



**SERVICE DELIVERY CHALLENGES IN GEZUBUSO RURAL  
AREA OF MSUNDUZI MUNICIPALITY**

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Specialising in

**Public Administration**

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by

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**13 APRIL 2023**

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**Date: 13 April 2023**

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## **DECLARATION**

I hereby declare that the work described in this study is my original work, and has not previously been submitted in part, or in its entirety, for a degree at any other university. I, further declare that this work does not in any way, infringe or violate the rights of others, as all the sources cited or quoted by me, are indicated, and acknowledged by means of a comprehensive list of references.

***Nobuhle Princess Chule***

## **ACKNOWLEDGEMENTS**

To the Lord for giving me the strength, determination and ability to bring this work to reality.

To my family, thank you for all the sacrifices you have made towards my academic study period.

To Dr VJ Hadebe, my research supervisor, thank you for all the advice, guidance and professional manner in which you handled this work.

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To the community of Gezubuso rural area for their participation in the survey questionnaire.

To the uMsunduzi Municipality for granting me permission to conduct this study in the area and their participation in the interview questions (The City Manager).

**Thank you all.**

## **DEDICATION**

This research study is dedicated to my parents, Mrs. Thandi Promise Chule and Mr. Deda Vitus Chule, whose constant love and support gave me the courage to deal with difficult challenges.

## **ABSTRACT**

The local government, ward councillors and traditional leaders are considered as the first levels of point of communications which is closer to the people and expected to deliver the needs of the people. The lack of municipality resources/equipment, training of municipal employees, community engagements and the exclusion of the community in decision-making contribute service delivery challenges in the Msunduzi Municipality. The service delivery challenges of the municipality, induna (chief) and ward councillors have certain elements that do not easily satisfy the needs of the people if they are not solved effectively. During the data collection it was found that the majority of community members who participated in this study had a negative response towards the assessments of their level of satisfaction with regards to the services delivered to them. Some individuals did not have negative responses to some of the questions due to personal reasons. The induna lost interest in participating because he mentioned that the majority of the community decisions are taken by the councillor and as he is newly appointed. He has not performed all his duties as yet. The rationale of this study is to suggest measures to be implemented to address service delivery backlogs. The mixed-methods approach and the triangulation mixed method design was used for this particular study in order to get sufficient depth and detail of service delivery issues in the municipality. A sampling size formula developed by Sekaran (2016) was used to determine that 61 participants formed an appropriate sample size for this study. Purposive sampling was used for this study because the whole population and sampling frame were available. The primary data was collected through self-administered questionnaires that were personally administered to the community members by the researcher. Primary data was also collected by conducting interviews with the municipality employees, ward councillor and induna. Based on the findings of the study it was recommended that future researchers use this research as a case study in other areas from other municipalities in order to understand the role of municipalities in stimulating service delivery

***Key words: Service Delivery Challenges, Gezubuso rural area, Msunduzi Municipality***

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## ACRONYMS

ABM	Area Based Management
APL	African Political Leadership
COGTA	Department of Cooperative Government and Traditional Affairs
DDM	District Development Model
DPSA	Department of Public Services and Administration
DUT	Durban University of Technology
EWS	Early Warning System
ETUD	Education and Training Unit for Democracy
GM	General Manager
IDP	Integrated Development Plan
(IREC)	Institutional Research Ethics Committee
IREC	Independent Electoral Commission
ISRDS	Integrated sustainable rural development strategy
KZN	KwaZulu-Natal
LEDAS	Local economic development agencies
MDG'S	Millennium Development Goals
MMR	Mixed methodological research
NGO	Non- governmental organisation
NVIVO	Statistical and Qualitative Data analysis software
QUDAS	Quality Assessment of Diagnostic Accuracy Studies
RDP	Reconstruction and Development Programme
SD	Sanitation Director
SDBIP	Service Delivery and Budget Implementation Plan
SEA	sustainable Energy Africa
SMCSAM	Municipal self-assessment model
SPSS	Statistical Package for the Social Sciences
SWM	Solid waste management
STATS	Statistics South Africa
VDA	Vulindlela Development Association
WEE	Waste Electronical and Electronic equipment

# **CHAPTER 1**

## **INTRODUCTION AND BACKGROUND TO THE STUDY**

### **1.1 INTRODUCTION**

This chapter provides an introduction to the study and outlines the background and the rationale for service delivery challenges in the Gezubuso rural area of the Msunduzi Municipality. The chapter outlines the importance of a ward councillor, the Msunduzi Municipality and the induna in engaging with the community, to address the needs of the historically disadvantaged group. The chapter also includes the objectives of the study, the methodology employed by the study and its significance in the context of the municipal environment, as a way forward in solving service delivery challenges. The contemporary dominant narrative regarding service delivery challenges in South Africa is also discussed.

### **1.2 BACKGROUND**

A study conducted by Masuku and Jili (2019) shows that local government, considered to be a sphere of the national government, is granted full authority to provide basic services to the communities. Although the local government is given full authority to deliver basic services to communities, the number of service delivery challenges has increased over the years. This view is also agreed upon by Maharaj-Sampson and Ferreira (2015) who state that although South Africa is making an effort to solve the service delivery challenges in many areas, such challenges continue and are the result of historical neglect and services being hampered in these areas.

The White Paper on local government (1998:27) indicates that the local sphere of government is responsible for the provision of housing, infrastructure development and services. Such services include the provision of water, electricity, sanitation and roads, which are essential to support the lives of the citizens. However, most communities under



the Msunduzi Municipality, especially the rural ones such as Gezibuso have remained undeveloped and unattended since 1994; following 27 years of democracy that attempted to improve the service delivery, yet these areas still lack water and proper roads. According to section 153(a) of the Constitution of the Republic of South Africa Act, 108 of 1996, municipalities must structure and manage their administration, budgeting and planning processes. The act further articulates that the above-mentioned processes must be undertaken in such a way that priority is given to the basic needs of the community.

Service delivery challenges are problematic not only in South Africa. Mbandlwa (2018) mentioned that this is a problem facing many countries in the world. There is a tendency in KwaZulu-Natal for rural communities to receive services like water, electricity, housing and sanitation at a snail's pace. This is supported by the South African Cities Network, (2007:24) cited in Ndzelu (2016:23) which indicates that several municipalities experience infrastructure service delivery challenges, as they are presented with the dual challenge of wanting to expand and provide service delivery in most impoverished rural areas. The author further points out that one of the largest causes of service delivery issues is the administrative decentralisation process, which has affected municipalities.

Dick-Sagoe (2017) highlights that most African countries are experiencing service delivery crises because of the lack of accountability at the lower levels, for example, the community's citizens and at the upper levels, the provincial and national spheres. This seems to have resulted in leaders perceiving that being in leadership entitles them to improve their personal lives economically. Low levels of accountability of African leaders in many African countries have resulted in political instability and violence. This assertion is supported by Nkabinde (2018) who observed that there had been a top-down approach in terms of operations of service delivery, in local government in SA with low levels of accountability which is a contributing factor to service delivery challenges.

However, the rise in the population rate in Africa has also been viewed as the direct burden of the ward councillors because people expect the supply of service delivery from ward councillors (Abed and Davoodi, 2003:08 cited in Mbandlwa, 2018:2). The other

reasons behind the service delivery delays are also noted by Monkam (2014) cited in Khambule and Mtapuri (2018) who state that the South African local government has been facing an increasing number of social and service delivery issues, such as corruption and the lack of capacity.

According to Madumo (2015:153), in the most recent cases, the local government in historically disadvantaged countries such as those which are still developing consist of ineffective employees and little focus. In light of the above, Dlamini and Reddy (2018) indicate that there is still a gap in the literature by pointing out that although the government has provided a clear mandate and regulations for the provision of services and planning and development, there is still a lot that needs to be done. The authors further articulate that a lot needs to be done since historically disadvantaged communities' status has not changed. The lack of effective communication between the councils and the citizens in England is similar to the problem South African local government councils are currently facing. In addressing this Mbandlwa (2018) suggest that the local sphere of government must share their values with the community and that there should be skilled supporters for community. The author further suggest that Local sphere of government should be able to speak freely about the challenges affecting community members to be able to make proper decisions based on the causes of service delivery issues. Therefore, this study attempts to investigate the causes of service delivery challenges at a municipal level and provide recommendations and measures to address service delivery backlogs in the future.

### **1.3 PROBLEM STATEMENT**

The rise in the number of public service delivery challenges that were not addressed by the ward councillors, induna and municipality in communities has been viewed as a national problem, especially in the recent past when the country was preparing for the local government elections of 08 May 2019. However, this problem has been in existence for many years (Aucoin, 2016 cited in Mbandlwa, 2018). Furthermore, there is a clear lack of the provision of basic services and the councillors, induna and municipality fail to implement the by-laws that will be helpful to the communities. Councillors sometimes fail

to find the person to address the ward issues because they believe that the municipal employees are guilty of favoritism and do not attend to issues if they do not know the councillor. The area of Gezubuso which falls under the Msunduzi Municipality has recently experienced service delivery-related protests. The scenes captured by journalists during these protests were reminiscent of the scenes which were last seen during the struggle against the National Party's apartheid government. This has been a cause for concern amongst all the political parties and the general citizenry of the Msunduzi Municipality. Many factors could have contributed to the slow pace at which basic services like water, electricity and transport infrastructures are being delivered by the municipality to the community of Gezubuso. This is supported by Nomdo, Masiya and Khambule (2019) who state that protests over service delivery challenges have increased in the last decade particularly in KwaZulu-Natal.

According to Masuku and Jili (2019:1), poor service delivery at a local government level is normally attributed to the politicisation of the administrative components in municipalities and, in most cases, results in poor local governance. The authors further mention that although the local sphere of government is given full authority to deliver the basic services to the communities, there has been an increasing number of service delivery challenges over several years. The provision of essential services, for example, clean water, sanitation, education, health, electricity, and road networks is very slow. Rural people continue to endure hardships and travel long distances to access the above-mentioned services (National Statistics Agency, 2011:77-78 cited in Heloa, 2015:15). Hamusunse (2015) also points out that the result of the study he conducted showed that there is a challenge with regard to the provision of basic services.

Municipal councillors fail to provide quality services in these rural areas because they lack the required resources to do so. Thus, there is a need for more investment in service delivery, specifically in rural areas. This study is based on the correlation between the large number of service delivery complaints based on the lack of proper running water, electricity and road infrastructure by the residents of the Gezubuso rural area and what is indicated in the scientific sources. Therefore, a lot needs to be done by municipality

workers to ensure that basic services are delivered to the citizens, and those services must be of high quality. This will be measured by observing if the Reconstruction and Development Programme (RDP) houses that are going to be built are not of inferior standard and provision for running water and sanitation is made.

#### **1.4. THEORICAL FRAMEWORK**

The study used the public participation theory. Zungu (2017) ascertain that public participation is the theory used when public concerns are raised. The author mentions that this theory is important to ensure that the right services are delivered. The researcher further indicates that there are challenges of controlling the public participation as this happens when they are different opinions, and this is normally considered as a disadvantage. However, the rationale of this study for selecting the public participation theory is informed by Mdlalose (2016) who is of view that in order for an improved service delivery and development to happen public participation is important because that is where different views are raised. Zondi (2014) is in agreement with the above-mentioned view by articulating that public participation goes merely the right to vote, its actually giving citizens meaningful opportunities to raise their voices during discussion around decisions which may have direct impact on their daily lives.

Quick and Brynson (2016) highlight that there are different key themes of public participation theories namely legitimacy, expertise and participation as well as diversity and inclusion. The authors explains that in terms of legitimacy the benefits of participation are realized when the processes goes well. The researchers found that with regard to expertise and participation it becomes important to know who are the ideal participants to be involved in the research based on their knowledge. Quick and Brynson (2016) articulate that with the diversity and inclusion it becomes important to know who to include or to exclude from your sample. Sandfort and Quick (2013) mentions that there is a great balance if all key themes of participation are incorporated in one research.

For the purpose of this study in ensuring that all key themes were addressed. The study focused on ward five community, councillors, induna and Msunduzi Municipality

employees. The above-mentioned participants are aware of the service delivery challenges in ward 5. The study is not interested to what is happening in neighboring wards.

## **1.5. AIMS AND OBJECTIVES**

### **1.5.1. AIM OF THE STUDY**

The aim of the study was to investigate the service delivery challenges at a municipal level as well as community level and suggest measures to be implemented to address the service delivery backlogs in the future. The following objectives were pursued.

### **1.5.2. OBJECTIVES**

- To examine the challenges faced by employees of Msunduzi municipality to deliver effective basic services to the Gezubuso area.
- To investigate the levels of service delivery in the Gezubuso area by distributing questionnaires and conducting interviews with employees of the Msunduzi municipality using a mixed methodology.
- To explore the impact of service delivery challenges on the livelihoods of the communities of the Gezubuso area.
- To investigate the outcomes and provide recommendations.
- To investigate the causes of service delivery challenges.

### **1.5.3. RESEARCH QUESTIONS**

The study addressed the following questions.

- ☐ What are the common reasons for service delivery challenges amongst employees of the Msunduzi Municipality?
- ☐ What factors affect the ward councillors and induna from successfully doing their jobs, and provide effective service delivery?
- ☐ What impact does the lack of service delivery have on the lives of community members?
- ☐ What steps can be followed to improve the service delivery going forward?

## **1.6. SIGNIFICANCE OF THE STUDY**

The primary reason for conducting this study was to contribute to the body of existing knowledge to assist the Msunduzi Municipality in performing its duties effectively in its respective communities. The findings of the study will assist municipalities in devising a mechanism that can be used to minimise the number of public protests against ward councillors with regards to service delivery complaints. The study assessed different reasons for service delivery challenges and recommendations had been made on what could be useful for the ward councillors, induna and the Msunduzi Municipality to meet the demands of their communities. The ward councillors and induna also serve as the link between the community and other municipalities. The councillors and induna are in touch with the realities on the ground. Therefore, they can better advise the Msunduzi Municipality of the desires and aspirations of the community, especially if they are educated, informed and have good leadership qualities, which enable them to gather information from the community and report it effectively to the Msunduzi Municipality. In that context, communication and community engagements become key factors.

Section 152 of the Constitution of the Republic of South Africa Act 108 of 1996, gives due regard to the local government sphere and assigns much more responsibility to it. It further articulates that local government is the level of government closest to the people and it is expected to deliver the services to the people. Local government must find ways to meet the needs of the people and working closely with community members, they need to find sustainable ways to meet their social, economic and material needs.

## **1.7. STRUCTURE OF THE DISSERTATION**

### **Chapter 1- Introduction**

In this chapter, the reader is provided with the background to this study; introduced to the study objectives; and the significance of the study research.

## **Chapter 2- Literature review**

This chapter provides comprehensive literature on the local government's administrative employee levels and rural areas with a specific reference to the provision of basic services with a special focus on water, electricity, housing and sanitation in the areas under the Msunduzi Municipality.

## **Chapter 3- Research methodology**

This chapter explains the method, or the approach used in the study to gather the information. It outlines the data collection instruments that are used in collecting the information, sampling strategies and target population from which the sample is selected.

## **Chapter 4- Analysis of data**

This chapter contains the analysis and interpretation of the data that has been collected and focuses on the findings of the study.

## **Chapter 5- Conclusion and recommendations**

This chapter provides a summary of the previous chapters and presents conclusions and recommendations based on the findings to indicate a way forward in terms of what needs to be done for future purposes.

### **1.8. LIMITATIONS OF THE STUDY**

Huberman and Miles (1994) cited in Mbandlwa (2018) indicate that all research conducted has limitations and indicates that limitations are regarded as the weakness in the application or interpretation of the outcomes of the study. The potential weakness in this study is that the municipality rules does not allow municipal employees to divulge some information to the researcher. This study only focuses on the Msunduzi Municipality employee issues; therefore, it only includes the citizens who live in the areas that fall under the Msunduzi Municipality. The results cannot be generalised to the entire population of Pietermaritzburg. Another limitation is the access to the Msunduzi Municipality workers because of the positions held by these workers, for instance, the important factor is the availability of time to participate in the study.

## **1.9. SUMMARY**

This chapter articulated the importance of the ward councillors, the induna and the Msunduzi municipality having good relationships or communication in order to provide proper and effective service delivery. The chapter included the aims and objectives of the study; the method employed for the study; and its significance in the context of the municipal environment. The contemporary dominant narrative regarding the local government's role in South Africa was also articulated. This chapter also presented the problem statement and outlined the research questions which guided the study.

