward. The findings revealed that there are still challenges in the distribution of resources, especially in Ward 17 and Ward 19 of Ndwedwe Local Municipality.

5.8.3. Various ways in which services are provided by the municipality

Table 5.20. Satisfaction with service provision

Ward No.	Satisfied	%	Not Satisfied	%
Ward 12	5	33%	10	67%
Ward 14	4	40%	6	60%
Ward 17	0		11	100%
Ward 19	2	14%	12	86%
Total	11	22%	39	78%

Source: Quantitative data analysis of the study (2021)

Table 5.19 captures the participants responses to their satisfaction with service provision in their wards. Some 67% of the respondents of Ward 17 indicated they were unhappy with the way in which services were provided in their ward and 33% of the respondents reported that they were happy with the way in which services were provided. In Ward 14, 60% of the respondents indicated that they were unhappy, and 40% were happy with the way in which services were provided in their ward. One hundred percent of the respondents of Ward 17 indicated they were unhappy with the way in which services were provided to them. Some 86% of the respondents from Ward 19 indicated that they were unhappy, and 22% of the respondents indicated that they were happy with the way in which services were provided to them. In total, some 78% of the respondents from all four wards were unhappy with the way in which the municipality provided services to their communities.

5.8.4. Knowledge of Ward councillor

Table 5.21. Knowledge of ward counsellor

Ward No.	Yes	%	No	%
Ward 12	15	100%		
Ward 14	7	70%	3	30%
Ward 17	8	73%	3	27%
Ward 19	12	86%	2	14%
Total	42	88%	6	13%

Source: Quantitative data analysis of the study (2021)

Table 5.20 shows that the majority of respondent to all four wards (88%) reported that they were knowledgeable of who their ward councillor was. One hundred percent of the respondent from Ward 12 indicated that they knew their Ward councillor. A total of 70% of the respondents from Ward 14 indicated that they knew their Ward councillor, while 30% did not know their Ward councillor. A total of 73% of the respondents from Ward 17 indicated that they knew their Ward councillor, and 27% did not know their Ward councillor. In Ward 19, a total of 86% of the respondents stated that they knew their Ward councillor, and 14% of the respondents did not know their Ward councillor.

5.8.5. The views of the communities regarding service delivery by the Ward councillor

Table 5.22. Evaluation of service delivery by ward counsellor

Ward No.	Yes	%	No	%
Ward 12	10	67%	5	33%
Ward 14	4	40%	6	60%
Ward 17	2	18%	9	82%
Ward 19	2	14%	12	86%
Total	18	36%	32	64%

Source: Quantitative data analysis of the study (2021)

The data presented in Table 5.21 indicates that a total of 64% of the respondents in all four wards indicated that their opinions were not considered by their Ward councillors. However, 36% of the

respondents indicated that their views were considered by their Ward councillor. Whereas the Constitution emphasises the involvement of communities in all matters related to the distribution of services, 67% of the respondents from Ward 12 indicated that their views were considered by their Ward councillor, and 33% of the respondents disagreed. A total of 40% of the respondents from Ward 14 indicated that their opinions were taken into consideration, while 60% indicated that their voices were not taken into consideration by their Ward councillor. A total of 18% of the respondents from Ward 17 specified that their opinions were considered by their Ward councillor, whereas 82% specified that their opinions were not heard. A total of 14% of the respondents from Ward 19 indicated that their opinions were not heard by their Ward councillor, while 86% indicated that their views were not considered by their Ward councillor.

5.8.6. Attendance at meetings such as Izimbizo or community forums

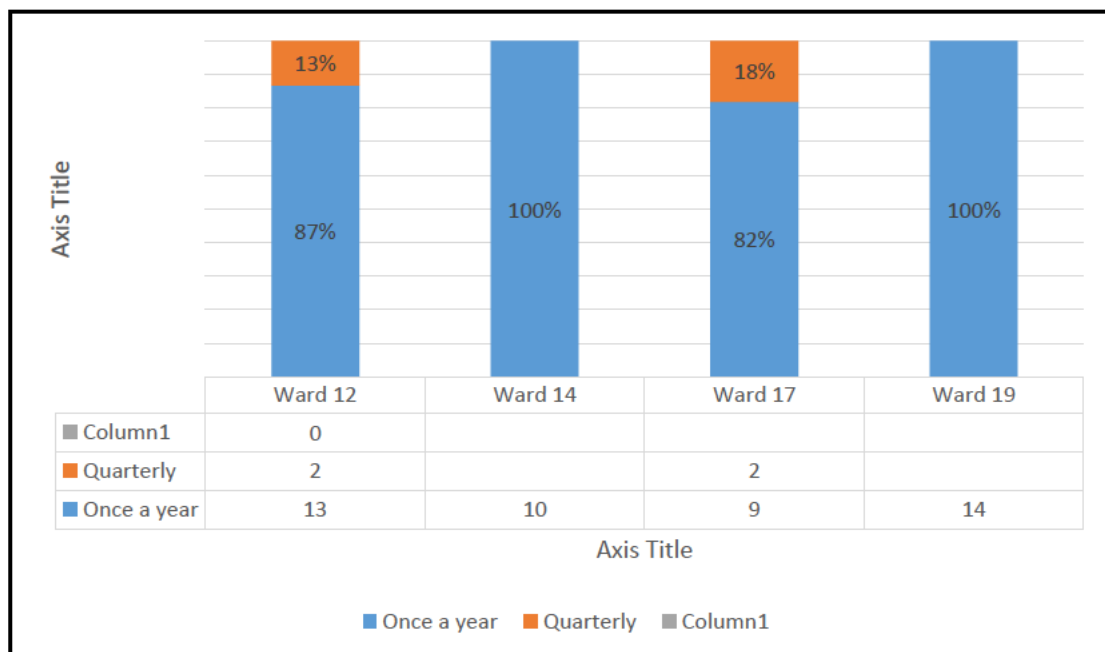


Figure 5.8. Attendance at meetings such as Izimbizo or community forums

Source: Quantitative data analysis of the study (2021)

Figure 5.8 indicates the attendance at meetings by members of the community of Ward 12, 14, 17, and 19, such as Izimbizo or community forums. The findings revealed that the Ndwedwe Local Municipality uses Izimbizo or Community forums as platforms for sharing information with the communities. A total of 92% of the respondents across all four wards indicated that they attended meetings once a year, whereas only 8% of the respondents indicated that they attended meetings each quarter. In Ward 12, some 87% of the respondents indicated that they attended Izimbizo once a year, whereas 13% of the respondents indicated that they attended each quarter. In Ward 14, 100% of

respondent indicated that they attended meetings once a year. In Ward 17, a total of 82% of the respondents indicated that they attended meetings once a year, while only 18% indicated that they attended such meetings each quarter. In Ward 19, 100% of the respondents indicated that they attended meetings once in a year.

Chapter four of the LGMSA encourages citizen participation. According to the Ndwedwe Local Municipality Annual Report (2018), community meetings were held once a quarter, where public representatives and other stakeholders engaged with the citizens of the municipal wards.

5.8.7. Ndwedwe Local Municipality provides services that are requested by the communities of the Ward

Table 5.23. Provision of services according to ward

Ward No.	Agree	%	Strongly Agree	Disagree	%	Not Sure	%
Ward 12	8	53%		6	40%	1	7%
Ward 14	1	10%		9	90%		
Ward 17				11	100%		
Ward 19	2	14%		11	79%	1	7%
Total	11	22%		37	74%	2	4%

Source: Quantitative data analysis of the study (2021)

Table 5.22 shows a total percentage of respondents about the provision of services by the municipality to their respective wards. In Ward 12, a total of 53% agreed that the municipality provided services that were requested by the community to their respective wards, while 40% of the respondents disagreed with the statement and 7% of the respondents were not sure as to whether the municipality provided services that were requested by the community in their respective ward. In Ward 14, some 10% of the respondents agreed that the municipality provided services that were requested by their respective wards, while 90% of the respondents disagreed with the statement. In Ward 17, 100% of the respondents disagreed that the municipality provided services that were requested by the community in their respective ward. In Ward 19, 14% of the respondents indicated that they agreed that the municipality provided services that were requested by the community to their respective ward, while 79% of the respondent disagreed with the statement, and 7% were undecided as to whether the municipality provided services that were requested by the community to their respective ward. The

findings revealed therefore that the majority of respondents (74%) from all four wards disagreed that the provision of services by the municipality were those that were requested by the community to their respective ward. The statement indicates that the municipality does not consult with the communities on matters of service delivery. Some 22% of the respondents indicated that the municipality provided services that were requested by the community, and only 4% of the respondents across all four wards indicated that they were not sure if the municipality provided the services requested by the community.