The next chapter outlines the relevant theories in the literature and aims to provide an in-depth understanding of the theoretical underpinnings relevant to this study.



## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 INTRODUCTION

This chapter reviews the literature on service delivery challenges in rural communities of municipalities. Policy/legislative frameworks, theoretical studies and empirical studies are used to provide more clarity in discussing rural communities' service delivery challenges. The chapter summarises the overall challenges that the country has with regard to basic services such as water, electrical energy and housing and how these challenges could be overcome.

##### 2.1.1 SERVICE DELIVERY

Mfene (2009) cited in Bizana, Naude and Ambe (2015:273) defines service delivery as an “encompassing public activity aimed at promoting the general welfare of the community”. Ndzelu (2016) mentions that the phrase public activity clearly shows that service delivery, in this instance, is the responsibility of the government. On the other hand, the White Paper on transforming public service delivery (1997) defines service delivery as,

*An ability of any public institution to deliver services to the communities in an efficient and effective manner. Improving public service delivery means, redressing the imbalances of the past and, while maintaining service to all levels of the society, focusing on meeting the needs of 40% of South Africans who are living below the poverty line and those, such as the disabled, the black women living in the rural areas, who have been previously disadvantaged in terms of service delivery.*

Dzansi, Chipunza and Dzansi (2016) articulate that in South Africa, the problem of service delivery cuts across all municipalities, as evidenced by the citizen protests across the country almost on a daily basis. In line with the above views, Islam and Mahmud (2015) cited in Masiya, Davids and Mangai (2019) point out that in most developing countries, such as South Africa, service delivery has become part of the most discussed challenges in municipalities. Songoni, Ngidi, Green, Mans and Mckelly (2018) suggest that in order

to improve service delivery there must be a people approach to planning, while also allowing better efficiencies from service providers' perspectives.

Wagana, Iravo, Nzulwa, and Kihoro (2016) establish that if service delivery and the quality of services are improved, it would result in customer satisfaction. Botes (2018) highlights that regardless of any complaints, service delivery provided through the top-down approach is not acceptable. The researcher suggested that there should be meaningful incorporation of the citizen's choices at the bottom, therefore, the views at the bottom should never be underestimated. In line with the above views, Sithole and Mathonsi (2015) suggest that in order to solve the service delivery challenges, municipalities should take into consideration the back-to-basics approach to be able to establish strong working relationships, to create decent living conditions and to improve the delivery of services to the traditional rural communities.

Songoni, Ngidi, Green, Mans and Mckelly (2018) assert that service delivery is one of the duties of every government around the world, but the rural areas have been relatively overlooked. Ngobese (2017) indicates that to solve service delivery challenges, there should be skills development. Burger (2001) cited in Chetty, Van Niekerk and Olivier (2016) conducted a survey and found out that there are citizens who can afford to pay for the services but prefer not to do so and use them for free. The researchers, therefore, suggested that to solve the service delivery problems, it is crucial to address the problem of the free use of services by the citizens, as this is one of the most serious issues.

### **2.1.2 PRINCIPLES OF PUBLIC SERVICE DELIVERY**

The constitution of the Republic of South Africa, chapter 10 section 195 established the principles governing public administration and stipulates high levels of professional ethics must be promoted and maintained. Maramura, Nzewi, Tirivangasi and Hofisi (2019) point out that these principles were meant to redirect the post-apartheid public service by breaking out of discrimination and the disconnected apartheid government. Muchadenyika (2017) mentioned that since the 2013 elections, the economic gains made by the government have regressed. Key economic sectors were constructed, and the government struggled to pay wages and provide basic services (ICG, 2014 cited in

Muchadenyika, 2017:6). The author elaborated that in this regard the state institutions are finding it difficult to deliver on constitutional obligations. Muchadenyika (2017) observed that the processes of the country are struggling to embrace the new government principles put in place by the constitution. This, therefore, indicates a gap in the literature.

### **2.1.3 RURAL DEVELOPMENTS**

#### ***2.1.3.1 HOUSING***



Karamoko (2011) cited in Botes (2018) indicates that housing and other essential services are normally considered to be the leading cause of the increase in complaints because of incompetent municipal employees. Croese and Pitcher (2019) suggest that to solve the housing service delivery challenges, employees should be trained in order to avoid the issue of incompetent employees responsible for the delivery of housing services.

Ramovah (2016) points out that the focus of the RDP was based more on enhancing the quality of life of the citizens, provision of shelter for all and reducing inequality, but the rural areas in South Africa continue to be plagued by poverty, under-developed areas as well as high, unequal rates. Nkabinde (2018) declares that although the government has embarked on several programmes to help lower-income households by providing RDP houses, some of the applicants have not received those houses as yet. The above views of Nkabinde (2018) are supported by Magagula (2017) who notes that despite the government's effort to provide houses to the needy society, the housing issues remain due to political issue weakens the government effort.

Dlamini (2017) indicates that the RDP policy had been developed to solve issues, for example, the provision of basic services such as housing. Some improvements are evident since the policy was implemented but the municipalities are experiencing system weaknesses. On the other hand, Magagula (2017) asserts that the housing challenges will always remain difficult to solve, considering the number of new applicants entering the housing market and the inadequate allocation of resources in rural areas.

Botes (2018) indicates that since 2004, there has been hundreds of local protests about housing issues, poor service delivery and a non-responsive government throughout South Africa. Croese and Pitcher (2019) suggest that to solve the housing service delivery challenges, the capacity of employees responsible for the delivery of housing services at the administrative level should be solved. On the other hand, Fan and Yang (2019) point out that one of the reasons why the housing programme failed to provide housing is that the fund is sometimes not enough to meet the housing needs of the residents and funds are often misappropriated or misused. The researchers suggested that to solve this problem, the central government should revise the housing provident fund management regulation.

### ***2.1.3.2 WATER***



Naidoo (2014) asserts that water service delivery backlogs for the period 1994 to 2008 per province in South Africa indicate that the top three provinces without access to water are KwaZulu-Natal, Eastern Cape and Limpopo with 37% population without access to water. SAHRC (2014) cited in Duncker (2017) reports that without hygienic sanitation,

people normally suffer from the water-related diseases and die, such disease includes diarrhoea, which is normally caused by the poor sanitation and dirty water. Sithole and Mathonsi (2015) add to Dunkers' (2017) views by pointing out that the lack of basic services contributed to the high incidence of water-borne diseases such as diarrhoea and cholera in homelands.

Jonah et al. (2015) cited in Mtshali (2017) opine that a lack of water at both household and production levels; results in failures in economic systems and people's freedoms are curtailed by health, poverty and vulnerability. Nzimakwe (2009) cited in Nkabane and Nzimakwe (2018) finds that some scholars claim that the world water crisis emanates from the government and currently there are no stability solutions in place as far as revenue management is concerned. This is also confirmed by Chowns (2015) who asserts that all water officers reported a lack of staff and operational funding. The author suggests that in order to solve the water service delivery challenges especially in rural communities, the rural water supply should be directed towards a more universal approach and accountability should be increased. On the other hand, Brettenny and Sharp (2015) indicate that the rural municipalities were assessed and provided with water services at an average cost of R 417.11 per household, but the service delivery challenge has not been solved, which then is wasteful expenditure in rural areas. The researchers mentioned that this indicates that a lot is still to be done by the municipalities in terms of accountability.

Arthur (2017) confirms that in South Africa, 62% of the population lacks access to water supply services, and seven million rural dwellers remain without access to water supply services nationally. Maharaj-Sampson and Ferreira (2015) suggest that to solve water service delivery challenges; public water utilities should assist municipalities in water provision by creating social developments and assisting the government in delivering their developmental mandate. But some municipalities are still experiencing water challenges, which indicates a gap in the literature.

### **2.1.3.3 SANITATION**



Ndzelu (2016) assert that sanitation refers to the latest recommended system for humans, households, water and refuse disposal. Duncker (2017) established that sanitation and water are interdependent, and one impacts the other. The author cited the example that a water supply is needed for effective sanitation services, but ineffective sanitation services lead to contamination of water resources, rendering the water unfit for use.

Dwaf (2013) cited in Salisbury, Brouckaert, Still and Buckley (2018) reports that the free basic sanitation policy was developed to ensure that the countries have access to hygienic disposal facilities, especially the poorest citizens. Sindall, Mercer, Sutherland, Buckley, Gounden, Pillay and Macleod (2018) established that although the toilets have been installed in rural areas for free, the option for treating source-separated urine should be investigated and should be found. Dlamini, Rampedi and Ifegbesan (2017) indicate that waste removal in rural areas of developing countries like South Africa was not taken into consideration. Therefore, this indicates a gap in the literature.

De Vries and Nemic (2013) cited in Beyers (2016) point out that failure and lack of routine to remove the screenings at the sewer pipe stations result in downstream blockages, which is also a contributing factor to health risks. Duncker (2017) suggests that in order to solve sanitation issues, every municipality should have a sanitation plan and provide a reasonable measure to put this plan into action. This, therefore, indicates that proper planning is needed to solve service delivery challenges in municipalities.

#### ***2.1.3.4 ELECTRICITY***



Ndzelu (2016) asserts that electricity is a basic service, and it is the role of municipalities to supply electricity. The author mentions that, in addition, municipalities should ensure that the transformers, the cables, as well as the metering systems for the distribution of electricity are functional. The author elaborates that the main problems associated with electricity distribution include poor routine maintenance of cables since most distributors break down, faulty operating procedures, ageing equipment, as well as overload. All-together, the municipality accounts for 43% of the entire volume of electricity sales, while Eskom provides the remaining percentage (NER, 2004 cited in Ndzelu, 2016:21).

Ngubane and Nephawe (2017) indicate that electricity projects are important because they contribute to rural development and can improve the quality of life and the academic levels of the people living in rural areas. Sithole and Mathonsi (2015) emphasise that electricity is important because the dearth of electricity results in people using coal stoves which contributes to an increase in respiratory diseases.

Ravu (2014) points out that Eskom should address the shortage of skills as it negatively impacts the production of electricity and on the government electrification programme. The researcher mentions that this has a negative effect on the economy because load shedding affects manufacturing and mining. USAID (2010) cited in Chetty, Van Niekerk and Olivier (2016) suggests that metered services must be used because metered services ensure that there is no wastage in the use of electricity, and they must be regularly serviced by the municipalities to avoid unauthorised connections. Ngubane and Nephawe (2017) emphasise that to solve the electrical service delivery challenges, the



funds for the rural electricity suppliers should be used only for important aspects such as the provision of electricity for the rural citizens.

## **2.2 LEGISLATIVE FRAMEWORK DEALING WITH SERVICE DELIVERY**

The objectives of the municipality are determined by section 152(1) (a) of the Constitution to ensure that the provision of services to communities is sustainable. According to Chapter 7 of the Municipal Systems Act section 51(a), municipalities must organise their administrative duties in a way that would enable the municipality to respond quickly to the needs of the local community. Chapter 3(3.1.2) (l) (j) of the White Paper on Transforming Public Services clearly states that the current challenges of the local government include the lack of capacity, as a result, effective and efficient delivery of services will not be easily accomplished. Chapter 4 of the Public Service Regulations Act points out that the remuneration members are to support the effective and efficient distribution of services and encourage appropriate incentives linked to the performance of administrative employees. Jaaskelainen and Lonnqvist (2011) cited in Beyers (2016) indicate that commonly known challenges within municipalities are mainly due to the failure to obey legislations, this, therefore, indicates that a lot needs to be done to solve service delivery challenges.

## **2.3 LOCAL GOVERNMENT**

Ndevu and Muller (2018) assert that local government is the sphere of government closest to the people and it has an important social function in providing basic services to the community. According to Mthethwa and Jili (2016:102), the local government is responsible for providing basic services such as water, electricity and sustainable sanitation as well as the removal of waste to improve the quality of life of the citizenry and the democracy. Mortimer (2004) cited in Olivier (2017) indicates that in South Africa after the first democratic municipal elections, there were high expectations with regard to the local government service delivery, but even now, there are still challenges with regard to service delivery. Ndzelu (2016) asserts that the fact is service delivery goals cannot be



achieved by one sphere of government alone; all spheres must work in cooperation in order to solve service delivery challenges.

Magagula (2017) points out that the local government is failing to meet the demands of the citizens since there are still high poverty rates and unemployment issues. Irlich, Potgieter, Stafford, and Gaertner (2017) suggest that municipalities must be given guidance on how to bridge the gap between some of the challenges they are faced with when it comes to working such as addressing issues of service delivery. Sikhwivhilu and Ntuli (2015:84) posit that to solve the service delivery challenges, the effective and efficient functioning of municipalities must be prioritised across all municipal functions.

Mukwevho and Nkuna (2018) point out that some service delivery challenges occur because the representatives of the local government are perceivers. The researchers suggested that local government must not be perceivers because a perceiver only assumes what the citizens need, the people's voices must be taken into consideration and the consultation is very vital in this regard. On the other hand, Hove and Osunkunle (2019) hint that to solve service delivery issues, municipalities have to complement government effort by educating the community's citizens about the importance of the effective use of services delivered to them.

## **2.4 THE ROLES OF COUNCILLORS IN SERVICE DELIVERY**

According to the local government municipal structures act no 117 of 1998 section 19 (2), a municipal councillor must annually review the needs of the community, its priorities to meet those needs, processes in involving the community and organisational and delivery mechanisms for meeting the needs of the community. Marks and Erwin (2016) state the role of the councillors is to ensure that the concerns relating to the wards they serve are raised in municipalities. Govender (2016) indicates that there are capacity challenges; poor councillor capacity leads to poor provision of basic services and poor quality of the integrated development plans. This indicates that a lot needs to be done.

#### **2.4.1 THE IMPORTANCE OF COUNCILLOR'S EARLY IDENTIFICATION OF SERVICE DELIVERY CHALLENGES EXPERIENCED BY THEIR COMMUNITIES.**

Naing (2017) emphasises the use of the early warning system (EWS) as a tool to enable municipal service delivery to succeed. The author pointed out that this tool plays a vital role because municipal employees will be able to get early signals on important problems to reduce risk and improve service delivery performance early. Nekhavhambe (2017) mentions the importance of the use of written reports, inspections, investigations, cost analysis and performance management as the control measures to be used in order to ensure that the actions of employees are aimed at the accomplishment of institutional goals. Harding (2017) emphasises the use of warning signs to identify the possibility of challenges and the utilisation of information for future planning. The author further cites the example of the threat that climate change poses on the daily lives of the citizens as it affects the availability of water. The threat that climate change can be used as an early warning sign shows that the early identification of challenges plays a major role in resolving issues before they occur.

#### **2.4.2 COUNCILLOR AVENUES TO EXPRESS LEVEL OF SATISFACTION OF MUNICIPAL SERVICES TO THEIR COMMUNITIES.**

According to Nkomo (2017:2), it is believed that councillors are doing their jobs in an acceptable manner; however, it was found that people living in rural areas receive bad evaluations of service delivery. Bratton and Sibanyoni (2006) cited in Nkomo (2017) find that councillors are important performers in service delivery, and they play a vital role in establishing whether people are satisfied with the services delivered by the government. Longhurst (2017) points out that councillors have the opportunity to report failures in advance, but they do not do that; as a result, they are considered as audiences rather than public servants and that damages the officer's accountability to the communities. Mutoti (2019) indicates that ward councillors are required to ask the community about their needs through community engagements and report those needs but they tend not to do so. The researcher points out that it seems as if councillors do not know their roles. Bond and Mottier (2013) cited in Sambo (2019) point out that the lack of replies by councillors and municipalities to the community requirements are often the main result of

service delivery protest. Nefale (2018) reports that ward councillors do not ask their communities what they need; as a result, they tend to take decisions without consulting the community, which leads to service delivery challenges and unresolved issues. According to Mbandlwa (2018:3), councillors must indicate the challenges faced by their societies and try to improve the results based on the decisions taken.

## **2.5. THE ROLE OF TRADITIONAL LEADERS (INDUNA) IN SERVICE DELIVERY**

Chapter 5 of the traditional leadership and governance framework act 2003, Section 20(f) stipulates that the traditional leader plays an important role in economic development. The traditional leadership and governance framework act 2003 Section (19) reiterates that traditional leaders have important functions linked to the local government. However, traditional leaders find themselves in a position of lesser importance compared to their counterparts in the development regime because municipal authorities have financial resources and can implement service delivery (Kanyane 2017:213). Again, traditional leaders have been troubled by tension, confusion and contradictory practices and this is a contributing factor to service delivery challenges (Kanyane 2017:215).