5.8.8. Knowledge about free basic services

Table 5.24. Knowledge about free basic services

Ward No.	Yes	%	No	%
Ward 12	3	20%	12	80%
Ward 14	4	40%	6	60%
Ward 17	2	18%	9	82%
Ward 19	4	22%	10	71%
Total	13	26%	37	74%

Source: Quantitative data analysis (2021)

Table 5.23 shows a majority of the respondent (74%) across all four wards indicated that they were not aware of free basic services, while 26% indicated that they were aware of free basic services. In Ward 12, some 80% of the respondents indicated that they were not aware of free basic services, while 20% of the respondents stated that they were aware of free basic services. In Ward 14, some 60% of the respondents disagreed with the statement, while 40% of the respondent agreed that they were aware of free basic services. In Ward 17, some 82% of the respondent disagreed with the statement, while 18% of the respondents agreed that they were aware of free basic services. In Ward 19, some 71% of the respondents indicated that they were not aware of free basic services, while only 4% of the respondents indicated that they were aware of free basic services.

5.8.9. Provision of free basic services to indigent households

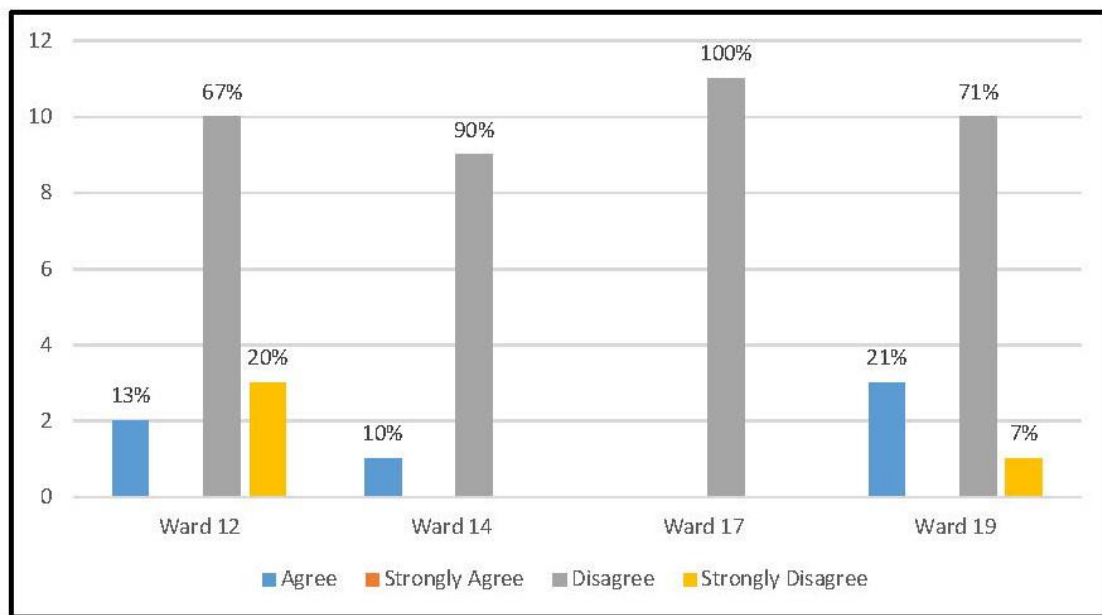


Figure 5.9. Provision of free basic services to indigent households

Figure 5.9 shows that the majority of respondents (80%) from Ward 12, 14, 17, and 19 disagreed that the provision of free basic services was provided to those who were indigent, with a few respondents (12%) who agreed that those services which were free were provided to those who were indigent, with only 8% of the respondents who strongly disagreed with the statement. In Ward 12, some 67% of the respondents disagreed that free basic services were provided to those who were indigent, while 13% of the respondents agreed with the statement, while 20% of the respondents strongly disagreed with the statement. In Ward 14, a total of 90% of the respondents disagreed with the statement that the provision of free basic services was provided to those who were indigent, while only 10% of the respondents agreed with the statement. In Ward 17, 100% of the respondents disagreed with the statement. In Ward 19, some 71% of the respondent disagreed that free basic services were provided to those who were indigent, while 21% of the respondents agreed with the statement, while a few of the respondents (7%) disagreed that the provision of free basic services was provided to those who were indigent.

5.8.10. Response time by the municipality to problems raised by the community

Figure 5.8.1.15 shows the level of response by the municipality to problems raised by the community in Ward 12, 14, 17, and 19.

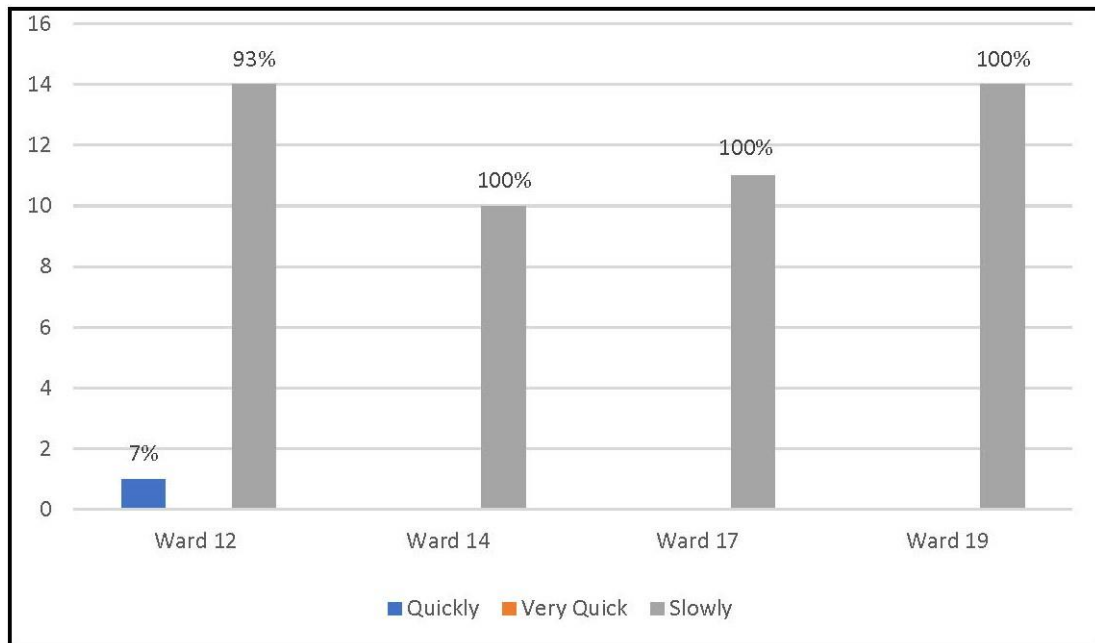


Figure 5.10. Response time to problems by the municipality

Source: Quantitative data analysis (2021)

Figure 5.10 shows that the majority of respondents shared the same idea about the response by the municipality to problems raised by the communities across all four wards. The majority of the respondents in all four wards (97%) reported that the municipal response to problems raised by the community was slow. In Ward 12, only 7% of the respondents reported that the municipal response to problems raised by the community was quick, with 93% of the respondents reported that it was slow. In Ward 14, 17% and in Ward 19, 100% of the respondents agreed that the response by the municipality to problems raised by the community was slow. These findings revealed that the municipality does not attend to the views of the community.

5.8.11. The delays in the provision of service delivery by the municipality is caused by the increase of growth population

Table 5.25. Delays in the provision of service delivery due to population growth?

Ward No.	Agree	%	Strongly Agree	Disagree	%	Strongly Disagree	%	Not Sure	%
Ward 12	3	20%				11	73%	1	7%
Ward 14				2	20%	1	10%	7	70%
Ward 17						11	100%		
Ward 19	4	29%				10	71%		
Total	7	14%		2	4%	33	66%	8	16%

Source: Quantitative data Analysis of the study (2021)

Table 5.24 indicates the response of the participants to the suggestion that the delay in the provision of services provided by the municipality was due to population growth. The majority of respondents in all four wards (66%) strongly disagreed that the increase in growth population caused the delays in the services provided by the municipality. Some 16% of the participants were not sure with the statement, while 4% of the respondents disagreed with the statement, and 14% of the respondent agreed with the statement. In Ward 12, only 20% of the respondents agreed that the delays in the provision of service delivery was caused by an increase in population, while 73% of the respondents disagreed with the declaration, and 7% of the respondents were unsure about the declaration. In Ward 14, a total of 20% of the respondents disagreed with the statement that an increase in population causes delays in the provision of service delivery by the municipality. A total of 10% of the respondents strongly disagreed, and 70% of the respondents were not sure about the statement. In Ward 17, 100% of the respondents strongly disagreed with the statement that an increase in population causes delays in the provision of service delivery by the municipality. In Ward 19, some 29% of the respondents agreed with the statement, and 71% of the respondents strongly disagreed with the statement.

5.8.12. The municipality informs the community as well as stakeholders involved whenever there is a new project that is taking place

Table 5.25 shows the response of the respondents on whether the municipality informs the community / stakeholders whenever there is a new project taking place.

Table 5.26. Does the municipality adequately inform the community about new projects?

Ward No.	Agree	%	Disagree	%	Not Sure	%
Ward 12			10	67%	5	33%
Ward 14	2	20%	6	60%	2	20%
Ward 17	2	18%	7	64%	2	18%
Ward 19	2	14%	4	29%	8	57%
Total	6	12%	27	54%	17	34%

Source: Quantitative data analysis of the study (2021)

Table 5.25 shows that the majority of respondent to all four wards, totalling 54% of the respondents disagreed with the statement that the municipality informs the community as well as stakeholders whenever a new project was taking place in their wards. A total of 34% of the respondents indicated that they were not sure about the statement, and 12% indicated that they agreed with the statement. In Ward 12, a total of 67% of the respondents disagreed with the statement, while 33% were not sure about the statement. In Ward 14, a total of 60% of the respondents disagreed with the statement, and 18% of the respondents agreed that the municipality informed the community whenever there was a new project taking place, while 20% were not sure. In Ward 17, a total of 64% of the respondents disagreed with the statement, and 18% of the respondents agreed that the municipality informed the community whenever there was a new project taking place, while 18% of the respondents were not sure. In Ward 19, a total of 57% of the respondents were not sure if the municipality informed the community whenever a new project was taking place, and 14% of the respondents agreed with the statement, while 29% of the respondents disagreed with the statement. The findings revealed that the municipality does not consider the importance of consultation with the community.

5.8.13. Benefit to the community in terms of job opportunities whenever project is taking place

Table 5.26 shows the response from the participants in terms of job opportunities whenever there is a new project taking place.

Table 5.27. Do the communities benefit in terms of job opportunities from new projects?

Ward No.	Yes	%	No	%
Ward 12	11	73%	4	27%
Ward 14	2	20%	8	80%
Ward 17	2	18%	9	82%
Ward 19	4	29%	10	71%
Total	19	38%	31	62%

Source: Quantitative data analysis of the study (2021)

Figure 5.26 shows that a majority of the respondents in all four wards (62%) confirmed that the community did not benefit in terms of job opportunities whenever there was a new project taking place. In comparison, some 38% of the respondents confirmed that whenever there was a new project taking place, the community benefited in terms of job opportunities. In Ward 12, some 73% of the respondents agreed that the community benefited in terms of job opportunities, while 27% of the respondents did not agree with the statement. In Ward 14, some 80% of the respondents did not agree with the statement, while 20% of the respondents confirmed that the community did benefit in terms of job opportunities. In Ward 17, some 82% of the respondents did not agree that the community benefited in terms of job opportunities, while only 18% confirmed that the community benefited in terms of job opportunities whenever a new project was taking place. In Ward 19, some 71% of the respondents did not agree with the statement, while 38% agreed that the community did benefit in terms of job opportunities.

5.8.14. Delays in the provision of service delivery caused by political interference with municipal officials

Table 5.28. Are delays in service delivery caused by political interference?

Ward No.	Agree	%	Disagree	%
Ward 12	12	80%	3	20%
Ward 14	6	60%	4	40%
Ward 17	11	100%		
Ward 19	14	100%		
Total	43	86%	7	14%

Source: Quantitative data analysis of the study (2021)

Table 5.27 indicates the responses about political interference with municipal officials. The findings reveal that the majority of the respondent with all four wards (86%) agreed that political interference with municipal officials caused delays in the provision of service delivery, while a few respondents (14%) disagreed with the statement. In Ward 12, the majority of respondents (80%) agreed with the statement on political interference, and 20% disagreed with the statement. In Ward 14, the majority of respondents (60%) agreed with the statement, and 40% disagreed with the statement. In Ward 17, 100% of the respondents agreed that political interference with municipal officials caused delays in the provision of service delivery. Again, in Ward 19, 100% of the respondents agreed that political interference with municipal officials caused delays in the provision of service delivery.

5.8.15. Do municipal officials use their position for private gain rather than ensuring efficiency provision of services?

Figure 5.28 shows the response of the respondent about the municipal officials who use their positions for private gain

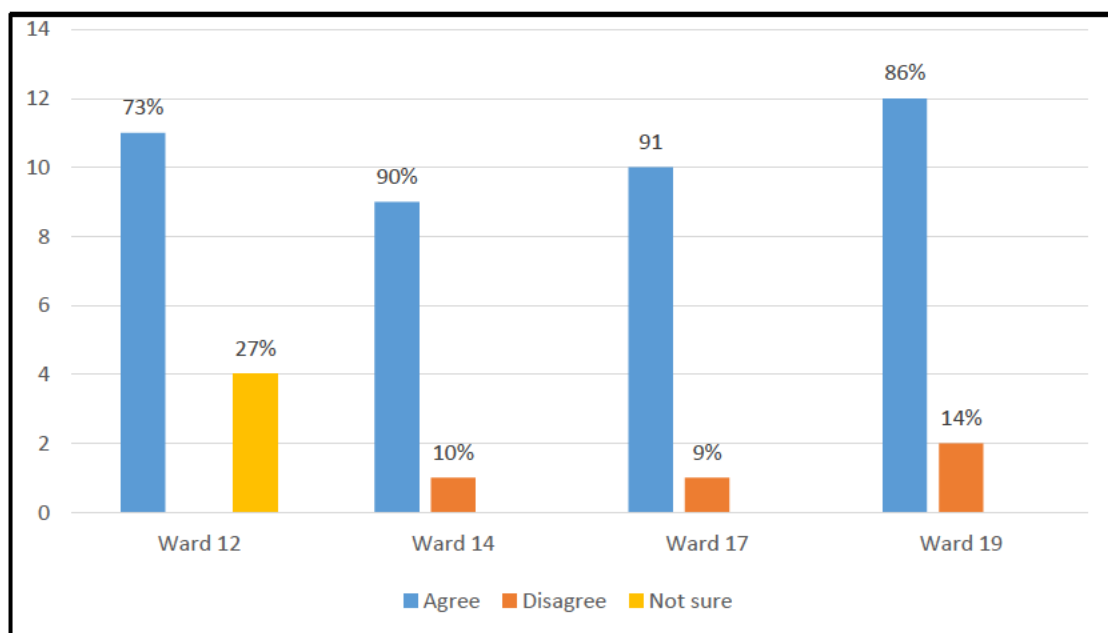


Figure 5.11. Do municipal officials use their position for private gain rather than ensuring efficiency provision of services?

Source: Quantitative data analysis of the study (2021)

Figure 5.11 shows that the majority of respondents from all four wards (88%) agreed that the municipal officials used their position for private gain, rather than ensuring efficiency in the provision of services. Some 8% of the respondents were not sure about the statement, while 4% of the respondents disagreed with the statement. In Ward 12, some 73% of the respondents agreed that the municipal officials used their position for private gain rather than ensuring the effectiveness by which services were delivered, whereas 27% of the respondents were not sure about the statement. In Ward 14, a total of 90% of the

respondents agreed with the statement, while 10% of the respondents did not agree with the statement. In Ward 17, some 91% of the respondents agreed with the statement, while only 9% of the respondents did not agree with the statement. In Ward 19, a total of 86% of the respondents agreed with the statement, while 14% of the respondents disagreed with the statement.

Table 5.29. Accessibility to water

Ward No.	By River	%	Borehole	%	Municipal Water Truck	%	Metre	%
Ward 12					5	33%	10	67%
Ward 14	3	30%			2	20%	5	50%
Ward 17	9	82%			2	18%		
Ward 19	11	79%			3	21%		
Total	23	46%			12	24%	15	30%

Table 5.28 shows the response regarding accessibility to water by the research respondents. The table shows that the majority of respondents in all four wards (46%) accessed water by the river, 30% of the respondents accessed water through meter, and 24% accessed water through a municipal water truck. In Ward 12, some 67% of the respondents accessed water through a meter, and some 33% accessed water through a municipal water truck. In Ward 14, some 50% of the respondents accessed water through meter, some 30% of the respondents accessed water by the river, and only 20% of the respondents accessed water through a municipal water truck. In Ward 17, a total of 82% of the respondents accessed water by the river, and some 18% of the respondents accessed water through a municipal water truck. In Ward 19, a total of 79% of the respondents accessed water by the river, while 24% of the respondents accessed water through a municipal water truck.

5.8.16. Communication strategies used by the municipality to interact with citizens to successfully participate in municipal programmes such as Izimbizo and road shows.

Table 5.29 shows the response concerning the communication strategies that are used by the municipality.

Table 5.30. Communication strategies used by the municipality

Ward No.	Agree	%	Strongly Agree	Disagree	%	Not Sure	%
Ward 12	11	73%				4	27%
Ward 14	4	40%				6	60%
Ward 17	9	82%				2	18%
Ward 19	3	21%		2	14%	9	64%
Total	27	54%		4%		21	42%

Source: Quantitative data analysis of the study (2021)

Table 5.29 shows that the majority of respondents in all four wards (54%) agreed that the communication strategies used by the municipality used to interact with communities were satisfactory. A total of 42% of the respondent were not sure about the statement, while 4% disagreed with the statement. In Ward 12, a total of 73% of the respondents agreed that the communication strategies used by the municipality to interact with the communities was satisfactory, while 27% of the respondents were not sure of the statement. In Ward 14, some 40% of the participants agreed with the statement, while 60% of the participants were not sure about the statement. In Ward 17, a total of 82% of the respondents agreed that the communication strategies used by the municipality to interact with the community were satisfactory, while 18% of the respondents were not sure about the statement. In Ward 19, a total of 64% of the respondents were not sure about the communication strategies used by the municipality to interact with the community, while 21% of the respondents agreed with the statement, and 14 % of the respondents disagreed with the statement.