## **2.6 THE CAUSES OF SERVICE DELIVERY CHALLENGES IN RURAL AREAS**

According to Mthethwa and Jili (2016:102), citizens across the world, want better services to sustain and to improve their living conditions. Gqaji, Proches and Green (2016) point out that although the new government that took power in 1994 promised to improve service delivery in order to redress social inequalities created by the apartheid, a lot still needs to be done in rural areas.

Greffrath and Van der Walddt (2016) wrote that service delivery challenges continue to be reported in the media on a weekly basis highlighting the disintegration of municipal infrastructure in rural areas which are caused by financial issues. Sindall, Mercer, Sutherland, Buckley, Gounden, Pillay and Macleod (2018) indicate that some of the service delivery challenges in rural areas are the result of the increase of foreigners and that hinders the delivery of services as well as effective use of resources.

Brettenny and Sharp (2015) suggest that government and local authorities need to address the issue of the inefficient use of resources at all levels and a special effort is required in rural areas. Chambers (1983) cited in Ramovah (2016) asserts that there should be a development of a strategy that will enable rural citizens to voice what they need in their communities since they are challenged by inadequate basic services. Mbeki (1999) cited in Mazibuko (2017) highlights that in an attempt to solve the rural areas' service delivery challenges, the integrated sustainable rural development strategy (ISRDS) was implemented as a community development strategy. The researcher mentions that the ISRDS strategy was implemented to complement the RDP and bring about socially cohesive and improved rural communities, however, this was not achieved as yet.

## **2.7 THE CAUSES OF SERVICE DELIVERY CHALLENGES IN MUNICIPALITIES**

Beyers (2016) asserts that the issue of the provisioning of basic services is the biggest challenge. It is found that the contributing factor to these challenges is the political differences in the administrative services within the municipalities. Sebola (2018) suggests that the South African municipal administrative services should follow the first constitutional principle of public administration, which indicates high standards of professionalism and ethics must be promoted and maintained in order to solve administrative issues. The contributing factors to administrative service delivery issues are discussed below.

### **2.7.1 CAPACITY ISSUES AMONGST MUNICIPAL EMPLOYEES**

According to Sindall, Mercer, Sutherland, Buckley, Gounden, Pillay and Macleod (2018:1), service delivery challenges are the result of a lack of capacity amongst municipal employees. Gqaji, Proches and Green (2016) point out that it can be stated categorically that if people are not competent in their jobs, they cannot deliver any of the organisational objectives and this will certainly hinder delivery infrastructure in the public sector, amongst other things. Koma (2010) cited in Irlich, Potgieter, Stafford, and

Gaertner (2017) hints that the lack of capacity limits municipal performance, and this normally happens if the employees are placed in positions where they are not adequately trained or do not have the experience. The auditor-general (2016) reported that the lack of capacity is the contributing factor to service delivery issues; therefore, there is a need to professionalise the civil service to attract skilled officials. This is also observed by Mthethwa and Jili (2016), who established that one of the biggest challenges in municipalities is the lack of expertise because knowledge is power. The researchers concluded that by having knowledgeable employees in administration, service delivery challenges could be solved easily.

Ngcobo (2016) posits that in order for the employees to perform better, supervisors should appraise those employees and that will result in improved performance. In light of the above Ndlovu and Msweli (2016) recommend that capacity building programmes should be designed and rolled out for all the social actors and powerful constituents that declare legitimacy to Operational Support System. On the other hand, Greffrath and Van der Waldt (2016) suggest that municipal councillors and administrations should have the necessary competency to execute their functions to the broader socio-economic, and the political objectives of the state should be operationalized. In line with Greffrath and Van der Waldt's (2016) views, Van Baalen, Schutte and Von Leipzing (2015) suggest that there should be a municipal self-assessment model (SMCSAM) as an alternative problem-solver to the present practices in democratic municipalities in order to be able to address the capacity issue.

### **2.7.2. LACK OF CAPACITY AS A CONTRIBUTING FACTOR TO SERVICE DELIVERY PROTESTS**

Gerring, Thacker, lu and Huang (2015) cited in Nkabinde (2018) state that the local administration that deals with the delivery of basic services is facing challenges of poor delivery of services, which leads to high levels of service delivery protests from the communities. Du Plessis (2016) acknowledges that administrative inability is one of the key challenges the local government needs to address to perform its tasks effectively and efficiently.

Van Baalen, Schutte and von Liepzing (2015) report that the organisational capacity of municipalities can also be used as a contributing factor to service delivery issues. The above views of van Baalen, Schutte and von Leipzig (2015) are confirmed by Sikhwivhilu and Zwane (2018) who indicate that the widespread protests are the result of incompetent municipality employees. The authors suggested that in order to decrease service delivery protests the capabilities of municipal employees must be improved, resources are to be used effectively, and that will then result in the required standard of service delivery to meet the community needs.

### **2.7.3 FINANCIAL MANAGEMENT ISSUES AMONGST MUNICIPAL EMPLOYEES**

Chetty, van Niekerk and Olivier (2016) indicate that the concern in many cases is the money dedicated to service delivery which is usually mismanaged by municipal employees and in many cases, this is due to political interferences. Magagula (2017) argue that in some cases, some service delivery challenges are not because of the limited or misused finances but are the results of the underspending of the budget meant for low-income householders. Sithole and Mathonsi (2015) suggest that to solve the service delivery challenges, local government entities should use their obligation to structure and manage their administration, budgeting and planning to give priority to basic needs

Nkabane and Nzimakwe (2018) indicate that there is still a lot to be done at the Pietermaritzburg municipalities since there is a lack of finance, human capital and skills in order to ensure the effective delivery of services. The authors hinted that the challenges are the result of the lack of capacity as well as the non-availability of plans to assist employees in acquiring technical skills. The researchers, therefore, suggest that the skills shortages are to be taken into consideration and organisational structures should be planned because this hinders the organisational ability to deliver the services effectively.

### ***2.7.3.1 CORRUPTION AS A CONTRIBUTING FACTOR TO THE ADMINISTRATIVE SERVICE DELIVERY CHALLENGES***

Gqaji, Proches and Green (2016) indicate that both the lack of accountability and corruption hinder the delivery of infrastructure. This is supported by Bizana, Naude and Ambe (2015), who point out that corruption is a hindrance, and it normally occurs when officials have misappropriated funds for personal gain, overpaid for products or even failed to monitor how much money was spent. Munzhedzi (2016) mentions that common types of corruption include bribery, fraud and misappropriation of economic wealth. The researcher mentioned that without a transparent and accountable system, there would be difficulties in service delivery.

Koma and Tshiyoyo (2015) highlight that SA has unending service delivery issues because public service delivery inherited by the democratic South African government in 1994 was, however, structured while there were corrupt staff and a lack of accountability. Watch (2013) cited in Singh (2016) identifies local government as the area with the highest corruption amongst all government spheres, and corruption directly impacts the ability to deliver services. The above views of Singh (2016) are shared by Mashamaite (2014) who asserts that most communities accuse local municipalities of being unresponsive to their demands because of corruption, unfulfilled promises, nepotism and exclusion as well as failing to address inequality and unemployment.

Mkhize (2015) cited in Botes (2018) suggests that in order to solve the issues of corruption, local government should appoint qualified, skilled and caring managers to perform effective financial management and stop corruption. Mathebula and Munzhedzi (2017) emphasise the importance of ethical governance to avoid corruption. Whereas Wagana, Iravo, Nzulwa, and Kihoro (2016) suggest that to solve the service delivery issues, the municipality should use e-governance in order to eradicate corruption and improve service delivery in the public sector. Mashamaite (2014) identifies the problem of corruption as a key challenge hampering the delivery of services and it requires more attention. This, therefore, indicates that there is still a lot to be done to address the issue of corruption

#### **2.7.4 LACK OF MOTIVATION AMONG MUNICIPALITY EMPLOYEES**

Mvelase (2018) indicates that several factors affect service delivery, such as the effectiveness of an organisation and some of these factors are employee motivations. Mvelase (2018) points out that employee motivation is important in this regard because if employees are motivated, they can deliver services effectively and efficiently. Du Plessis (2016) indicates that the organisation's functioning is dependent on the people involved and their abilities to work optimally towards the organisational mandate and rewards because people want to feel appreciated in their work organisations. This, therefore, indicates that a lack of motivation is a contributing factor to service delivery challenges

#### **2.7.5 UNFAIR EMPLOYMENT PRACTICES/LACK OF MUNICIPAL JOB CREATION AS A CONTRIBUTING FACTOR TO SERVICE DELIVERY CHALLENGES**

Dzansi, Chipunza, Dzansi (2016) state that in African municipalities, there is no doubt that human resource management's unfair practices are the reasons the employees are demotivated to deliver the quality of services they are expected to deliver in order to meet customers' needs. The authors indicated that the organisation could not function without the people, and the capacity of municipalities lies in the potential to employ the right people and manage them properly in order for them to deliver quality services. Chetty, Van Niekerk and Olivier (2016) suggest that to solve the service delivery issues; municipalities should create more job opportunities regardless of their political parties. Ngubane and Nephawe (2017) posit that management must treat their employees with respect in order to avoid high staff turnover.

#### **2.7.6 LACK OF MUNICIPAL EQUIPMENT REQUIRED TO DELIVER SERVICES.**

According to Kebede, Derbew and Seyoum (2019:303), the contributing factor to service delivery challenges is the lack of equipment required for municipal employees to deliver services. The researchers alluded to Solid Waste Management (SWM) as an example of poor delivery service; the workers are not provided gloves, uniforms and health and safety measures; therefore, we are faced with sanitation challenges. Schluep (2014) cited in Fang, Neil, Sapea, Kocourek, Osmond and Ally li (2018) argues that in some instances,



you may find waste of electronic and electrical equipment (wee), but employees are not trained to dispose of waste electronic and electrical equipment and not well prepared to solve these waste challenges. SALGA (2003) cited in Ndzelu (2016) reports that some service delivery challenges are the result of the municipal failure to increase budgets which results in the municipality's inability to upgrade the equipment and often leads to lower levels of service provision. This, therefore, indicates that there is a lot that needs to be done.

### **2.7.7 TRAINING COURSES FOR SKILLS DEVELOPMENT**

Elnanga and Imran (2013) cited in Ntoyakhe (2018) define training as a constant process that enables the administrative staff to continuously develop their know-how to improve efficiency and standards of service provided by the organisation. Khan (2012) cited in Ngcobo (2016) emphasises the importance of training that is required to improve the performance of employees because if employees are trained, they will have a better understanding of their work. In line with Ngcobo's (2016) views, Govender (2016) asserts that training is important because if employees are trained, they will have improved skills. Ekpo (2008) cited in Ngobeni (2018) mentions that a lack of training is a hindrance to effective and improved service delivery. Ndzelu (2016) suggests that in an attempt to solve service delivery challenges employees, should engage in training in order to improve their skills. This, therefore, indicates that a lot needs to be done to solve service delivery issues.

### **2.7.8 LACK OF DECENTRALISATION OF DUTIES**

Ndzelu (2016) asserts that one of the main causes of service delivery issues is the administrative decentralisation processes that have affected municipalities. Wagana, Iravo, Nzulwa, and Kihoro (2016) point out that decentralisation is important since it helps to identify where the responsibility is situated in order to know who is responsible and for what. Wagana, Iravo, Nzulwa, and Kihoro (2016) articulate that it is, however, difficult for municipalities to do so because municipalities have limited autonomy as they need provincial approval when carrying out their responsibilities to deliver services. Mathebula

and Munzhedzi (2017) suggest that in order to solve service delivery issues the importance of the separation of powers should never be under-estimated. The researchers mention that the separation of power is vital for ensuring accountability and transparency in government affairs for enhancing service delivery.

#### **2.7.9 LACK OF SKILLS AS A CONTRIBUTING FACTOR TO ADMINISTRATIVE SERVICE DELIVERY ISSUES.**

Lockwood and Smits (2011) cited in Chowns (2015) indicate local authorities in most low-income countries are critically hampered by the lack of skills characterised by a few resources. Koma (2015:38) points out that one of the biggest challenges to the effective performance of public service resides in the fact that politicians and public servants lack basic competences related to strategic thinking. Mthethwa and Jili (2016) indicate that knowledge and skills are required for municipalities to perform better. Sithole and Mathonsi (2015) explain that the other contributing factor to service delivery is cadre employment, where people are appointed based on the fact that they are the ruling political party's loyal supporters while not adequately skilled. Nkwana (2014) argues that it is important to note that leaders may have the necessary skills, but municipalities are then confronted by financial issues, community demands, labour unrest, political changes, policy demands and so forth. Tafeni (2017) points out that decision-making in public administration hiring should not be seen as a single easy task because all decisions have an effect and could jeopardise performance. This indicates that a lot needs to be done in solving the issue of a lack of skills

#### **2.8 LEVEL/STATE OF SERVICE DELIVERY IN RURAL AREAS**

Olango (2011) cited in Sikhwivhilu and Zwane (2018) established that there is an increase in the number of foreigners and that then results in municipal service delivery issues because it interferes with the proposed possible solutions to service delivery. Brettenny and Sharp (2015) articulate that the national government in South Africa has experienced a large degree of negative feedback with respect to the municipality's ability to provide basic services to the public.

Clark (2011) cited in Mashamaite (2014) mentions that the provision of basic services in most municipalities has been very slow and failed to meet the expectations of the majority of the people. Chetty, Van Niekerk and Olivier (2016) outline that the KwaZulu-Natal province is the highest debt owing province to the amount of approximately R9.9 billion that is why there are service delivery challenges in KZN province. The authors suggested that customers should pay for the services because outstanding payments also hinder the municipality's ability to deliver the services to improve the living conditions of rural citizens. On the other hand, van Baalen, Schutte and von Leipzig (2015) suggest that for an organisation to ensure that it delivers services of the best possible quality, the organisation should use total quality management (TQM) as a tool to manage its performance.

Dau (2010) cited in Mokgobu (2017) indicates that there has been a considerable improvement in service delivery, mainly in urban areas as compared to the rural areas. Ndzelu (2016) suggests that the three spheres of government should work together to achieve service delivery goals; hence the element of corporate governance should not be underestimated. In light of the above Ngidi et al. (2014) cited in Ndlovu and Msweli (2016) asserts that in response to the service delivery challenges in KwaZulu-Natal an approach known as Operation Sukuma Sakhe translated as stand up and build was introduced. The authors indicated that this programme was aimed at coordinating and facilitating the delivery of services to communities, but there is a lot that needs to be done.

## **2.9 THE IMPACT OF SERVICE DELIVERY CHALLENGES ON THE QUALITY OF LIFE**

Kumar and Gupta (2016) confirm that challenges in the distribution of services are the result of poor economic status. Ariely and Usianer (2017) point out that corruption is a contribution to challenges because corruption gives privileges to those already at the top and discriminates against people with fewer resources and normally results in unfair treatment of people in historically disadvantaged areas. The above views of Ariely and Usianer (2017) are shared by Warner and Hefetz (2002) cited in Sanitorious and Sanitorus (2016) who established that the issue of service challenges is a worldwide

challenge and municipalities have always allocated limited resources to the rich citizens whereas those services are meant for the poor citizens. The researchers indicate that this impacts badly on the quality of life of the citizens, and this should be resolved. This, therefore, indicates that there is still a lot to be done in addressing inequality.

## **2.10 THE CAUSES OF NON- DELIVERY OR INADEQUATE RESPONSES**

### **2.10.1 LACK OF PUBLIC PARTICIPATION**

According to the Constitution of the Republic of South Africa act 108 of 1996, Section 155(1), the objective of the local government is to encourage the involvement of communities and community organisations in matters of local government. Section 152 of the constitution speaks about democracy, accountability, and the need to involve citizens in matters that concern them. Similarly, Section 16 (1) of the local government municipal systems act 32 of 2000 also states the need for encouragement of participation in local matters. Botes (2018) suggests that local government should play a more proactive role in improving services to the local communities and also improve their engagement with their citizenry by keeping them informed and involving them in decision-making processes.

Njenga (2009) cited in Zondi (2014) defines public participation as a democratic process of engaging people in thinking, deciding, planning and playing an active part in the development and operation of services that affect their lives. The author emphasises that participation is used to build and facilitate capacity. Andersson and van Laerhoven (2009) cited in Nkabinde (2018) emphasise that participation is important because it increases accountability and allows all members of the public to be included in the process of service delivery.