5.8.17. Access to communication services such as library services and the internet

Table 5.31. Access to communication services

Ward No.	Yes	%	No	%
Ward 12	12	80%	3	20%
Ward 14	9	90%	1	10%
Ward 17	2	18%	9	82%
Ward 19	10	71%	4	29%
Total	33	66%	17	34%

Source: Quantitative data analysis of the study (2021)

Table 5.30 shows that the majority of respondent across all four wards (66%) reported that they had access to communication services, while 34% of the respondents reported that they did not have access to communication services. In Ward 12, a total of 80% of the respondents agreed that they had access to communication services, while 20% of the respondents stated they did not have access to communication services. In Ward 14, a total of 90% of the respondents stated that they had access to communication services, while 10% stated they did not have access to communication services. In Ward 17, a total of 82% of the participants responded that they did not have access to communication services, while 18% stated they had access to communication services. In Ward 19, some 71% of the respondents stated that they had access to communication services, while 29 % of the respondents stated that they did not have access to communication services.

5.8.17. Adequate resources for disaster preparedness by the municipality

Table 5.32. Disaster preparedness

Ward No.	Agree	%	Disagree	%	Don't Know	%
Ward 12	2	13%	13	87%		
Ward 14	2	20%	5	50%	3	30%
Ward 17			6	55%	5	45%
Ward 19	2	14%	10	71%	2	14%
Total	6	12%	34	68%	10	20%

Source: Quantitative data analysis of the study (2021)

Table 5.31 shows that a majority of 68% of the respondents in all four wards disagreed with the statement that the municipality was adequately prepared in the case of disaster. Only 12% of the respondents agreed that the municipality was adequately prepared in the case of disaster, with 20% indicating that they did not know. In Ward 12, some 87% of the participants disagreed that the municipality was adequately prepared in the case of disaster, and 13% of the participants agreed that the municipality was adequately prepared in the case of disaster. In Ward 14, half of the participants (50%) disagreed that the municipality was adequately prepared in the case of disaster, and 20% of the participants agreed that the municipality was adequately prepared in the case of disaster, while some 30% of the respondents indicated that they did not know. In Ward 17, just over half (55%) of the participants did not agree with the statement, with 45% of the respondents indicated they did not know. In Ward 19, a total of 71% did not agree that the municipality was adequately prepared in the case of disaster, while only 14% agreed that the municipality was adequately prepared in the case of disaster, with a further 14% of the respondents indicating they did not know.

5.8.18. In your opinion, what are the main challenges that hinder an efficient and effective provision of services

Table 5.33. Challenges that hinder an efficient and effective provision of services

Ward No.	Lack of Public Participation	%	Political Interference	%	Corruption	%	Lack of Resources	%	Weak Political Leadership	%	Don't Know	%
Ward 12	15	20%	15	20%	15	20%	15	20%	15	20%		
Ward 14					7	70%					3	30%
Ward 17			9	24%	9	24%	9	24%	9	24%	2	5%
Ward 19			13	33%	13	33%	13	33%			1	3%
Total	15	9%	37	23%	44	27%	37	23%	24	15%	6	4%

Source: Quantitative data analysis of the study (2021)

Table 5.32 shows that the majority of the respondents in all four wards (27%) reported that the main challenge that hindered the efficient provision of services was corruption, while some 23% of the respondents stated that political interference was the main challenge that hindered the efficient provision of services. A further 23% of respondents identified the lack of resources as the main hindrance to the efficient provision of service provision. Another 15% of the respondents stated that weak political leadership was also a challenge that hindered the efficient provision of services. Just 9% of the respondents stated that the lack of public participation was a challenge that hindered the efficient provision of services, while a low 4% of the respondents did not know of any challenges that hindered the efficient provision of services.

5.9. Chapter summary

The findings of the study were presented and analysed in this chapter. The chapter began with the review of the context of Ndwedwe Local Municipality and highlighted the research objectives as well as the research questions. In this chapter, the data obtained from the respondents was presented and analysed the form of qualitative and quantitative data. The qualitative data was analysed in themes, and thereafter the SPSS software package was used to analyse the quantitative data using graphs and tables. The majority of the respondents who participated in the study were between 40-50 years of age, with the majority being males. The next chapter will present a conclusion and recommendations.

Chapter 6: Research Summary, Conclusions, and Recommendations

6.1. Introduction

This research study focusses on the assessment of service delivery planning in local municipalities, with specific reference to Ndwedwe Local Municipality. In line with the research purpose and research questions, the chapter first offers a brief overview of the research study, and thereafter proceeds to presenting the conclusion and recommendations to the findings of the study. The chapter further offers endorsements for upcoming research in the arena of service delivery in local municipalities.

6.2. Reflection on the research objectives for the study

In remote rural areas, the incapacity of local government to supply a core set of fundamental services in a cost-effective and efficient manner has an influence on the absence of infrastructure and suitable service standards. The study investigated the commitment of Ndwedwe Local Municipality towards inclusive service delivery planning that involves a wide range of factors including communities who are the primary recipients of government services. For this reason, the research objectives and research questions were presented in the introductory chapter of this work, as well as in chapter 5.

6.2.1. Summary of research objectives

Table 6.1 offers a summary of the research objectives of the present study.

Table 6.1. Summary of the research objectives

Research Objective #01	Research Objective #02	Research Objective #03	Research Objective #04	Research Objective #05
To understand the role of various municipal stakeholders that are involved in service delivery planning in the municipality.	To investigate the alignment of municipal policies with National Development Plan and other national imperatives that prioritise service delivery planning.	To review the relevancy and accuracy of public participation strategies of Ndwedwe Local Municipality that aim to promote service delivery improvements.	To identify factors that facilitate or hinders service delivery efficiency with a view to propose corrective measures.	To suggest recommendations that may contribute to improved service delivery planning in local government with specific reference to Ndwedwe Local Municipality.

Table 6.2 offers a summary of the research questions of the present study.

Table 6.2. Summary of the research questions

Research Question #01	Research Question #02	Research Question #03	Research Question #04	Research Question #05
Who are the key municipal stakeholders that are involved in service delivery planning in the municipality?	How does the municipality align its policies with the National Development Plan and other national imperatives that prioritise service delivery planning?	What is the relevancy and accuracy of public participation strategies of Ndwedwe Local Municipality that aim to promote service delivery improvements?	What are the factors that facilitate or hinder service delivery efficiency with the view to propose corrective measures?	What are the recommendations that may be suggested to contribute to service delivery improvements in local government with specific reference to Ndwedwe Local Municipality?

6.3. Summary of the study chapters

The chapters of this study were structured as follows:

- i. **Chapter One.** This introductory chapter provided a detailed overview of the research study. This covered the background to the research, the aims and objectives were outlined, problem statement, preliminary literature review, research methodology used in this study were also discussed covering the significance of the study, restrictions of the study, ethical considerations, and conclusion. Because the Ndwedwe Local Municipality is the closest to the communities, the municipality must guarantee that the services it provides are up to the community's expectations.
- ii. **Chapter Two.** This chapter presented a literature review that is relevant to the question of service delivery. The literature review presented the concept of service delivery and how it relates to local government. The chapter began by presenting an overview of local government in South Africa under apartheid. The chapter further discussed interim measures for local government transformation during the 1990s. It also examined local government negotiation forums that took place. The transition Act which considered the establishment of a democratic local government of South Africa was also discussed in this chapter. The objectives of the Act were to provide for updated interim measures to promote and reorganise local government and the provision of regional boards for local administration in respect to the newly established provinces. It further considered South African local government in the post-apartheid era, as well as the challenges of local government.

- iii. **Chapter Three.** This chapter dealt with the conceptual framework of service delivery and the perspective of the delivery of services. The literature review shows that a lot still needs to be done in terms of service delivery, if the leadership at local government as well as other departments can stop corruption. Service delivery planning is a challenge that exists globally. The legislative framework underpinned by the service delivery planning was also discussed. The chapter goes on to discuss strategies that improve service delivery at the local level. The chapter also discusses public participation and IDP as a tool of improving service delivery planning and further elaborates on the service delivery challenges for Ndwedwe Local Municipality. The chapter concludes by discussing the theory underpinned by the study which is efficiency service delivery theory. The emphasis of the theory is based on the notion that the supply of services by local government such as housing, is provided in a manner that is convenient, efficient, and effective.
- iv. **Chapter Four.** This chapter focused on the designing of research and research methodology employed in this study. The chapter further examined various types of research approach. A mixed research approach was employed in the study. The chapter further goes on by discussing tools that were used to collect data for the study which were structured and semi-structured interviews for the officials, and questionnaires for the community members. The chapter further discusses sampling strategies that were employed in the study. The analysis of data employed in the study is explained in this chapter which is thematic analysis and the statistical package for social science (SPSS) analysis software and data quality control. The chapter concludes by discussing ethical principles relevant for the study.
- v. **Chapter Five.** This chapter presented and analysed the findings of the study. The section began with a review of the context of Ndwedwe Local Municipality and highlighted the research objectives, as well as the research questions. In this chapter, the information attained from the participants was both offered and evaluated. For this research, qualitative information was evaluated in themes and quantitative information was evaluated using SPSS using graphs, pie charts and tables. The majority of the respondents who participated in the study were between 40-50 years of age, with the majority being males.
- vi. **Chapter Six.** This chapter provided a brief synopsis of the study. The chapter further summarised the research aims and objectives of the study, as well as the research questions which underpinned the work. The chapter also presented a brief overview of each of the chapters of the study. The findings and recommendations of the study were also presented. Finally, the researcher made recommendations that need immediate attention towards improving service delivery at Ndwedwe Local Municipality.

6.4. Main findings, recommendations, and conclusions

The findings of the study are arranged according to the themes which emerged during the empirical research and are aligned to the research objectives which are outlined below:

6.4.1. Research objective #01

To understand the role of various municipal stakeholders that are involved in service delivery planning in the municipality.

6.4.1.1. *Finding: Involvement of municipal stakeholders in service delivery planning*

The study revealed that across all South African municipalities, service delivery planning remains an unresolved and concerning issue. The IDP is one of the tools that promote an incorporated and hands-on methodology in which all segments and exigent citizens are officially referred (Makalela, 2020:3). The findings of the study revealed that all pillars which inform the IDP in terms of service delivery planning are involved in the municipality, which include the municipal officials, councillors, traditional leaders, community, and government departments. Stakeholders' involvement plays an important role in service delivery planning. Indeed, the involvement of stakeholders can contribute positively towards the municipality when planning or drafting IDP. The involvement of stakeholders also contributes to the decision making by the municipality and paves the way for the municipality when implementing those projects by ensuring that the municipality delivers what is expected by the community (Musyoka, 2018:3).

6.4.1.2. *Conclusion*

Since 1994, service delivery planning within the South African local government system has been transformed to involve active role players that are committed to inclusive service delivery. In this system, municipalities ensure that service delivery is facilitated in a manner that meets public expectations.

6.4.2. Research objective #02

To investigate the alignment of municipal policies with the National Development Plan and other national imperatives that prioritise service delivery planning.

6.4.2.1. *Finding: Promotion of alignments in terms of service delivery preparation amongst the three spheres of government*

The study revealed that Ndwedwe Local Municipality has a five-year strategic plan which is aligned with the NDP, PGDs and MDP, which respond to the needs of the community.

6.4.2.2. *Conclusion*

Regarding the findings of the study, it is clear that the municipality IDP is one of the municipal strategic plans that is aligned and guided by the NDP, PGDs, and all policies are regulated by the State. The IDP focus is to ensure that services are provided by the municipality as expected by the citizens, which are the same as those identified in the IDP.

6.4.3 Research objective #03

To review the relevancy and accuracy of community involvement strategies of Ndwedwe Local Municipality that aim to promote service delivery improvements.

6.4.3.1. *Finding: Relevancy and accuracy of community involvement strategies that aim to promote improvement of service delivery*

A finding from the literature review revealed that the municipality must create proper mechanisms, processes, and procedures to allow the local community to be engaged in the municipality's business. Furthermore, the empirical findings revealed that the municipality has strategies for community involvement which are in place. These include roadshows, Izimbizo, loud hailing, distribution of municipal newsletters, radio slots, and war rooms with different government departments and the mass distribution of pamphlets to the communities.

6.4.3.2. *Conclusion*

It can be concluded that the municipality must always ensure that it utilises these public participation strategies to guarantee that the communities are well-versed on all matters that are related to service delivery to all wards of Ndwedwe Local Municipality.

6.4.4. Research objective #04

To identify factors that facilitate or hinder service delivery efficiency with a view to propose corrective measures.

6.4.4.1. *Finding: Factors that facilitate or hinder service delivery efficiency*

Some of the factors that contribute to the state of distress that municipalities often find themselves in is the tension between the political and administrative interference, inadequate accountability measures and support systems. The empirical findings revealed that some of the factors that hinder the delivery of efficiency in Ndwedwe Local Municipality is the backlog in service delivery. Some of the projects are not completed on time due to budget constraints, corruption, political interference of municipal officials, cadre deployment, incompetence of staff, poor monitoring and evaluation of projects, maladministration, ineffective communication with internal and external stakeholders, and the misuse of funds.

6.4.4.2. *Conclusion*

Many Local Municipalities nationally are challenged in terms of the quality of services they provide, but also lack accountability. They are unable to deliver services on time due to budget constraints. The municipality must always ensure that they plan according to their budget and must always ensure that internal policies and procedures are strictly followed.

6.4.5. Research objective #05

To suggest recommendations that may contribute to the improvement of the delivery of services in local municipality wards specific to Ndwedwe Local Municipality.

6.4.5.1. *Finding: Recommendation that may contribute to the improvement of service delivery*

The literature review revealed that local government is not only anxious about the distribution of services, but is also committed towards the creation of a developmental State in South Africa. However, there are still challenges present concerning planning processes in local government. This is also evident with the level of citizen discontent about the pace of service delivery in their communities.

6.4.5.2. *Conclusion*

Service delivery planning in Ndwedwe Local Municipality is a main aspect that should be prioritised. Furthermore, the delay in institutionalising good governance in local government is affecting the realisation of communities' socio-economic aspirations.

6.5. Recommendations

With regards to the research findings of the study, the researcher provided the following recommendations that she hopes will assist local governments in improving service delivery planning, especially Ndwedwe Local Municipality. The recommendations of the study are as follows.

6.5.1. The involvement of community participation in service delivery planning

As envisaged in the literature review, the local municipality is the sphere of government that works closely with the community. Accordingly, the municipality must ensure that the involvement of community participation in service delivery planning is improved, with the directive for the municipality to be aware of the services that are anticipated and expected by the communities. In order therefore to ensure democracy and accountability, the communities must always take the initiative in participating in IDP planning processes.

6.5.2. Response to the problems raised by the community to the municipality

The findings of the study revealed that the local municipality of Ndwedwe delays its response to the issues or complaints raised by the communities. Hence, its response time was judged to be very slow. The municipality must always ensure that it responds to the issues or complaints raised by the community quickly, thereby making sure that their views are taken into careful and deliberate consideration, to avoid public protest.

6.5.3. Monitoring and evaluation of projects

The study revealed that the municipality does not have a proper monitoring and evaluation strategy. The municipality must create or appoint monitoring and evaluation experts who will be responsible for the monitoring of all project from the formulation to the implementation of the project done by the municipality and to avoid the vandalism of projects. Also, this expert needs to ensure coordination, monitoring and evaluation of community participation in the planning processes of IDP and ensure that public meetings are conducted quarterly in each ward to ensure that the community is provided with information about IDP.

6.5.4. Inclusion of Tribal Authority Leaders to participate in the municipal council

The findings from the literature review revealed that the tribal authority leaders do not contribute on the municipal council in matters of service delivery planning, but simply act as observers. The municipality must therefore carefully consider the involvement of traditional leaders on all matters of service delivery planning and be allowed to raise their concerns. The study also revealed that the community of

Ndwedwe falls under traditional leadership. Consequently, the municipality should allow the community to raise its voice, and the municipality needs to indicate clearly the roles that traditional leaders must play in service delivery planning.

6.5.5. Prevention of political interference with the municipal officials

The municipal manager must always ensure that the municipal officials do not politically interfere. It is further advised that the Speaker of the municipality must always ensure that the municipal officials are not included in party political structures of either local, regional, or provincial branches.

6.5.6. Improvement of municipal budget

The findings of the study from the literature review revealed that some of the projects were not finished timeously due to budget restrictions. Since the municipality is dependent on an equitable share of the municipal infrastructure grant from National Government, the municipality must try and generate additional income to increase its budgetary requirements.

6.5.7. Retaining of municipal officials with skills

To ensure the efficient performance of local government, the municipality must ensure that it has a recruitment policy in place. The municipality must always ensure that it appoints the right candidates with the required skills. The municipality must always ensure that cadre deployment without the necessary qualification level is not allowed.

6.5.8. Provision of corruption measures

The findings from the literature review revealed that many local government departments and spheres experienced challenges in finance due to the mismanagement of funds and resources allocated for development. Additionally, corruption practices also caused some of the projects not to be completed on time. Consequently, the municipality must ensure that anti-corruption measures are firmly put in place and are applied to officials who are suspected of committing corruption and fraud.

6.6. Limitation and delimitation of the study

According to Ellis and Levy (2010:115), the limitation of a study is defined as the unavoidable conditions that are beyond the researcher's control, and further describes delimitation as the options that the researcher has set for the study.

In terms of the present study, some limitations were encountered during the period of study. The study took place during the COVID-19 pandemic. The researcher was obliged to ensure that the rules and procedures for COVID-19 were always followed. The researcher also experienced challenges in terms of setting appointments with the key participants of the study. This often resulted in some of the respondents not being able to participate in the study. The delay in the approval of Research Ethical Clearance by the UKZN Research Committee also caused a delay in the completion of the study on time.