Sikhwivhilu and Zwane (2018) indicate that the contributing factor to service delivery protests is the lack of public participation and unfunded mandates. Mukwevho and Nkuna (2018) point out that it is now difficult to solve the issues of participation because the relationship between the citizens and their local municipalities waned over time because of the unfulfilled promises. Mashamaite (2014) emphasises that the exclusion of

communities in the decision-making processes by municipalities destroyed the lines of accountability, transparency, ownership and responsiveness. The researchers point out that this left communities with no choice but to engage in mass protests.

Naidoo and Ramphal (2018) suggest that consultation and public involvement should occur in every service delivery process, this will, therefore, lead to the delivery of services that are perceived by citizens, thus satisfying the citizens. The above views of Naidoo and Ramphal (2018) are supported by Nomdo, Masiya and Khambule (2019:48) who suggest that in order to solve the service delivery issues, local participation must be enhanced. Hart, Booyens, Fakudze and Sinyolo (2019) point out that this, therefore, indicates that if there are needs assessments that will involve both the local officials and residents, it would result in limited conflicts and enhanced service delivery processes, which will reflect the needs of the citizens.

#### **2.10.2 LACK OF COMMUNITY PARTICIPATION**

The state of local government (2009) cited in Van Rooyen and Pooe (2016) highlighted that some of the service delivery challenges are the result of a lack of communication between the councillors and their community's citizens. Guaraldo and Choguill (1996) cited in Giampiccoli and Mtapuri (2015) explain community participation as an instrument of empowerment, especially in relation to disadvantaged groups in society. Zungu (2017) adds that community participation aims to involve the community in specific projects where beneficiaries are particular vicinities. Johannessen, Rosemarin, Thomalla, Swartling, Stenstrom and Vulturius (2014) emphasise the importance of community involvements that normally result in the delivery of services highly appreciated by the community members. However, in South Africa community participation is not performed; this, therefore, indicates that there is still a lot to be done in terms of solving service delivery issues.

### **2.10.3 LACK OF ACCOUNTABILITY**

Shah (2006) cited in Nkabinde (2018) observes that there has been a top-down approach along with the decentralizing of local administrations in SA which is less involved in terms of accountability and responsiveness and is a contributing factor to service delivery challenges

Chetty (2015) cited in Chetty, Van Niekerk and Olivier (2016) points out that ever since the democratic dispensation, the local government is faced with the challenges of creating a developmental, corporative local government. Mukhwevho and Nkuna (2018) assert that in terms of the policy, the role of municipalities in the new democratic dispensation is to see where there are service delivery challenges within communities and to try to address those challenges. Mthethwa and Jili (2016) suggest that in order to solve these service delivery challenges, the municipality should involve the local community in the planning and formulation of the projects in order to make sure that those projects become successful.

The department of planning, monitoring and evaluation report (2014) cited in Olivier (2017) reports that local government is confronted with challenges that are the result of poor governance and lack of accountability amongst the employees and poor service delivery. The researcher suggested that to solve these challenges, it is necessary to assess the current performance of local government. The above views of Olivier (2017) are also shared by Zondi, Nzimakwe and Mbili (2017) who indicate that municipalities are still experiencing service delivery challenges as a result of low levels of public satisfaction with regard to the government performance and citizens are increasingly not updated on the state of local government. The authors then suggested that the municipal administration must be held accountable in order to improve service delivery performance. Holtzhausen and Naidoo (2011) cited in Gqaji, Proches and Green (2016) mention that government must focus on effective leadership, transparency, accountability, openness and responsiveness. The researchers mention that this will ensure that those who do not perform are moved from the public sector.

Tshishonga (2019) asserts that weak administrative accountability and capacity as well as poorly trained staff are some of the reasons that municipalities fail to deliver the

services. The author indicates various researchers in South Africa claim that the local government is faced with a large number of challenges, such as accountability and a lack of strategic thinking. The researcher suggests that a lot needs to be done because this leads to the community losing trust in the municipalities.

## **2.11 THE EFFECT OF SERVICE DELIVERY CHALLENGES TO MUNICIPAL EMPLOYEES**

Hatch (2010) cited in Ndlela, Thakathi and Adewale (2019) points out that if the formulated changes do not lead to better changes, employees become demotivated, and their performance deteriorates. Ndlela, Thakathi and Adewale (2019) mention that if there are challenges, employees remain demotivated as others may have to be relocated to other offices. As a result, some of the employees become dissatisfied and leave work early. Schmit and Allscheid (2012) cited in Sbonde (2019) point out that if workers are not suited for a particular activity, they find it difficult to deliver better performances. The authors, therefore, emphasise the importance of motivated employees to provide better services. Naing (2017) points out that service delivery challenges will always exist no matter how well the municipal employees perform, and the challenges will always result in negative images of the municipal systems. This, therefore, indicates that a lot that needs to be done.

### **2.11.1 INTERVENTIONS TO BE DONE IN ORDER TO SOLVE SERVICE DELIVERY CHALLENGES IN MUNICIPALITIES.**

Sikhwivhilu and Zwane (2018) suggest that interventions are required to solve the service delivery challenges; the utilisation of primary resources should result in acceptable standards of service delivery to satisfy the community needs. The authors recommend that municipal performances should be reviewed and identified based on service delivery processes. Whereas Nkabinde (2018) suggests that for municipalities to solve the challenges, they should focus on building capacity and should avoid poor planning because poor planning leads to poor delivery of services. Beyers (2016) places emphasis on the importance of public participation as a solution to service delivery challenges

because if there is participation, municipal functions and plans will be informed by what the community requires. Masiya, Davids and Mangai (2019) point out that the citizens' satisfaction should be taken into consideration when delivering services because that can be a vital indicator of municipal functioning and to identify hindrances.

## **2.12 REASONS WHY COMMUNITIES FEEL THEY ARE BEING NEGATED BY MUNICIPALITIES**

Ramovah (2016) highlights that rural communities feel neglected by municipalities because they have a poor quality of life and live in unfavourable environments, exposing them to diseases such as HIV, malaria and a lack of sanitation. Naidoo (2014) states that the challenges of basic services in South Africa are due to the apartheid era, which separated communities based on race and caused imbalances in the population. Ntuli (2015) points out that municipalities are expected to have a major impact on the daily lives of South Africans and should seek a new focus on improving the people's standard of living. This, therefore, indicates that there is a lot that needs to be done.

### **2.12.1 WHAT COMMUNITY CAN DO TO SOLVE SERVICE DELIVERY CHALLENGES?**

According to Ngobeni (2018:17), some service delivery challenges are the result of not understanding the community and discrimination against women during decision-making. Whereas Nekhavhambe (2017) argues that there is nothing, the community can do to solve the service delivery challenges because municipality funds to address the issues and requirements of the community are limited. The researcher points out that the community should just wait for their turn, but the councillors should keep the citizens updated regarding all municipal plans and procedures to be followed when delivering the services. This is supported by Devkar, Thillai, Narayanan and Elayarajs (2017) who emphasise the importance of community involvement as a solution to service delivery issues, which will lead to greater improvements of ownership for leaders.



## **2.13 CONCLUSION**

This chapter provided an overview of service delivery challenges in the country, particularly in rural areas. The housing, water, electricity and sanitation situation was discussed alongside the delivery of basic services in the local sphere of government in South Africa. It was also important to discuss a few of the legislations underpinning service delivery in the country. Essentially, the hindrances to effective service delivery were also highlighted, such as the shortage of administrative staff with skills capacity. In this literature review, it was also highlighted that the majority of the people living in the informal settlements have not yet received any help; hence services are given to the people who do not deserve them.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1. INTRODUCTION**

Chapter two highlighted an overview of the service delivery challenges in municipalities in the South African context. The literature review focused on the service delivery challenges experienced by rural dwellers. This chapter provides a detailed explanation of the methodology with a focus on the mixed methodology. The methodology explains different means and methods utilised in carrying out a particular study. Saunders and Lewis (2018) define research methodology as a philosophy, which refers to a system of beliefs and assumptions pertaining to the development and nature of knowledge. It is, therefore, important that the methodological issues are taken into serious consideration because inappropriate or irrelevant methodological choices will eventually lead to wrong conclusions and incorrect recommendations (Geddes, 2003). As such, this chapter discusses the study population, sampling method, data collection instruments and methods, data analysis, reliability and validity, as well as ethical considerations dealt with in this study. This study employed the mixed-methods approach. The information collected can be viewed as facts and it can also be tested.

#### **3.2 RESEARCH DESIGN**

According to Frantz (2018:6), the research design is a plan that guides the researcher to conduct and analyse data in a manner that aims to contribute relevance to the research purpose. Muthwa (2016) asserts that research design is a set of guidelines on how the researcher intends to reach the aim of the study. Daper (2004) cited in Nwafor (2016) emphasises that the aim of the research design is to guide the processes of collecting and analysing the data and comprises the practical arrangements of getting an answer to the research questions. It is, therefore, very important to have a research design in place to guide the collected information and the sequence of events in a study.

There are two general approaches for a research design that are widely recognised, namely qualitative and quantitative research (Saunders et al. 2003: 97 cited in Sibhoko,

2017:44). The combination of both these designs is the mixed methodology design and it was employed in this study. The choice of this research design is supported by Soorkrajh (2014) cited in Mbele (2016) who declared that a mixed methodology design increases flexibility in research relationships, while also increasing cognisance about what and who the research is for. This is supported by Leavy (2017) who indicated that mixed methodologies research (MMR) results in a more comprehensive understanding of the phenomenon under investigation. The research design in this study focuses on exploring service delivery challenges of the Msunduzi Municipality in providing basic services to Gezubuso, in Pietermaritzburg. Considering the above-mentioned statement therefore this study used the triangulation mixed method design. The rationale for this choice emanated from the views expressed by Hadebe (2020) who assertion that triangulation mixed method design refers to the situation where the researcher uses both qualitative and quantitative data and triangulate the research results. The author further indicate that this design can afford the researcher to get all-inclusive analysis of the research study.

### **3.3. MIXED-METHOD APPROACH**

Makhanya (2018) presented the research approach as the process of undertaking or carrying out an original investigation to generate new knowledge. The author states that the researchers can choose between the three available research approaches namely qualitative research, quantitative research or a combination of the two methods being a mixed-method approach. Trochim, Donnelly and Arora (2016) assert that qualitative research is the approach that includes virtually any information that can be captured in non-numerical form. Leedy and Ormond (2014) cited in Tjebana and Rachidi (2018) opine that all qualitative approaches focus on phenomena that occur in natural settings, that is, the real world and secondly, they involve capturing and studying the complexity of phenomena. Ndlovu (2016) established that qualitative methods influence participants to bring out new areas of thought that could never be preconceived by a quantitative instrument.

On the other hand, quantitative research is based on measuring variables for individual participants to obtain scores, usually numerical values that are subjected to statically

analysis for summary and interpretation (Gravetter and Forzano, 2016:26). Gravetter and Forzano's (2016) argument is further escalated by Leavy (2017:19) who opines that quantitative research is research where the researcher uses a questionnaire as the data collection method, while in qualitative research data is collected through interviews.

A mixed-method approach is defined as research in which the investigator collects and analyses data, integrates the findings and draws inferences using both qualitative and quantitative approaches in a single study or a programme of study (Creswell, 2013 cited in Makhanya, 2018:38). Bryman, Bell, Hirschisohn, Dos Santos, Du Toit, Masenge, Van Aardt and Wagner (2017) elaborate that using multiple methods may allow the researcher to capitalise on the strengths of one method can offset the limitations of another method.

The researcher chose the mixed-methods approach for this particular study because this study seeks to investigate the causes of service delivery challenges at a municipal level and provide the recommendations and measures to address the service delivery backlogs in the future. This approach is more relevant to investigate service delivery backlogs in the municipality, the role of ward councillors and their competency level in service delivery and the capacity of the municipality to deliver services to the citizens of the community (Robson, 1993:08 cited in Mbandlwa, 2018:57). From the qualitative point of view, the researcher sought to understand the reasons for the municipality employees' delays in providing delivery of basic services to the citizens of the Gezubuso informal settlement. This was done by conducting interviews with the employees of the Msunduzi municipality. Questionnaires were distributed to the community members of the Gezubuso rural area to gather the quantitative data.

The rationale for this approach was informed by Creswell and Creswell's (2018) assertion that a triangulation mixed-method design refers to a situation whereby qualitative and quantitative data were collected and analysed at the same time. Since the study comprises of four different sets of informants, it was important to use the mixture of qualitative and quantitative methodologies in one study. This assisted the study in assuring that there was validity and reliability since data was collected from the

employees in the Msunduzi Municipality, ward five councillor, the induna of Gezubuso and Ward 5 community members which complemented each other. The use of the mixed-method approach enabled the study to triangulate the analysis of primary data, which made the study replicable.

### **3.4 TARGET POPULATION**

According to Kitchenham and Pfleeger (2002) cited in Singh (2016:4), the target population is the group of persons to whom the survey applies. This is discussed by Gcina (2016) who explains population as a group of potential respondents to the study from which the research seeks to generalise the result of the study. Hennik, Hutter and Bailey (2011) cited in Makhanya (2018) assert that a study population is often needed to determine whom to recruit, and how.

The target population of this study comprised 61 participants: 50 Ward 5 community members, the induna of Gezubuso, a Ward 5 councillor and 9 Msunduzi municipality employees. All participants provided the information that the study was looking for, although the researcher realised that practically it was not be possible to reach every municipal employee due to Covid-19 restrictions as some employees were working from home. As a result, some interviews were conducted telephonically, and due to time and financial constraints, the study resorted to sampling, as elaborated below. In addition, community members provided responses to service delivery challenges through the circulated questionnaires.

### **3.5 SAMPLE**

According to Flick (2014) cited in Mbandlwa (2018:58), sampling is the stage whereby a researcher determines which objects or people will be part of the study. It is very important to determine the sampling method that will be used among the many sampling methods available for research. Ndinisa (2017) points out that the sample must be representative of the population from which it was drawn, and it must have a good size to warrant tactical analysis. Brickman and Roy (1998) cited in Stokemer (2019) indicated that the collected

data from the sample aims at gaining information on the entire population. Ramovah (2016) emphasis that sampling is important because it is impossible for the researchers to include all members of the population of interest in their research.

### **3.6 SAMPLING PROCEDURE**

The two sampling procedures used in research can either be probability or non-probability sampling (Hair et al., 2011 cited in Sbonde, 2019:33). This is supported by Durheim and Painter (2016) cited in Mazibuko (2017) who reported that sampling can be differentiated into probability and non-probability sampling. Non-Probability sampling was used in this study. Fox and Bayat (2007) cited in Sibhoko (2017) indicate that in the non-probability sampling the population does not have an equal chance of being selected in this type of sampling the researcher samples with a specific purpose in mind. Whereas Khumalo (2018) indicates that in probability sampling techniques every member of a population has a possible opportunity of being selected. To obtain the sample for the study, non-probability sampling was used because not every individual from the population had a probability or a chance of being selected in this study. Therefore, non-probability sampling was found appropriate for this study.

### **3.7 SAMPLING TECHNIQUE AND SAMPLE SIZE**

#### **3.7.1. PURPOSIVE SAMPLING**

The study used the purposive sampling method for Gezubuso rural area citizens. According to Trochim, Donnelly and Arora (2016:87), purposive sampling is a sampling method where you sample with a specific purpose in mind related to the participants you are looking for. In purposive sampling the researcher depends on his or her own experience, previous research conducted or ingenuity to find participants and it saves time (Laner and Botna, 2012 cited in Adrain, 2018:52).

The criteria to choose participants that were used in this study was based on participants must be the residents of the Gezubuso rural area and must have resided in this area for

a minimum of one year because that would mean that the citizens understand and have experienced the basic service delivery challenges of the Gezubuso rural area.

For the purpose of this study purposive sampling was also used to select municipal employees because the key informants were selected with a specific purpose in mind and they were within the structures of Msunduzi municipality. They were selected based on their knowledge of provision of basic service delivering the selected ward community for this study being the Gezubuso rural area.

### **3.7.2 SIZE OF SAMPLE**

According to Dattalo (2008) cited in Ndinisa (2017:61), determining the sample size is an important and often difficult step in planning a research study. Vezi (2015) points out that sample size is the total number of subjects or units (eg. person or object) of a population in the sample.