Finally, the study was limited to the municipal officials of Ndwedwe Local Municipality, as well as the community members of Wards 12, 14, 17, and 19.

6.7. Recommendations for future research

The research was centred on the assessment of service delivery planning in local government with specific reference to Ndwedwe Local Municipality. It is therefore recommended that future research is conducted which focuses on the aspect of monitoring and evaluation of the implemented service delivery project (IDP) at Ndwedwe Local Municipality. This will be necessary to place both the municipality and local government in a positive trajectory of development.

6.8. Conclusion

This chapter provided a comprehensive summary of the research objectives of the study. The chapter also offered a brief overview of how the study chapters have been organised. In line with the research objectives and research questions of the study, the researcher was able to draw conclusions and recommendations based on the findings of the study. The limitations of the study were also included in the chapter. Recommendations were also made for future studies on monitoring the evaluation of the implemented service delivery project (IDP) at Ndwedwe Local Municipality.

In conclusion, local government is the sphere that is closest to the people. For this reason, municipalities should be capacitated to provide quality services that are in line with the Constitution and meet the public's expectations for service delivery.

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Annexures

Annexure A: Ethical Clearance Letter from UKZN Research Committee



04 February 2021

Mrs Sithembile Mngadi (214581479)
School Of Man Info Tech & Gov
Westville Campus

Dear Mrs Mngadi,

Protocol reference number: HSSREC/00001945/2020

Project title: Assessment of service delivery planning in local government with specific reference to Ndwedwe local municipality

Degree: Masters

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 31 August 2020 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

This approval is valid until 04 February 2022.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

HSSREC is registered with the South African National Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlalele (Chair)

/dd

Humanities and Social Sciences Research Ethics Committee

Postal Address: Private Bag X54001, Durban, 4000, South Africa

Annexure B: Permission to Conduct the Study at Ndwedwe Local Municipality

P.O. Box 19

Ndwedwe

4342

05 June 2019

Attention: The Acting Municipal Manager

Mr M.F. Hadebe

Ndwedwe Local Municipality

Private Bag x503

Ndwedwe

4342

Dear Sir

REQUEST FOR PERMISSION TO CONDUCT A RESEARCH


I Sithembile Mngadi Student Number 214581479 from the College of Law & Management with the University of KwaZulu Natal (Westville Campus) hereby wish to conduct a research in your Municipality.

The intended topic of my research is "**The assessment of service delivery in Local Government with specific reference to Ndwedwe Local Municipality**". This study is conducted as a dissertation in partial fulfillment of the degree of Master of Administration (Public Admin) with the University of KwaZulu Natal.


It is hoped that the findings of this research will also benefit the municipality.

I hope my request will be accepted

Yours Faithfully


Sithembile Mngadi
RESEARCHER

Approved/~~not approved~~ by:


ACTING MUNICIPAL MANAGER
NDWEDWE LOCAL MUNICIPALITY



UNIVERSITY OF
KWAZULU-NATAL
INYUVESI
YAKWAZULU-NATALI

School of Management, IT and Governance, Discipline of Public Governance

7 June 2019

To: Ndwedwe Local Municipality
Private Bag X 503, Ndwedwe
4342

To Whom It May Concern

Request for Permission to Conduct Research

This letter serves to confirm that Ms. Sithembile Mngadi is a registered student for Masters in Administration (M.ADMIN) at the University of KwaZulu-Natal in the School of Management, IT and Governance. She is researching a topic entitled:

Assessment of Service Delivery in Local Government with Specific Reference to Ndwedwe Local Municipality.

As part of the University processes, her application to undertake this study must be approved by the Ethics Committee of the University. This necessitates a permission letter from your institution so that she can complete requirements for the qualification.

I kindly request that you assist her research endeavours by issuing the permission letter. Should you need more clarity regarding this permission letter, please do not hesitate to contact me.

Thanking you in advance.

Yours faithfully,

Dr Sakhile, I. Zondi
Discipline of Public Governance – Research Supervisor
University of KwaZulu-Natal, Westville Campus
Private Bag X54001, University Road, Durban
M-Block, 2nd Floor, Room M226A
Tel: 031 260 8247, Cell: 082 741 2003
E-mail: Zondise@ukzn.ac.za



**NDWEDWE LOCAL MUNICIPALITY
UMASIPALA WASENDWEDWE**

Private Bag X503
Ndwedwe, 4342
KwaZulu-Natal
Republic of South Africa
Tel: (032) 532 5000
Fax: (032) 532 5031
(032) 532 5032
E-Mail: mm@ndwedwe.gov.za

07 June 2019

ATTENTION: MRS S. MNGADI

**P.O. Box 19
Ndwedwe
4342**

Dear Mrs S. Mngadi

**RESPONDING TO YOUR REQUEST: PERMISSION TO CONDUCT YOUR RESEARCH AT
NDWEDWE LOCAL MUNICIPALITY AREA**

This letter serves to confirm that you have been granted the permission to conduct your research as proposed within the area of Ndwedwe Local Municipality.

Kindly note that the municipality is looking forward to assist you with all relevant information that you might need while conducting your research. Please note that the information gathered when conducting your research should be used for study purpose only.

Regards


**MR. M.F. HADEBE
MUNICIPAL MANAGER
NDWEDWE LOCAL MUNICIPALITY**

Annexure C: Informed Consent Document for Participants (English Version)

UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

APPLICATION FOR ETHICS APPROVAL

For research with human participants

Information Sheet and Consent to Participate in Research

Greetings,

My name is Sithembile Mngadi, a registered student at University of KwaZulu-Natal, studying towards Masters in Administration from the school of Management, Information Technology and Public Governance (Westville Campus). My contact Numbers is 0839787181 and email address is 214581479@stu.ukzn.ac.

You are being invited to consider participating in a study that involves research on the Assessment of service delivery planning in Local Government with specific reference to Ndwedwe Local Municipality. The aim and purpose of this research is to investigate the commitment of Ndwedwe Local Municipality towards providing quality services as envisaged by the Constitution (RSA.1996) and to evaluate its progress in the implementation of the development agenda of the National Development Plan 2030 vision. The study is expected to include sixty-five participants in total, fifteen officials will be selected from Ndwedwe Local Municipality and fifty community members from Ward 12,14,17 and 19 of Ndwedwe Local Municipality will be selected. It will involve the following procedures questionnaires for the community members and interviews to the municipal officials. The duration of your participation if you choose to participate and remain in the study is expected to be 30 mins.

None of the risk or discomfort may be involved in the study. The study will provide no direct benefits to participants. The confidentiality and anonymity of the participants will be protected. Their personal information will not be mentioned in the research report. Final copies of the dissertation will remain a public resource. It will be made available at the University Library. Community members will also be able to access dissertation through the office of the Municipal Manager.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number_____).

In the event of any problems or concerns/questions you may contact the researcher at cell no. 0839787181) or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban 4000
KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557- Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

Your participation in the study is voluntary and by participating, you are granting the researcher permission to use your responses. You may refuse to participate or withdraw from the study at any time with no negative consequence. There will be no monetary gain from participating in the study. Your anonymity will be maintained by the researcher and the School of Management, I.T. & Governance and your responses will not be used for any purposes outside of this study.

All data, both electronic and hard copy, will be securely stored during the study and archived for 5 years. After this time, all data will be destroyed. I am therefore binded by the COVID 19 regulation. When distributing questionnaires to the participants I will always ensure the wearing of mask and have sanitizer. I therefore encourage participants to wear mask and maintain social distance about 1.5 metre.

If you have any questions or concerns about participating in the study, please contact me or my research supervisor at the numbers listed above.

Sincerely



Sithembile Mngadi

(Researcher name and signature)

Annexure D: Informed Consent Document for Participants (IsiZulu Version)

UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

APPLICATION FOR ETHICS APPROVAL

For research with human participants

Information Sheet and Consent to Participate in Research

(ISIZULU VERSION)

Date: 23.11.2020

Nginyanibingelela

Igama lami Sithembile Mngadi, isitshudeni esenza iziqu ze Masters kwi Administration ophikweni lwe Management, Information Technology and Public Governance eNyuvesi yaKwaZulu-Natal . Inombolo yami yocingo 0839787181. Imeyili 214581479@stu.ukzn.ac.za

Ngiyakumema ukuba ubambe iqhaza kucwaningo engilwenzayo ngaphansi kwesihloko esithi: Ucwano ngezinhlelo zokulethwa kwezidingo ngqangi kohulumeni basekhaya ngokukhethekile kuMasipala waseNdwedwe. Inhloso ngqangi yalolucwaningo ukuhlola izinhlelo nokuzibophezela kokulethwa kwezidingo ngqangi ngokwezininga eliphambili ngokulawulwa komthetho sisekelo waseningizimu Afrika 1996, nokuhlolwa kwenqubekela phambili yokuqaliswa kwe Ajenda yentuthuko ngokohlelo lukazwelonke lwango 2030. Kulolucwaningo kulindeleke abazobamba iqhaza babe ngamashumi ayisithupha nesihlanu sebebonke. Bayishumi nanhlanu abasebenzi abazobamba iqhaza abavela kuMasipala wase Ndwedwe Kanye namalunga omphakathi angamashumi ayisihlanu avela kulezigodi zamawadi 12,14,17,19 ngaphansi komkhandlu waseNdwedwe.