A sample of 50 community members who reside in the Gezubuso area of the Msunduzi Municipality will be selected and questionnaires administered to them. Population of this study was drawn based on the statistics report received from Msunduzi municipality 2020 registration figures report which indicated that ward five consist of 9,630 community members which makes a total population of this study to be of 9,630. The reason for selecting 50 participants is based on Sekaran's (2016) argument that at least 20% of the population should constitute a sample to ensure its representativeness. The sample will consist of community members from the age of 30 and upwards because they will be more experienced with regard to the services delivery challenges of their community, and this will provide valuable input to the study. The study is not interested in the neighbouring wards, even if they have similar service delivery challenges. The study will only focus on the Gezubuso rural area because it is the only area targeted in the study. One induna and one councillor of the Gezubuso rural area were included in this study. Nine participants were selected from the Msunduzi Municipality, four administrative employees, four managers and one person in the registry used for previous records with

regards to service delivery challenges. Therefore, a total number of 61 people were used in this study.

### **3.8 DATA COLLECTION/ MEASURING INSTRUMENT**

Gillham (2000) cited in Khawula (2016) asserts that good research cannot be built on poor quality data. According to Rouse (2013) cited in Buthelezi (2018:5), data collection is described as the process of finding different sources of information to ensure that the researcher gets a clear idea to answer the questions under the study. The data was gathered using self-administered questionnaire survey and conducting semi-structured and personal interviews with the application of mixed methodology techniques. For the purpose of this study, the data collected were separated into primary data and secondary data

#### **3.8.1 PRIMARY DATA**

Tansey (2007) cited in Mahlaba (2018) articulated that the term primary data source is used broadly to embody all sources that are original. According to Mbili (2015:72), primary data refers to first-hand information that the researcher obtains directly from the source. The researcher interviewed the councillor, induna and the Msunduzi Municipality employees face-to-face by; however, some employees were interviewed telephonically to observe Covid-19 protocols, and they were working from home. Whilst the questionnaires were delivered by the researcher to the ward 5 community members of the Gezubuso rural area personally.

##### **3.8.1.1 INTERVIEWS**

Zungu (2016) points out that despite the rising popularity of online and mobile surveys, face-to-face interviews remain a popular data collection method. Trochim, Donnelly, and Arora (2016) added that interviews are generally easy for the respondents, especially when you are seeking opinions or impressions. Chazireni (2017) mentions that interviews are divided into many categories. Semi-structured interviews and personal interviews were used in this study.



## **Personal Interviews**

Guest, Namey, Taylor, Eley and Mckenna (2017) citing Knodol (1995) and Morgan (1998) highlight individual interviews produce more details than focus groups and offer more insights into a respondent's personal thoughts, feelings and worldview. Van Iddekinge et al. (2015) cited in Cerovic and Petrovic (2018) emphasised the importance of personal interviews, which can be used to self-report measures of personality, providing a complete assessment of personality dimensions.

For this study personal interviews were conducted with the councillor and induna of Gezubuso (see Appendix D) The main aim of the interviews was to obtain descriptive data to understand participants' views based on the rural communities' service delivery challenges.

## **Semi-structured Interviews**

Mbili (2015) asserts that the semi-structured interview is the type of interview in which the researcher produces an interview schedule with a list of specific questions or topics to be discussed. Frantz (2018:7) citing Babbie and Mouton (2001) and Miles and Gilbert (2005) acknowledges that the semi-structured interview is important because it enables participants to elaborate on topics as the interview progresses.

For the qualitative part of the study, a semi-structured interview schedule was developed and administered to seven Msunduzi Municipality employees, those employees were the three supervisors, three administration employees of the selected sections of water, housing and sanitation and one Msunduzi registry employee. For electricity, two Eskom participants were interviewed; the Eskom manager and his subordinate, since it was found during the study that Ward 5 electricity comes directly from Eskom and not from the municipality. For Eskom employees, interviews were conducted telephonically because Eskom employees were working from home as they were following the Covid-19 protocols. The questions were intended to gain meaningful insights into the employee's issues with regard to the service delivery challenges (see attached interview schedule attached as Appendix D).

## **Questionnaires**

Questionnaires are among other techniques that were used to collect data in this study. Kusi (2012) cited in Arthur (2017) confirmed that questionnaires allow for wider coverage, easy comparison of responses, anonymity and confidentiality of responses. According to Bryman and Bell (2007:241-242) cited in Madlala (2019:41), some of the advantages of self-administered questionnaires are that they can be completed at a convenient time, and they are less intrusive than other forms of data collection.

The researcher chose the questionnaire method to collect data because questionnaires are easy to prepare, a less expensive way to collect data and reach more people at the same distance. The researcher chose questionnaires for community members. Depending on the way of distributing them, questionnaires can be done quickly. This may assist in speeding up the process of data analysis. Questionnaires were distributed to 50 Ward 5 citizens.

### **3.8.2 SECONDARY DATA**

Data was collected by consulting secondary sources of information. The libraries were used to research information that was likely to address the topic. The most reliable sources of information were books, newspapers, and journals. The books provided useful information, more specifically, in the theoretical framework of the study. Other local case studies were used to place the study in a broader context. The researcher visited the Msunduzi Municipality to get information on reports done.

### **3.9 PILOT TEST**

Leavy (2017) mentions that the pilot test is the complete run-through of the study. Tejjillugen et al. (2001) cited in Chruscicki, Badke and Peddie (2016) declared that pilot studies provide an opportunity to evaluate new concepts at intermediate stages of design. The fundamental issues associated with pretesting are the specific items including people that should be pretested and the methods to be used (Mbandlwa, 2018:61). For this study, a pilot test was conducted with one ward councillor, one induna, 30 Gezubuso citizens as

well as five employees at the Msunduzi Municipality. These citizens were not part of the sampled population of the study. The feedback received was used to improve the validity and reliability of the measuring instruments.

### **3.10 DATA ANALYSIS**

Tania (2014) cited in Makgobuml (2017) defines data analysis and interpretation as the process of assigning meaning to the collected information and determining the conclusion. Muthwa (2016) indicated that data analysis gives meaningless data meaning and leads to possible theorisation.

The data collected from the community members was analysed using the Statistical Package for the Social Sciences (SPSS) version 21.0 software. This was performed because this software was more relevant to the study and displayed all the expected variables of the study. SPSS was also used to analyse the data because it is the best software to address the study objectives clearly and effectively. Data was analysed with the assistance of a statistician and a supervisor. Results were presented as descriptive statistics in the form of tables and graphs, and inferential statistics.

For analysing the qualitative data, the Quality Assessment of Diagnostic Accuracy Studies (QUDAS) tool was used in this study. Okem (2016) mentions that a number of studies have shown that QUDAS is a useful tool in qualitative studies to organise fieldwork data into themes through careful coding of transcripts. For the purpose of this study, the records of interviews were transcribed and captured into Nvivo version 10 for coding.

### **3.11 VALIDITY AND RELIABILITY**

#### **3.11.1 VALIDITY**

According to Bryman and Bell (2017:25), validity is the most important criterion in research and is concerned with the integrity of the conclusions that are generated from the place of research. Miller (2009) cited in Mbele (2016) wrote that validity is well-defined as the degree to which the instrument measures what it aims to measure.

In order to ensure validity in this study, the questionnaire and the interview questions were given to the participants during the pilot study. To see whether the questions are right and phrased in the least ambiguous way.

### **3.11.2 RELIABILITY**

According to Mbili (2015:76), reliability refers to the extent to which the research yields the same results again and again. Patten (2005) cited in Vezi (2015) discussed reliability as the degree to which the techniques used in data collection and analysis procedure will yield findings that are reliable.

To ensure reliability in this study, the researcher ensured that data collection and analysis was conducted in a manner that was consistent with similar studies. The researcher adhered to relevant research methodologies, which ensured that a repeat of a similar study would lead to the attainment of similar findings.

### **3.12 DELIMITATION/SCOPE**

The study was conducted in the Msunduzi Municipality and the Gezubuso rural area. Therefore, the generalisation was made cautiously. Due to the coronavirus pandemic that began in 2020, the councillor, induna and the Msunduzi Municipality employees did not perform their duties fully to be evaluated for their effect on service delivery. Since the lockdown lasted approximately 8 months and most people were forced to work from home to maintain social distancing protocols.

### **3.13 LIMITATIONS OF THE STUDY**

The researcher always tries to be objective and refrain from being biased in the research process, however, limitations are always present (Mtshali, 2017:45). According to Simon (2011) cited in Buthelezi (2018:55), limitations are influences that the researcher cannot control and places restrictions on the methodology and conclusions.

The scope of the research was to assess service delivery challenges in the rural communities of the Msunduzi Municipality. This meant that the study was limited to the Msunduzi Municipality and the selected rural community was the Gezubuso rural area. Therefore, the findings could not be generalisable.

### **3.14 ANONYMITY AND CONFIDENTIALITY**

Grinyer (2002) cited in Nwafor (2016) asserts that anonymity and confidentiality are mechanisms to protect the identity of research respondents. Duma (2018:74) points out that anonymity and confidentiality are important because they may involve restricting access to raw data, restoring all data, and securely reporting findings in a manner that does not allow for the ready identification of respondents.

For the purpose of this study, when the rural area citizens completed their questionnaires, they were not required to reveal their names and contact details. Furthermore, their exact ward number was not revealed. The completed questionnaires and interview records will be stored by the researcher for a period of three years and destroyed thereafter.

### **3.15 INFORMED CONSENT**

Seale, Gobo, Gubrium and Silverman (2004) cited in Hamusunse (2015) believe that informed consent means that research participants have the right to be informed that they are being used to conduct the investigation. For this study, the researcher required the respondents' permission to conduct the study. The respondents were provided with sufficient information to make informed decisions on whether they wanted to be participants in the study or not (see Appendix B for the letter of informed consent). This was done prior to their responding to the questionnaire and interview questions

### **3.16 ETHICAL CONSIDERATION**

Pilot and Beck (2012) cited in Bhengu (2016) assert ethics is a system of moral values where research procedures adhere to the professional, legal and social obligations of the study participant. Leavy (2017) emphasises the importance of ethics in research by

indicating that the researcher needs to consider the protection of research participants and seek the necessary approvals before s/he can begin working with human subjects

For the purpose of this study, the study was reviewed, and ethical approval was sought and obtained from the Institutional Research Ethics Committee (IREC). Letters seeking consent from the Heads of Department were sent prior to commencing with the collection of data (see the attached Appendix B). Information obtained during the study will be kept in a secure, lockable area within the Management Sciences Department at DUT and will be kept for a period of three years. This data will be shredded and destroyed at the end of this period. Only the study team has access to the information for validation purposes.

### **3.17 CONCLUSION**

In this chapter, the research design and entire methodology were clearly explained. The target population, sampling method and the measuring instruments were critically unpacked with the purpose of giving proper and relevant information related to the study. This chapter also discussed and unpacked the limitations and the delimitations of the study; outlined the reliability and validity of the collected information of this study and the anonymity and confidentiality, together with ethical consideration, have been articulated.

## **CHAPTER 4**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

#### **4.1 INTRODUCTION**

This chapter presents the results of the data analysis. The results are based on the quantitative data gathered through the questionnaires and qualitative data gathered through the interviews and open-ended questionnaires, as discussed in chapter three. The collected data was analysed using the Statistical Package for the Social Sciences (SPSS) and QUDAS. The results are presented through tables and graphs. The presentation of the results is in four broad sections: capturing the views of community members, municipal workers, the induna and a councillor as per the surveys employed.

#### **4.2 THE SAMPLE AND RESPONSE RATE**

A total of 50 questionnaires were administered to community members in Ward 5; open-ended interview questions were conducted with 9 municipality employees; personal interviews were conducted with the induna and a councillor of Ward 5. A 100% response rate was achieved for both instruments of the study. This response rate is excellent and has the potential to provide effective results. Fincham (2008) cited in Mbandlwa (2018) suggested that the response rate should be at least 60%. The response rate of this study exceeded this recommendation.

### 4.3 COMMUNITY MEMBERS

Tables and figures have been used to provide a clear analysis of the results and findings of the study. The demographic and socio-economic variables of the community members who participated in the study are listed in Table 4.1 below.

*Table 4 1 Descriptive statistics of the demographic and socio-economic variables of community members*

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	25	50.0	50.0	50.0
Female	25	50.0	50.0	100.0
<b>AGE</b>				
30-45	28	56.0	56.0	56.0
46-55	22	44.0	44.0	100.0
<b>EXPERIENCE</b>				
1 year	6	12.0	12.0	12.0
2 years	5	10.0	10.0	22.0
3 years	6	12.0	12.0	34.0
4 years	8	16.0	16.0	50.0
5 or more years	25	50.0	50.0	100.0
<b>ARE YOU HAPPY/SATISFIED WITH THE SERVICES DELIVERED IN YOUR RURAL AREA?</b>				
yes	2	4	4	4
no	46	92	92	96
I do not know	2	4	4	100



DOES THE COMMUNITY COUNCILLOR SOLVE SERVICE DELIVERY CHALLENGES EARLY?

yes	1	2	2	2
no	43	86	86	88
I do not know	6	12	12	100

HAVE YOU EVER BEEN INVOLVED IN A SERVICE DELIVERY PROTESTS AND DO YOU FEEL SAFE HERE?

yes	18	36	36	36
no	32	64	64	100

EFFORT HAS BEEN MADE TO SOLVE SERVICE DELIVERY ISSUES?

yes	1	2	2	2
no	34	68	64	70
I do not know	15	30	30	100

DOES YOUR MUNICIPALITY CONDUCT INSPECTIONS THAT INVOLVE VISIT TO AREAS WHERE THE COMMUNITY DELIVERY OF SERVICES IS UNDERTAKEN?

yes	3	6	6	6
no	31	62	62	68
I do not know	16	32	32	100

AS THE COMMUNITY MEMBER, HAVE YOU TAKEN ANY ACTION TO SOLVE SERVICE DELIVERY CHALLENGES?

yes	31	62	62	62
no	19	38	38	100

DOES THE MSUNDUZI MUNICIPALITY DELIVER THE BASIC SERVICES SUCH HOUSES, WATER, SANITATION AND ELECTRICITY WHICH ARE CRUCIAL FOR THE CITIZENS, AND WHICH PLAYS A MAJOR ROLE IN THE LIVES OF THE CITIZENS?

yes	20	40	40	40
no	28	56	56	96
I do not know	2	4	4	100

DOES YOUR LOCAL COUNCILOR CONDUCT COMMUNITY ENGAGEMENTS TO DISCUSS SERVICE DELIVERY CHALLENGES WITH COMMUNITY MEMBERS?

yes	13	26	26	26
no	37	74	74	100

HOW OFTEN DOES THE LOCAL COUNCILOR CONDUCT COMMUNITY ENGAGEMENTS?

never	38	76	76	76
monthly	12	24	24	100

HOW MANY TIMES HAVE THE SERVICE DELIVERY CHALLENGES OCCURRED IN THE LAST FIVE YEARS?

1 year	3	6	6	6
2 years	8	16	16	22
3 years	8	16	16	38
4 years	6	12	12	50
5 years or more	25	50	50	100

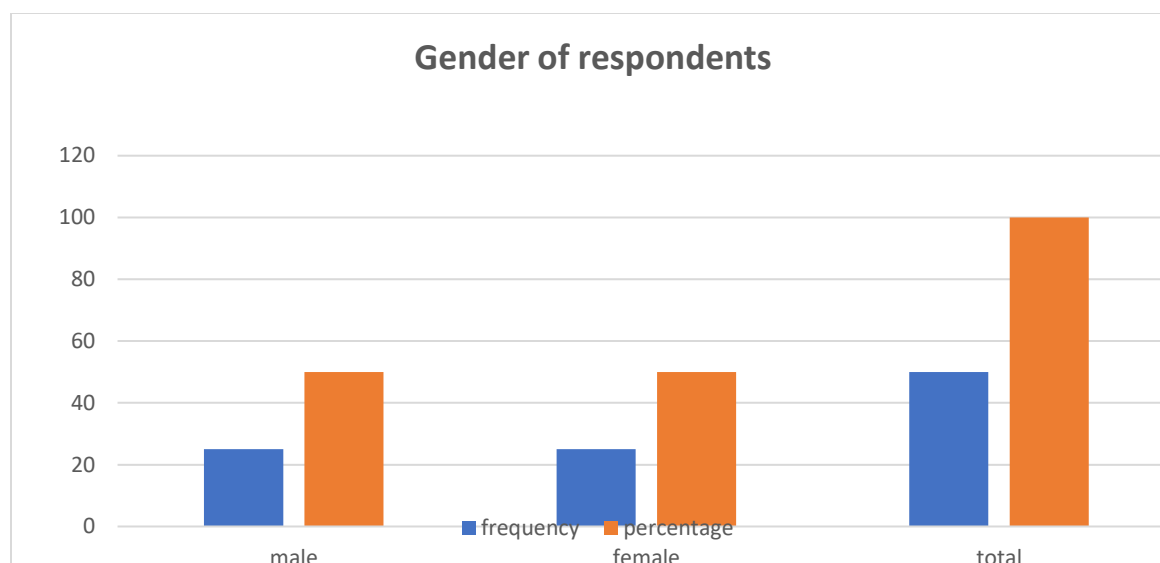
**Source: Researcher's own construct**

Table 4.1 illustrates the descriptive statistics of the demographic and socio-economic variables of community members of community members in Ward 5. The following analysis provides further information and interpretation of how the Ward 5 community members responded to the questions.