Ucwano luzobandakanya izinqubo ezilandelayo , uhlu lwemibuzo lwamalunga omphakathi Kanye nezingxoxo nabasebenzi bakaMasipala. Isikhathi sokubamba iqhaza kwakho uma ukhetha ukubamba iqhaza kulindeleke ukuthi kube imizuzu engamashumi amathathu. Awukho umvuzo ozotholwa ngokubamba iqhaza kulolucwaningo. Lolucwaningo lwenziwe ngokwezemfundo kuphela. Ukufihlwa nokungaziwa kwababamba iqhaza kuzovikelwa. Imininingwane yabo yangasese angeke idalulwe embikweni wocwaningo. Amakhophi okugcina alomqulu azohlala emtapweni wolwazi lweNyuvesi. Umphakathi ungakhona ukuthola lomqulu ngehhovisi lemenenja kaMasipala.

Uma kwenzeka kuba nezinkinga nom kukhona ukukhathazeka, noma unemibuzo ngokubamba iqhaza lakho kulolucwaningo ungathinta umcwano kuleminingwane 0839787181, noma isikhungo esiphathelene nocwaningo kulelikheli elingezansi

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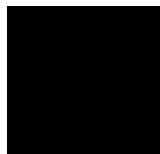
Ukubamba kwakho iqhaza kulolucwaningo ukwenza ngokuzikhethelela kanti futhi unika umcwaningi imvume yokusebenzisa izimpendulo zakho. Awuphoqiwe ukubamba iqhaza, unelungelo lokuyeka noma inini uma uthanda ngaphandle kokujeziswa. Ayikho inzuzo ozoyithola ngokubamba kwakho iqhaza Ukungaziwa kwakho kuzogcinwa umcwaningi nophiko lwesikole seManagement IT. And Governance. Nezimpendulo zakho angeke zisetshenziselwe nganoma iyiphi inhloso ngaphandle kwalolucwaningo.

Yonke imininingwane eyikhompyutha nekhophi ephathekayo izogcinwa ngokuvikelekile ehhovisi likameleleli wami isikhathi esingangeminyaka eyisihlanu emva kwalokho imininingwane iyobe isilahlwa ngokohlelo lweNyuvesi.

Ngokulandela imigomo kaCOVID 19, umcwaningi uyoqikelela ukufakwa kwezimfono nokuwasha izandla nangesibulala magciwane. Wonke umuntu ozobamba iqhaza umcwaningi uzoqikelela ukuqhelelana ngebanga lika 1.5 mitha.

Uma unemibuzo maqondana nokubamba kwakho iqhaza ngicela ungithinte noma ulekeleli wami kwimininingwane engenhla

Ngiyabonga ngokuzithoba



Sithembile Mngadi
(Umcwaningi)

Usuku

Imvume yokubamba iqhaza

Mina----- (amagama aphelele alowo obamba iqhaza), Ngazisiwe ngochwano lwehloko esithi Uchwano ngezinhlelo zokulethwa kwezidingo ngqangi kohulumeni basekhaya ngokukhethekile kuMasipala waseNdwedwe ngumchwano uSithembile Mngadi. Ngiaqinisekisa ukuthi ngiaqonda konke okuqokethwe yilencwadi Kanye nenhloso yaloluchwano olwenziwayo. Nginikeziwe ithuba lokuthi ngingabuza imibuzo mayelana naloluchwano futhi nganeliseke ngezimpendulo.

Ngiaqinisekisa ukuthi ukuzibandakanya kwami kuloluchwano kungukuzithandela ngokuphelele nokuthi ngingahoxa nganoma yisiphi isikhathi ngaphandle kokuthinta noma iyiphi inzuzo engivame ukuba nayo. Ngazisiwe nganoma isiphi isinxephezelo esitholakalayo noma ukwelashwa uma kwenzeka ngilimala ngenxa yezinqubo ezihlobene nokufunda.

Ngiyazi ukuthi uma nginemibuzo maqondana ngaloluchwano noma kukhona ukukhathazeka ngelungelo lami njengabahlanganyeli bochwano ngingaxhumana nomchwano kuleminingwane 0839787181 noma isikhungo esiphathelene nochwano kelelikheli elingezansi.

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Imvume eyengeziwe lapho kufanele khona

Ngalokhu ngihlinzeka ngemvume yoku:

Ukuqoshwa kwengxoxo yami Yebo/Cha

Ukuqoshwa kwevidiyo engxoxweni yami Yebo/ Cha

Ukusetshenziswa kwezithombe zami ngenhloso yochwano Yebo/ Cha

Isiginesha yobambiqhaza

Date

Isiginesha kafakazi

Date

(Uma kudingeka)

Isiginesha katolika

(Uma kudingeka

Date

CONSENT TO PARTICIPATE

I (Name) have been informed about the study entitled Assessment of service delivery planning in Local Government with specific reference to Ndwedwe Local Municipality by Sithembile Mngadi.

I understand the purpose and procedures of the study

I have been given an opportunity to ask questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

I have been informed about any available compensation or medical treatment if injury occurs to me as a result of study-related procedures.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at 083 978 7181.

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

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KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557 - Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Additional consent, where applicable

I hereby provide consent to:

Audio-record my interview / focus group discussion YES / NO

Signature of Participant

Date

Signature of Witness

(Where applicable)

Date

Signature of Translator

(Where applicable)

Date

Annexure E: Interview Schedule for the Municipal Officials of Ndwedwe Local Municipality



COLLEGE OF LAW AND MANAGEMENT STUDIES SCHOOL OF MANAGEMENT, INFORMATION TECHNOLOGY AND GOVERNANCE

Researcher : Mrs Sithembile Mngadi 0839787181

Supervisor : Dr Sakhile Zondi (082 741 2003)

**Assessment of service delivery planning in local government with a specific reference to
Ndwedwe Local Municipality**

Interview Schedule for the Municipal Official

Please tick with an X the appropriate response in the following questions

Please Indicate gender

FEMALE Male

Please indicate age group

20-30		31-40		41-50		51-60		61 70	
--------------	--	--------------	--	--------------	--	--------------	--	--------------	--

1. How does the Integrated Development Plan (IDP) of Ndwedwe Local Municipality promote service delivery planning?

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2. Who are the key municipal stakeholders that are involved in service delivery planning in the municipality?

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3. How does the municipality align its policies with the National Development Plan (NDP) in order to promote alignments in terms of service delivery planning between the three spheres of government?

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4. How does the municipality involve the traditional leadership and Ward committee structures in service delivery planning?

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5. What are the contributions of the Traditional Leadership and Ward committee structure in promoting local democracy and inclusive service delivery planning in the municipality?

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6. What are the roles of internal and external oversight structures in promoting good governance in service delivery planning in the municipality?

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7. How does the municipality promote community participation in service delivery planning?

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8. How does the municipality capacitate communities for effective participation in service delivery planning?

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9. What are the strategies that are used by the municipality to encourage maximum community participation in service delivery planning?

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10. What has been the feedback of the community about the pace and quality of service delivery in Ndwedwe community?

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11. What are the factors that facilitate or hinders service delivery efficiency in Ndwedwe Local Municipality?

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12. How does the municipality co-ordinates the feedback of communities in relation to the pace and quality of service delivery?

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13. In terms of intergovernmental relations, how can the municipality benefit regarding the provision of service delivery to their communities?

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14. How does the municipality monitor and evaluate completed projects which are within their area of jurisdiction?

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15. What are the services that are expected to be provided by the municipality?