*Table 4 2 Gender of respondents:*

	<b>Frequency</b>	<b>PERCENT</b>
<b>MALES</b>	25	50
<b>FEMALES</b>	25	50
<b>TOTAL</b>	50	100

Table 4.2 depicts an equal distribution of gender of the Ward 5 community members who responded to the questionnaire. 50.0% of the study were males, and the female community members constituted 50.0%. These findings are harmonious with the Constitution of the Republic of South Africa, Act 108 of 1996 which promotes gender equity in all functioning, and it is properly implemented in the Gezubuso rural area.

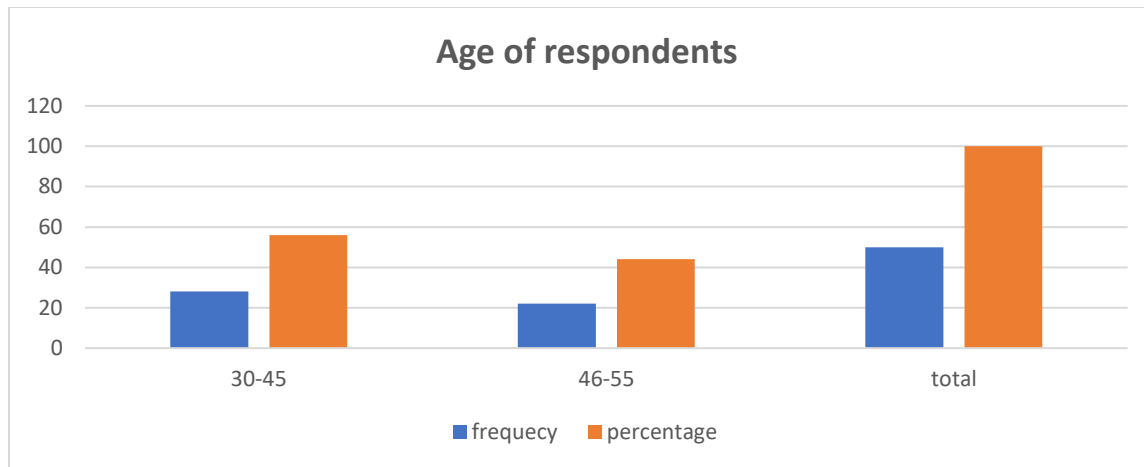


*Figure 4 1 Gender distribution of respondents*

□ **Age:** Table 4.3 below depicts that 56% of the Gezubuso citizens who responded to the questionnaire were between 35 and 45 years of age. This number was followed by 44% who were aged between 46 and 55 years. These findings are harmonious with the study by Mbandlwa (2018) who found that service delivery challenge experiences could be associated with the age.

*Table 4 3 Age of respondents*

	Frequency	Percent
<b>35-45</b>	28	56
<b>46-55</b>	22	44
<b>TOTAL</b>	50	100



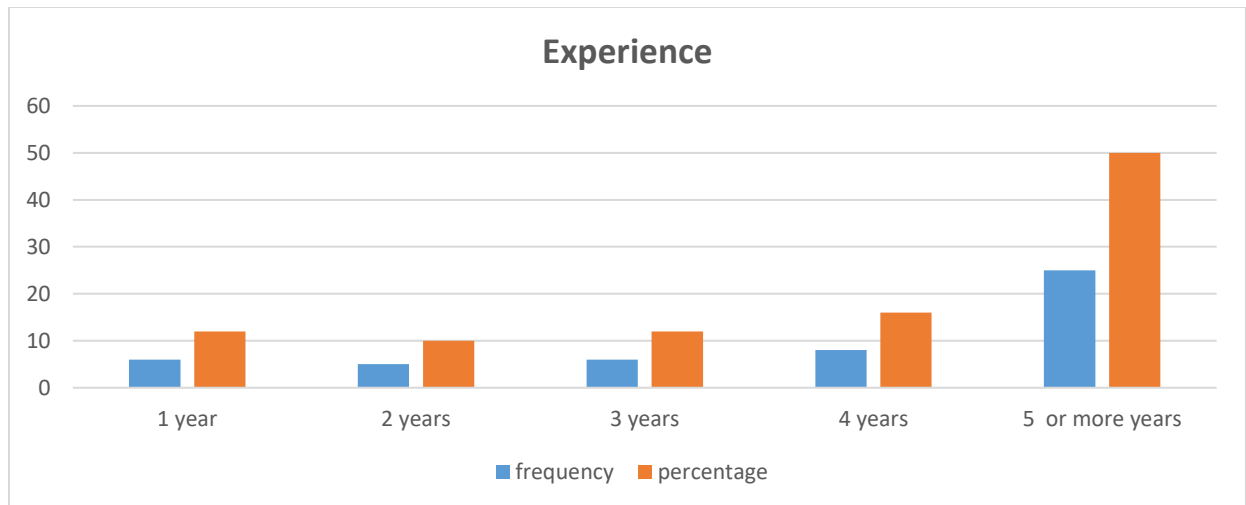
*Figure 4 2 Age of Respondents*

#### 4.3.1 EXPERIENCE

Table 4.4 below depicts that 50% of the Gezubuso citizens who responded to the questionnaire had 5 or more years of experience. This number was followed by 16% who had 4 years of experience.

*Table 4 4 Years of Experience*

	Frequency	Percent
1 year	6	12.0
2 years	5	10.0
3 years	6	12.0
4 years	8	16.0
5 or more years	25	50.0
Total	50	100



*Figure 4 3 Years of Experience*

#### **4.3.2 ARE YOU HAPPY/SATISFIED WITH THE SERVICES DELIVERED IN YOUR RURAL AREA.**

A disproportionately high percentage of 92% of respondents disagreed that they were happy/satisfied with the services delivered in Gezubuso rural area, followed by 4% who agreed and 2% who were neutral. This quantitative data was confirmed by the Gezubuso councillor because he indicated that every time-, he reports Gezubuso challenges to the Msunduzi Municipality employees, they are not attended to. He further mentioned that municipality employees perform their duties based on favors, issues are attended to only if he spoke with the City Manager directly and that is not always the case. The findings reflected in Figure 4.4 are consistent with the findings of the study conducted by Chetty, van Niekerk and Olivier (2016), who found that the concern in many cases is the money dedicated to service delivery which is usually mismanaged by the municipal employees and due to favoritism, such as for which political party are you voting.

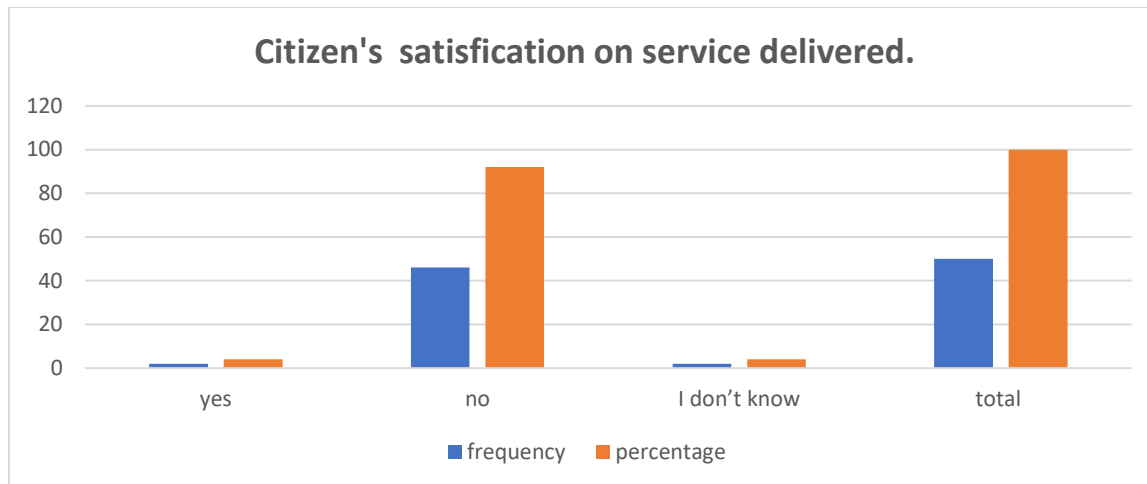


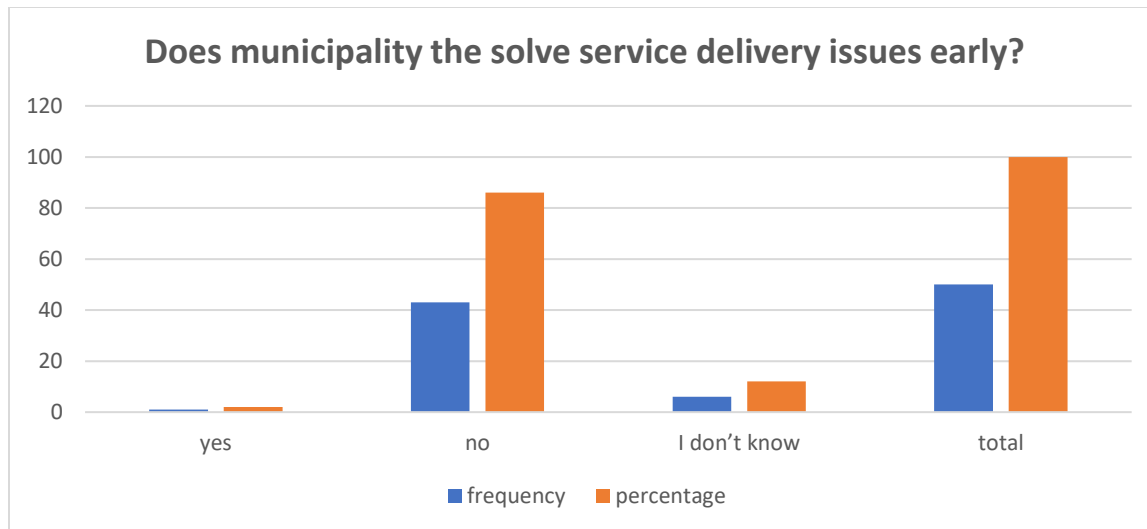
Figure 4 4 Citizen's satisfaction on service delivered

#### 4.3.3 DOES THE COMMUNITY COUNCILLOR SOLVE SERVICE DELIVERY CHALLENGES TIMEOUSLY?

Ward community members were asked to indicate whether the community councillor solves service delivery challenges timeously. Figure 4.5 below demonstrates that 86% of the respondents disagreed that the community councillor solves service delivery challenges timeously. This was followed by 12% who were neutral and 2.0% who agreed. The data collected from community members is consistent with the quantitative data from the councillor. The councillor had this to say,

*Some community challenges are solved late, and some are not solved but are reported in the Municipality. This normally happens because there is a struggle amongst political powers and administrative powers and some municipal employees attend issues based on favors. if you are not in their favor your issues will be pending forever.*

The findings received from community members are similar to that of Longhurst (2017) who found that councillors have the opportunity to report failures in advance, but they do not do that as a result, they are considered as audiences rather than public servants and that damages the officer's accountability to the communities.

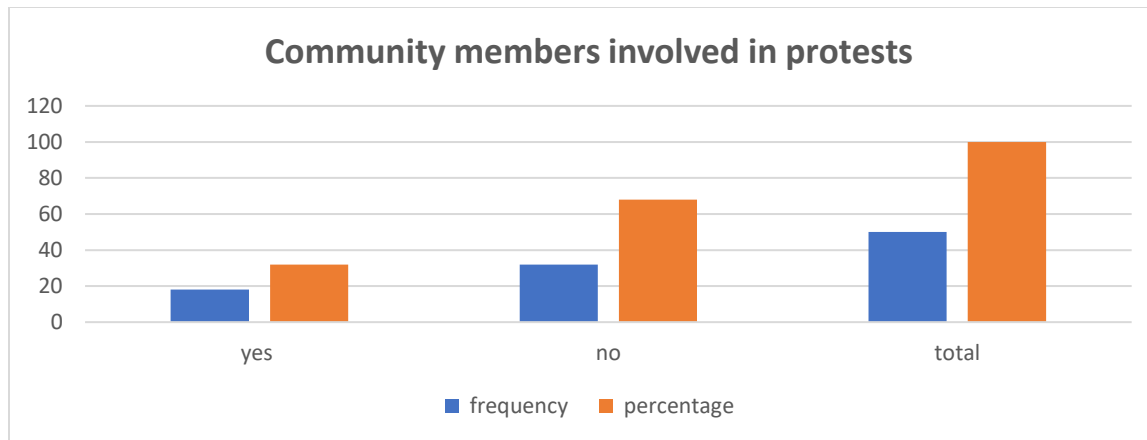


*Figure 4 5 Does the municipality solve service delivery issues, timeously?*

#### **4.3.4 HAVE YOU EVER BEEN INVOLVED IN SERVICE DELIVERY PROTESTS AND DO YOU FEEL SAFE HERE?**

Figure 4.6 below indicates that 36% of the community members mentioned that they were involved in service delivery protests. They are followed by 64 % who indicated that they were never involved in service delivery protests. The outcomes depicted in Figure 4.6 are in line with the findings of the study conducted by Mbandlwa (2018) where the results revealed that the number of protests were not high. The highest percentage that was declared in Mbandlwa (2018) was 41.9 %. It can, therefore, be concluded that community members tend not to strike although they are experiencing service delivery challenges, hoping that everything will be resolved. This, therefore, implies that there is no challenge in terms of the high number of public protests in the Gezubuso rural area.