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Annexure F: Questionnaires for the Community (English Version)



COLLEGE OF LAW AND MANAGEMENT STUDIES SCHOOL OF MANAGEMENT,
INFORMATION TECHNOLOGY AND GOVERNANCE

Researcher : Mrs Sithembile Mngadi 0839787181
Supervisor : Dr Sakhile Zondi (082 741 2003)

THE ASSESSMENT OF SERVICE DELIVERY IN LOCAL GOVERNMENT WITH A
SPECIFIC REFERENCE TO NDWEDWE LOCAL MUNICIPALITY

QUESTIONNAIRES FOR THE COMMUNITY PARTICIPANTS

Please tick the appropriate block by using



1. Age

20-30		30-40		40-50		50-55		55+				
-------	--	-------	--	-------	--	-------	--	-----	--	--	--	--

2. Gender

MALE		FEMALE	
------	--	--------	--

3. Level of Education

Primary Education	
-------------------	--

Secondary Education	
Matric Education	
Tertiary Education	
None	

4. How do you rate service delivery in your ward?

Good		Satisfactory		Excellent		Bad	
------	--	--------------	--	-----------	--	-----	--

5. Do you have an understanding of what is an IDP?

Yes		No	
-----	--	----	--

6. What are the services that are provided by the municipality in your wards?

Water		Housing		Electricity		Sanitation		Access roads		Refusal collection	
-------	--	---------	--	-------------	--	------------	--	--------------	--	--------------------	--

7. Are you happy with the ways in which services are provided into your ward

Satisfied		Not satisfied	
-----------	--	---------------	--

8. Do you know who is your ward councilor?

Yes		No	
-----	--	----	--

9. Does the views of the communities regarding service delivery are taken into consideration by the ward councilor?

Yes		No	
-----	--	----	--

10. How often do you attend meetings such as Izimbizo or community forums?

Once a year		Quarterly		Monthly	
-------------	--	-----------	--	---------	--

11. Ndwedwe Local Municipality provides services that is requested by the communities of your ward

Agree		Strongly Agree		Disagree		Strongly Disagree		Not sure	
-------	--	----------------	--	----------	--	-------------------	--	----------	--

12. Are you aware of free basic services

Yes		No	
-----	--	----	--

13. Free basic services are provided to those citizens who are the indigent

Agree		Strongly Agree		Disagree		Strongly Disagree	
-------	--	----------------	--	----------	--	-------------------	--

14. How often does the municipality respond to the problems raised by the community of your wards?

Quickly		Very Quickly		Slowly	
---------	--	--------------	--	--------	--

15. The delays in the provision of service delivery by the community is caused by the increase of growth population?

Agree		Strongly Agree		Disagree		Strongly Disagree		Not sure	
-------	--	----------------	--	----------	--	-------------------	--	----------	--

16. The municipality informs the community as well as stakeholders involved whenever there is a new project that is taking place?

Agree		Disagree		Not sure	
-------	--	----------	--	----------	--

17. Does the community benefit in terms of job opportunities whenever there is a project that is taking place?

Yes		No	
-----	--	----	--

18. Political interference with the municipal officials causes delays in the provision of service delivery

Agree		Disagree	
-------	--	----------	--

19. The municipal officials who are responsible for the provision of service use their position for private gain rather than ensuring efficiency provision of services?

Agree		Strongly Agree		Disagree		Strongly Disagree	
-------	--	----------------	--	----------	--	-------------------	--

19. How do you access water ?

By the river		Borehole		Municipal Truck		Metered in house tapwater	
--------------	--	----------	--	-----------------	--	---------------------------	--

20. How can you rate the supply of electricity?

Good		Bad		Satisfactory		Not sure	
------	--	-----	--	--------------	--	----------	--

21. The communication strategies that is used by the municipality to interact with the community to be effectively involved in the municipal programs such as izimbizo, road shows is fairly well

Agree		Strongly Agree		Disagree		Strongly disagree		Not sure	
-------	--	----------------	--	----------	--	-------------------	--	----------	--

22. Do you have access to communication services such as library services and internet?

Yes		No	
-----	--	----	--

23. In the case of disaster, does the municipality is municipality is prepared enough to assist, do they have enough resources?

Agree		disagree		Don't know	
-------	--	----------	--	------------	--

24. In your opinion, what are the main challenges that hinders an efficient and effective provision of services

Lack of public participation	
Political Interference	
Corruption	
Lack of resources	
Weak political leadership	
Don't know	

25. In order for a municipality to improve, what are the recommendations that you can make to enable municipality to improve itself in terms of provision of basic services?

Annexure G: Questionnaires for Community Participants (IsiZulu Version)



COLLEGE OF LAW AND MANAGEMENT STUDIES SCHOOL OF MANAGEMENT,
INFORMATION TECHNOLOGY AND GOVERNANCE

Umcwaningi Mrs Sithembile Mngadi (0839787181)

Umphathi Dr. Sakhile Zondi (082 741 2003)

Ucwaningo ngezinhlelo zokulethwa kwezidingo ngqangi kohulumeni basekhaya ngokukhethekile kuMasipala waseNdwedwe.

IMIBUZO YABAHLANGANYELI BOMPHAKATHI

Ngicela uthikhe ibhokisi elifanele ngokusebenzisa

X

1. Ubudala

20-30		30-40		40-50		50-55		55+	
-------	--	-------	--	-------	--	-------	--	-----	--

2. Ubulili

Owesilisa		Owesifazane	
-----------	--	-------------	--

3. Izinga lezemfundo

Imfundo yamabanga aphansi	
Imfundo yesibili	
Imfundo ephakeme	

Ayikho imfundo	

4. Ukulinganisa kanjani ukulethwa kwezidingo ngqangi ewadini yakho?

Kuhle		kuyagculisa		Kubi			
-------	--	-------------	--	------	--	--	--

5. Ngabe uyaqonda ukuthi yini i IDP/ uhlelo oluhlanganyelwe lwezentuthuko?

Yebo		Cha	
------	--	-----	--

6. Yiziphi izidingo ezihlinzekwa uMasipala ewadini yakho?

Amanzi		Izindlu		Ugesi		Izindlu zangasese		Ukuvulwa kwemigwaqo		Ukuqoqwa kukadoti	
--------	--	---------	--	-------	--	-------------------	--	---------------------	--	-------------------	--

7. Uyayijabulela indlela okunikezwa ngazo izidingo ngqangi ewadini yakho:

Yebo		Cha	
------	--	-----	--

8. Uyalazi ikhansela lewadi yakho?

Yebo		Cha	
------	--	-----	--

9. Ngabe imibono yomphakathi mayelana nokunikezelwa kwezidingo ngqangi uyayilandeleva yini ukhansela wewadi yakho?

Yebo		Cha	
------	--	-----	--

10. Uba khona kangakanani emhlanganweni efana nezimbizo noma izinkundla zomphakathi?

Kanye ngonyaka		Ikota		Njalo enyangeni	
----------------	--	-------	--	-----------------	--

11. Ngabe umasipala unikezela ngezidingo ezicelwa umphakathi wewadi yakho?

Yebo		Cha	
------	--	-----	--

12. Uyazi ngezinsizakalo zesidingo ngqangi eziyisisekelo zamahhala

Yebo	Cha	
------	-----	--

13. Ngabe izinsiza eziyisisekelo zamahhala zinikezwa labo abahlwempu?

Yebo	Cha	
------	-----	--

14. Kumithatha isikhathi esingakanani uMasipala ukuphendula izinkinga ezisuke ziphakamiswe umphakathi?

Ngokushesha	Ngokushesha okukhulu	Kancane
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15. Ngabe Ukubambezeleka kokuhlinzekwa kwezidingo ngqangi emphakathini kubangelwa ukwanda kwenani labantu?

Ngiyavuma	Ngivuma Kakhulu	Angivumi	Angivumi kakhulu	Angazi
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16. Ngabe uMasipala uyawazisa yini umphakathi kanjalo nababamba iqhaza ngokuthulwa komsebenzi omusha ewadini?

Ngiyavuma	Angivumi	Angiqiniseki
-----------	----------	--------------

17. Ngabe umphakathi uyahlomula ngokwamathuba emisebenzi uma kukhona iphrojekthi eyenzakalayo ewadini?

Yebo	Cha	
------	-----	--

18. Ukugxambukela kubasebenzi bakaMasipala kudala ukubambezeleka kokuhlinzekwa kwezidingo emphakathini?

Ngiyavuma	Angivumi
-----------	----------

19. Iziphathimandla zikamasipala ezibhekwele ukuhlinzekwa kwezidingo zomphakathi zisebenzisa izikhundla zazo ukuzuza ngasese kunokuba ziqinisekise ukuhlinzekwa kwezidingo ngendlela efanele?

Ngiyavuma	Angivumi	Angivumi kakhulu	Anginaso isiqiniseko
-----------	----------	------------------	----------------------

20. Uwathola kanjani amanzi?

Ngomfula	Ungodi wesiphethu	Ngeloli likamasipala	Imitha likampompi wamanzi
----------	-------------------	----------------------	---------------------------

21 Izindlela zokuxhumana nomphakathi ukubamba iqhaza ezinhlelweni zikamasipala ezifana nezimbizo Kanye nemibukiso yemigwaqo zikulungele

Ngiyavuma		Angivumi		Anginasiqiniseko	
-----------	--	----------	--	------------------	--

22. Ingabe uyakwazi ukufinyelela ezinsizakalweni zokuxhumana ezifana nomtapo wolwazi Kanye ne inthanethi?

Yebo		Cha	
------	--	-----	--

23. Uma kwenzeka inhlekelele ngabe umasipala uzilungiselele ngokwanele yini ukusiza, banazo yini izinsiza ezanele?

Yebo		Cha	
------	--	-----	--

24. Ngokubona kwakho, yiziphi izinselelo ezinkulu ezivimbela ukuhlinzekwa kwezinsizakalo emphakathini

Ukungabambi iqhaza komphakathi	
Ukugxambukela kwezepolitiki	
Inkohlakalo	
Ukuntuleka kwezinsizakusebenza	
Ubuholi obuthakathaka kwezepolitiki	
Angazi	

25. Yiziphi izincomo ongazenza ukuze umasipala ukwazi ukuthi uzithuthukise ngokuhlinzekwa kokulethwa kwezidingo ngqangi?