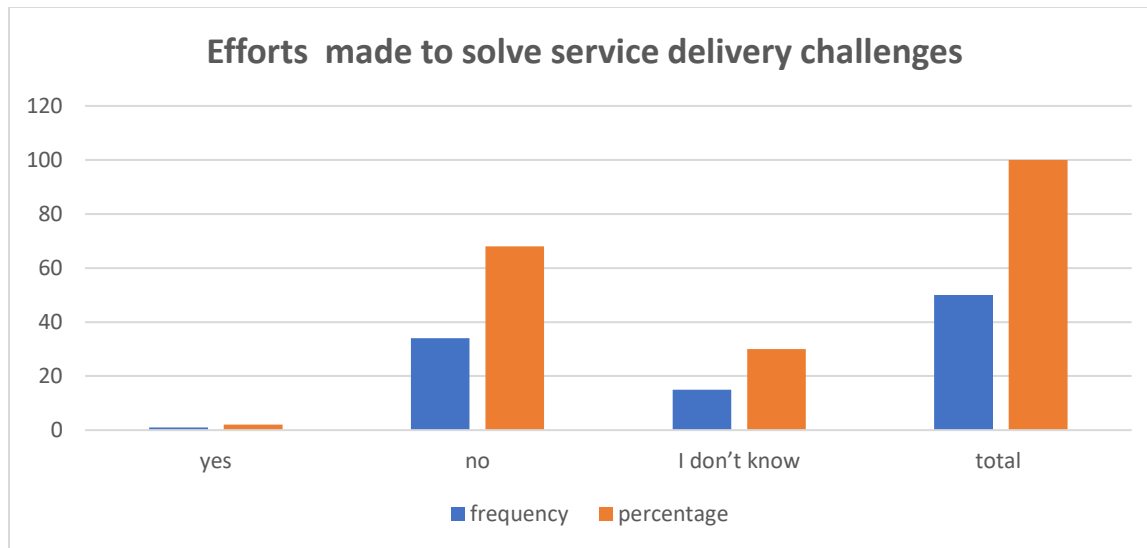




*Figure 4 6 Community members involved in protests*

#### **4.3.5 EFFORTS MADE TO SOLVE SERVICE DELIVERY ISSUES:**

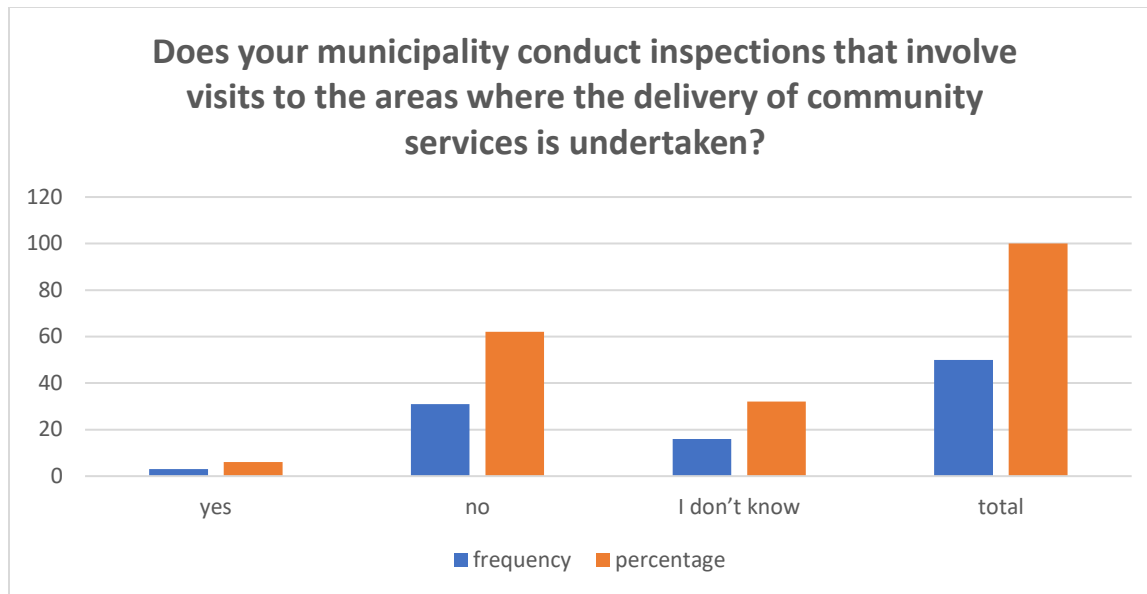
Figure 4.7 below depicts a disproportionately high number (68%) of Gezubuso respondents who disagreed that efforts have been made to solve service delivery issues. They are followed by 30% who were neutral and 2% who agreed that efforts have been made. This quantitative data was not confirmed by the Msunduzi Municipality water and sanitation managers because they mentioned that more effort was made, and some issues are resolved within 24 hours depending on their urgencies. They mentioned that some delays are normal because there is a shortage of vehicles, employees and budget. The outcomes depicted in Figure 4.7 below are in line with the findings of the study conducted by Gqaji, Proches and Green (2016) who found out that although the new government that took power in 1994 promised to put more effort into solving service delivery challenges in order to redress social inequalities created by the apartheid, a lot still needs to be done in the rural areas. This, therefore, implies that if fewer service delivery challenges are solved, more Gezubuso citizens will be dissatisfied with the services delivered to them.



*Figure 4 7 Efforts made to solve service delivery challenges*

#### **4.3.6 DOES YOUR MUNICIPALITY CONDUCT INSPECTIONS THAT INVOLVE VISITS TO AREAS WHERE THE DELIVERY OF COMMUNITY SERVICES IS UNDERTAKEN?**

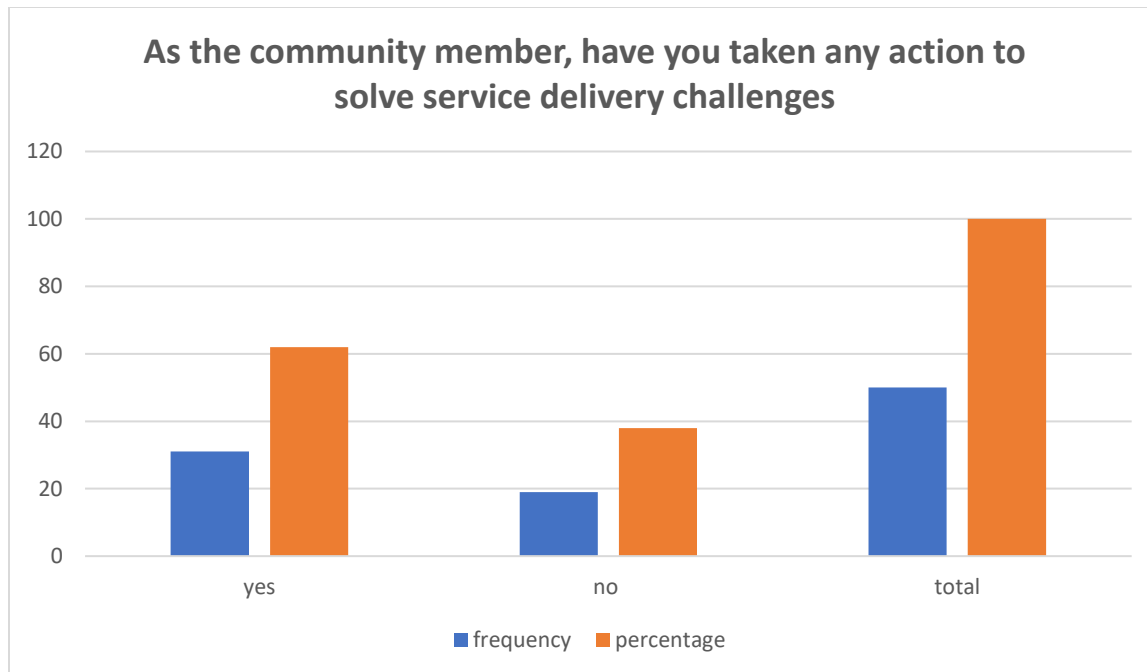
In Figure 4.8, 62% of the respondents indicated that the municipality does not conduct inspections. They are followed by 32% who were neutral. The lowest percentage (6%) agreed that inspections were conducted. The information might be accurate enough because of the responses received from the Msunduzi Municipality managers indicating that they do conduct inspections. However, inspections are conducted in the presence of the councillor and induna only. The outcomes depicted in Figure 4.8 are in line with the findings of the study conducted by Mukwevho and Nkuna (2018) who revealed that some service delivery challenges occur because the local government representatives are perceivers. The researchers suggested that local government representatives must not be perceivers because a perceiver only assumes what the citizens need. The researcher suggested that people's voices must be taken into consideration and consultation is vital in this regard. This, therefore, implies that the municipality conducts inspections in exclusion of the community, and therefore important decisions on service delivery are taken in the absence of the community members. It can be assumed that this is one of the contributing factors to service delivery challenges.



*Figure 4 8 Does the municipality conduct inspections of areas it serves?*

#### **4.3.7 AS THE COMMUNITY MEMBER, HAVE YOU TAKEN ANY ACTION TO SOLVE SERVICE DELIVERY CHALLENGES?**

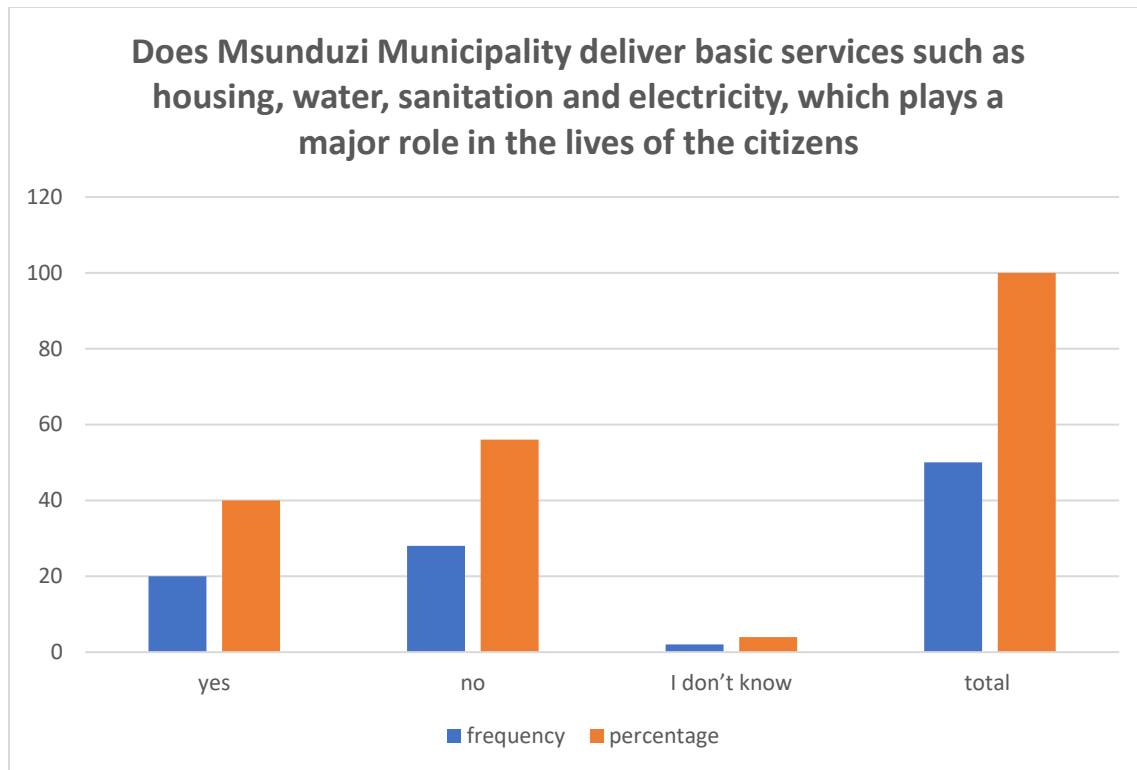
Figure 4.9 below depicts a disproportionately high number (62.0%) of Ward 5 community members being citizens who agreed that they take action to solve service delivery challenges. The lowest percentage received is 38% who disagreed that they take any action to solve service delivery challenges. However, the Msunduzi Municipality registry administration claims that the community has not taken any action to solve service delivery challenges and that is why service challenges remain unresolved. The results obtained are similar to the study conducted by Botes (2018) who found that that there is no cooperation between the citizens and the municipality to solve service delivery challenges. The author suggested that there should be meaningful incorporation of the citizen's choices at the bottom, therefore, the views at the bottom should never be underestimated. This, therefore, implies that if communities work hand-in-hand with the municipality, issues should be addressed.



*Figure 4 9 Have you taken any action to solve service delivery challenges?*

#### **4.3.8 DOES THE MSUNDUZI MUNICIPALITY DELIVER BASIC SERVICES SUCH HOUSING, WATER, SANITATION AND ELECTRICITY, WHICH ARE CRUCIAL AND WHICH PLAYS A MAJOR ROLE IN THE LIVES OF THE CITIZENS?**

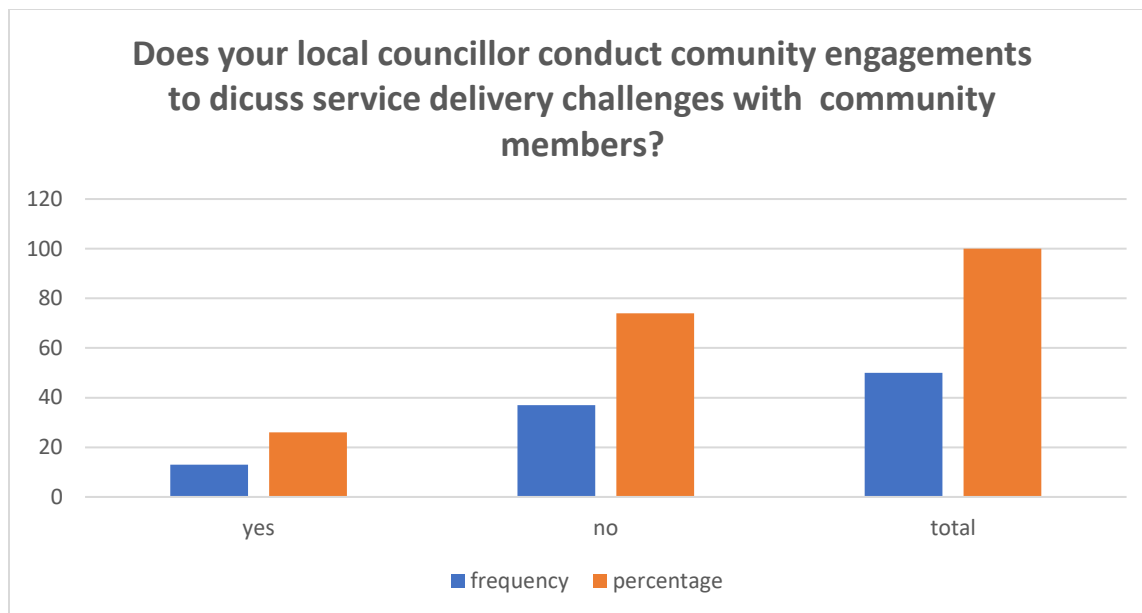
Figure 4.10 below depicts that 56% of the Gezubuso citizens declared that the municipality does not deliver services. However, the Msunduzi Municipality claims that services are delivered, especially housing. The outcomes demonstrated in Figure 4.10 are consistent with those of Magagula (2017), who found that the service delivery challenges, especially housing challenges, will always remain difficult to resolve, considering the number of new applicants entering the housing market and the inadequate allocation of resources in rural areas. This, therefore, implies that if municipalities could work on addressing the capacity issues of employees, service delivery issues could be addressed.



*Figure 4 10 Does the Msunduzi Municipality deliver basic services?*

#### **4.3.9 DOES YOUR LOCAL COUNCILLOR CONDUCT COMMUNITY ENGAGEMENTS TO DISCUSS SERVICE DELIVERY CHALLENGES WITH COMMUNITY MEMBERS?**

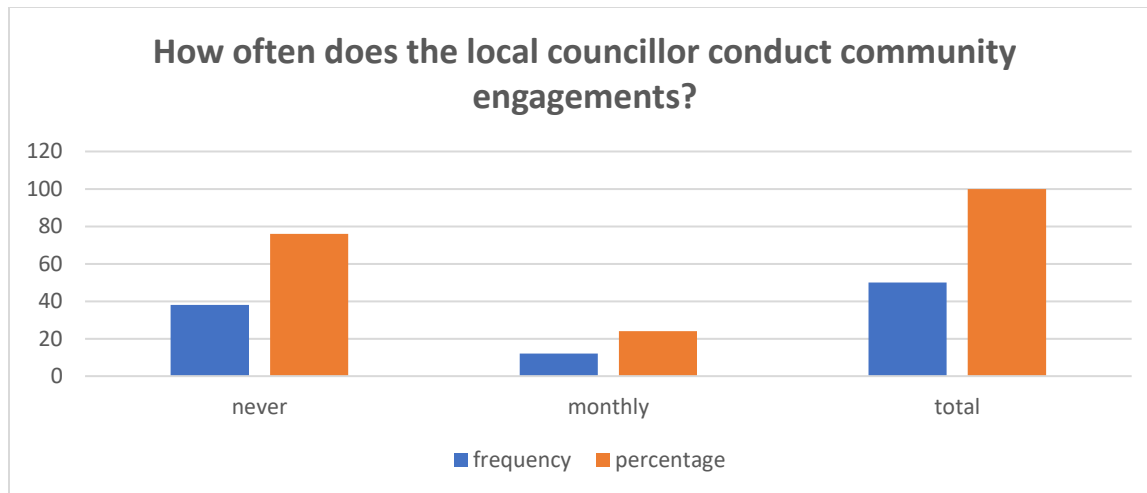
Figure 4.11 below depicts that 74 % of Ward 5 citizens indicated that engagements were not conducted. The lowest percentage received was 26% who agreed that engagements were conducted. These findings are congruent with the study conducted by Mutoti (2019) who found that there is a large number of service delivery challenges because local councillors do not conduct community engagements to discuss service delivery challenges with community members. The author pointed out that it seems as if councillors do not know their roles.



*Figure 4 11 Does your local councillor conduct community engagements to discuss service delivery challenges with community members?*

#### **4.3.10 HOW OFTEN DOES THE LOCAL COUNCILLOR CONDUCT COMMUNITY ENGAGEMENTS?**

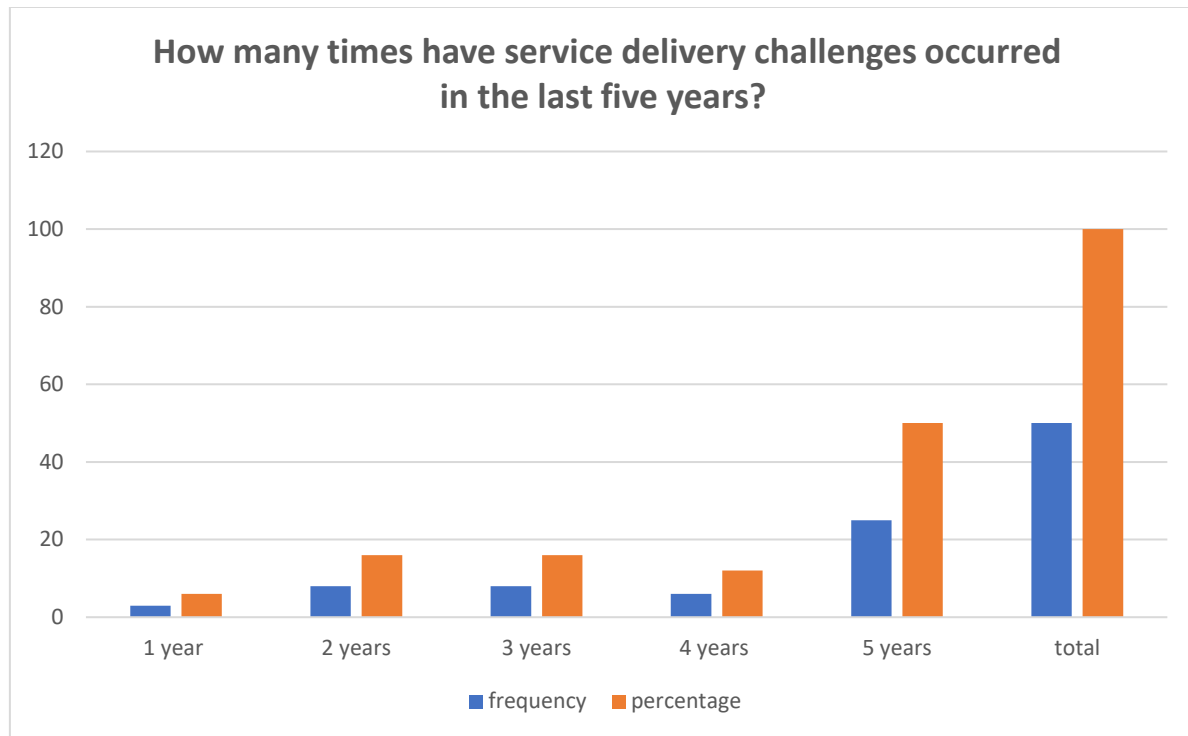
Figure 4.12 below demonstrates a disproportionately high number of Ward 5 members who indicated that the councillor does not conduct community engagements at 76.0%, followed by 24.0% who indicated that the councillor conducts engagements monthly. These findings are congruent with the study conducted by Mutoti (2019) who found that there is a large number of service delivery challenges because local councillors do not conduct community engagements to discuss service delivery challenges with community members



*Figure 4 12 How often does the local councillor conduct community engagements?*

#### **4.3.11 HOW MANY TIMES HAVE THE SERVICE DELIVERY CHALLENGES OCCURRED IN THE LAST FIVE YEARS?**

Figure 4.13 below depicts that 50% of Ward 5 community members had experienced service delivery challenges between five or more years, which was useful as it helped this study to obtain correct information. The reason for this was to draw conclusions based on the information provided either by people who stayed for a few years or people who have stayed for a sufficient time to understand the challenges that a ward face. This, therefore, implies that the longer you stay in Ward 5 you will experience more service delivery challenges. It could be better if the municipality, councillor, community, and induna works together to resolve service delivery challenges.



*Figure 4 13 How many times have service delivery challenges occurred in the last five years?*

#### 4.4 QUALITATIVE DATA ANALYSIS

This section of the chapter will focus on the analysis and presentation of data which was produced through semi-structured interviews. The data from Ward 5 community members was discussed at the beginning of this chapter. Over and above Ward 5 community members, the Msunduzi municipal employees, the induna and the councillor served as invaluable sources of data for this study. Since this research used the mixed-method approach, data obtained will be analysed both qualitatively and quantitatively. It is also imperative that this chapter presents the data that was obtained before its analysis.



#### 4.4.1 PRESENTATION OF QUALITATIVE DATA

##### ***4.4.1.1 THE BENCHMARK OR CRITERIAL USED TO DELIVER SERVICES TO THE COMMUNITY OF GEZUBUSO***

The White Paper on transforming public service delivery, 1997, states that service delivery is ...

*an ability of any public institution to deliver services to the communities in an efficient and effective manner. Improving public service delivery means, redressing the imbalances of the past and, while maintaining service to all levels of the society, focusing on meeting the needs of 40% of South Africans who are living below the poverty line and those, living in the rural areas, who have been previously disadvantaged in terms of service delivery.*

The Msunduzi Municipality is also trying to work in accordance with the White Paper (1997) since they have criteria and benchmarks in place to help them to deliver services in an effective and efficient manner.

The Msunduzi Municipality workers were asked to explain the benchmark or criteria used to deliver services to the community of Gezubuso. Different benchmarks or criteria were used within the municipality in this regard. The respondent who held the rank of registry administration officer (officer responsible for keeping the Msunduzi Municipality records) hinted that the criteria that are used within her section, known as a service delivery and budget implementation plan whereby every service that needs to be done in all the areas are monitored on a monthly basis to see how far they are with projects so there is a plan in place called the service delivery and budget implementation plan (SDBIPS).

However, the head of the water section and his subordinate had different views. The head of water mentioned that there is a call center and phone number of the councillor to report the issues. He added that when the municipality designs the pipes for water, it designs for plots not for houses. The induna allocates plots as people arrive and do not report it to the municipality because they believe that it is their land, and the municipality cannot tell them what they must do. The water administrative worker was not sure whether there are any criteria or not. The water administrative worker indicated that, for example, if you

report a major bust it is usually attended to within 24 hours. If there is an issue with regards to parts or pipes and anything else, they attend to it within 48 hours. They continued their responses by indicating that the number of plumbers is limited, whereas the Msunduzi Municipality has a large number of areas to attend to. They mentioned that if there is a minor issue, people usually report it directly to the municipality and the issue is normally resolved within a week. This is in line with Abbas and Ahmed (2016:562-563) who found out that there is a shortage of employees. The authors suggest there is a need to redefine the processes of work.

The fourth respondent who held the rank of director of sanitation indicated that the uMsunduzi municipality's procedure is to respond within two days when there is a sewer blockage in communities under their jurisdiction. The same response was received from the fifth respondent who was serving as the sanitation administrative officer.

When the sixth respondent who held the rank of housing manager and his subordinate were asked to share the criteria that his office used to deliver services, they indicated that they employed different tools.

The head of Housing stated that because Gezubuso falls under the traditional leadership they have the system that they used called Operation Sukuma Sakhe. He remarked that Operation Sukuma Sakhe is one of the programmes introduced by the president to look mostly at needy people. The respondent also pointed that the system is actually a much quicker way for building houses and this programme looks at the much older people as they cannot stay too long in the system. This view is also supported by Ngidi et al. (2014) cited in Ndlovu and Msweli (2016) who were in agreement that in response to the service delivery challenges in KwaZulu-Natal, an approach known as Operation Sukuma Sakhe translated as stand up and build was introduced. The authors indicated that this programme was aimed at coordinating and facilitating the delivery of services to communities but there is a lot that needs to be done. However, when the same question was posed to his subordinate, the seventh respondent who held the rank of housing administrative employee, a different tool was introduced. She cited the human

settlements housing value chain which is one of the primary tools used for the provision of human settlements. She mentioned that it provides a detailed guideline on the development processes are to be undertaken, together with the prescribed time frames. The same question was posed to the eighth respondent who held the rank of Eskom manager and his subordinate. The Eskom manager mentioned that in underdeveloped areas such as rural areas, they normally installed prepared electricity meters because they do not use all the luxury electrical appliances, like a geyser that is used in towns. He commented that most of the time they used fire to heat water and used electricity for light. However, the RDP (1994) argues that a large majority of South African households depend on inferior and expensive fuel most commonly in rural areas.

The response of the ninth respondent who held the rank of Eskom administrative employee was different from the one obtained from his manager. He indicated that if there is a fault, they tell people to log a fault and if it is not attended to within four hours, then it means there is a delay. He mentioned that sometimes if a person just has an ordinary complaint of service delivery, they just deal with that person telephonically phone. He further stated that if a person wants something in writing they do comply with that. Over and above that, the eighth respondent mentioned that there are criteria for them to respond to certain things.

#### ***4.4.1.2 BASED ON THE ABOVE ARE YOU HAPPY WITH THE BENCHMARK OR CRITERIA, IF SO, WHY?***

Wagana, Iravo, Nzulwa and Kihoro (2016) established that if service delivery and quality of services are improved, it would result in customer satisfaction. In line with the above views, municipality workers were asked whether they were happy with their benchmark or criteria, if so, why?

In response to this, the majority of the employees were happy with the benchmark or criteria. The registry worker responded in the affirmative that there was consensus on the monitoring of the delivery of the projects and where there was a lack of delivery of projects, the managers have to be accountable for the performance management delay

or lack in service delivery. This is in line with Abbas and Ahmed (2016) who found out that in order to solve issues of failing to deliver there is a need to redefine the processes of work. The researchers, furthermore, suggest that there must be an approach in place to monitor employees' performances.

The second respondent was the manager of water at the Msunduzi Municipality and the third respondent was his subordinate who were asked the same question. Both seemed to be unhappy. The water manager mentioned that he is not happy in the rural areas, but he is happy in towns because the people in towns would want to sell the land. In the rural areas, the people would not sell the land because there are graves there and the municipality is not needed there. He indicated that the reason why the municipality is needed is they would want to sell one day. He mentioned that in rural areas they need a councillor to bring the services, not the municipality. The water administrative worker hinted that they are planning to put services to existing water, they are also planning on upgrading it. He elaborated that the main problem there is the land issue and with collecting revenue from that community. The results are similar to the findings of Khambule and Mtapuri (2018) who found that some of the issues are the result of the challenges in terms of local economic development agencies (LEDAS) this is important because some of the services are not rendered free to citizens.

In response to the question: Are you happy with the criteria or benchmark and if so, why? The fourth respondent, manager in sanitation, and the respondent who held the rank of housing manager shared the same view that they were happier in towns compared to rural areas. The sanitation manager remarked that he was happy in town because they have resources to use to attend to sewer blockages and they can respond within the recommended time compared to rural areas. The housing manager was happier in towns compared to rural areas because he mentioned that in rural areas there are power struggles between the chief and the ward councillor.

The sanitation administrative employee in his response stated that he was not sure if he was happy with the criteria, but it is valuable, and it works because when you have a

reference number it is easier to follow up on a complaint and to find out whether the complaint was reported or not. The respondent elaborated that if the person does not have a reference number, the person is considered to have not reported a fault.

In response to the same question, the housing administrative employee mentioned that the criteria detail the processes and guides the timeframes to be expected. She emphasised that this is in line with provincial and national policies and legislations, which act as a guiding framework for their operational tools. Whereas Dlamini and Reddy's (2018:5) findings argue that there is still a gap in the literature. They pointed out that although the government has provided a clear mandate and regulations for the provision of services, planning and development, municipal employees do not follow regulations and policies. The authors furthermore articulated that a lot needs to be done since the status of the historically disadvantaged communities has not changed.

The eighth respondent who held the rank of Eskom manager and the ninth respondent who held the rank of Eskom administrative employee had similar responses. They explained that the benchmarks vary from time to time. They highlighted Covid-19 as an example as they had to work from home. They mentioned that they were happy because they are improving service delivery, especially for the historically disadvantaged citizens in rural areas. However, Sustainable Energy Africa (SEA), (2015) cited in the findings of Baker and Phillips (2019:178) argues that 43% of South Africans are considered energy poor, meaning that they do not have access to adequate as well as the safe electricity. The ninth respondent added that they were quite happy and those are reliable customers because they deal directly with them and not with the municipality.

#### **4.4.1.3 WHAT ARE THE CHALLENGES THAT YOU NORMALLY ENCOUNTER IN YOUR ENDEAVOR TO DELIVER SERVICES EFFECTIVELY AND EFFICIENTLY?**

In response to this question, the registry worker and housing administrative officer cited the budget as the challenge. The general feeling amongst respondents was that the lack of funding tends to result in delays in timeframes, which subsequently translates to disgruntled residents. The results are similar to the results of the study conducted by Kumar and Gupta (2016) who confirmed that challenges in the distribution of services are the result of the poor economic status.

The second respondent held the rank of water director; his account on the same question pointed to the fact that basically the biggest challenge that they encounter is in the rural areas people do not need the municipality as they build as they wish. He elaborated that they even build on top of the pipes because there are no servitudes as this is their land. He elaborated they, *“put up fences in such a manner that there is no space, they move fencing to the edge of the road, what about the cables, poles, the pipes and other services”*. He made an example that people in rural areas do not even leave space to put the bins and this has an impact on waste removal. The water administrative employee mentioned that the biggest concern is that the uMngeni water dam has been illegally occupied or *“land grabbed”*. This respondent elaborated on his comment by mentioning that *“basically the community that is staying there currently, there is no actual pedestals layout. So, there is no plot numbers, everyone is just building where ever they want”*. So, the land in this area was not formally purchased through the municipality. He considered that to be one of the biggest challenges with regards to service delivery as it makes it much more difficult to actually service the area. He mentioned that in a normal residential area there have safe roads where pipes run along the roads and maps show how many households can occupy the land; then they can obviously plan for service delivery in that ward. He also mentioned that obviously the bigger problem in Henley Dam is that they need to get water in first. He further articulated that the pipes are severely undersized; there are upgrade plans and funding, but the biggest issue is the land in terms of the large number of people to be served. The findings are similar to that of Boakye (2019) who found that the different policies, programmes and projects devised over the past decades

to improve access to water and sanitation in African cities have done little to expand services to large segments of the population.

The same question was posed to the respondent who held the rank of sanitation director (SD) and his subordinate. They shared different challenges. The sanitation director indicated that the sanitation challenges that they encountered in rural areas are that they dispose of everything in the pickerel weeds which grow in fresh water. The SD also stated that in rural areas they dispose of disposal napkins, which blocks the sewer pipes. In response to the same question the sanitation administrative officer responded that the biggest challenge in their own municipality is the availability of fleet vehicles. He elaborated that it is a huge challenge because sometimes when they are called to site all the cars are out. As a result, they have to wait for a vehicle to return before they attend to another issue. He explained further that sometimes he uses his own vehicle, and the municipality reimburses him according to the number of kilometres travelled. He elaborated that it is a challenge in rural communities such as Gezibuso as it is very far and personally his car is a sports car, which is sometimes damaged due to the condition of the roads. This is similar to the findings of Sikhwivhilu and Zwane (2018) who state that the contributing factor to the service delivery issues is the lack of equipment

On the same question, the sixth respondent who held the rank of head of housing and his subordinate shared different challenges. The housing administrative worker mentioned that issues pertaining to service delivery are mainly funding, where the municipality might not receive the requested funding for all its projects, as the provincial budget might not allow it. This, in turn, results in delays in timeframes, which subsequently translates to disgruntled residents. The head of housing responded by articulating that he, firstly, thinks, *“there is a challenge of powers between the traditional leadership and political leadership”*. He further mentioned, *“this is becoming manageable over time, but sometimes, it does delay because of those struggles [for] power”*. The head of housing also raised the issue, but he thinks that there is no integration between themselves and the other parties. The respondent elaborated that the municipality has one document,

Integrated Development Plan (IDP) that deals with service delivery. He indicated that in the IDP there is a vision of how the area has to grow and where they are going, “*only to find that some other units there, we not finding a integration in terms of the planned priorities*”. He suggested that it should be indicated in the IDP that they must build houses in Vulindlela, and it was supposed to mean that they have to build roads, houses and electricity, in this area. The respondent elaborated that RDP was changed from housing to human settlement because it encompasses all other aspects of development such as roads, water, electricity, and other amenities. He also pointed out that sometimes the challenges affect rural areas in general and obviously Gezubuso would also get affected. This is in line with the views of Hamusunse (2015) who suggested that under housing, the leadership in South Africa should partner and commit to constructive dialogue for the benefit of the citizens especially in respect of rural communities.

On the same question, the respondent who holds the rank of electricity manager pointed to the fact that the challenge they encounter in the provision of electricity to the community is to educate the community on the safety of the electricity. The respondent elaborated that sometimes electricity is being connected by somebody who is not qualified, and does not follow the present safety precautions, which gives them a bad image. The respondent also raised the issue that they are selling a product that can be harmful to society; their biggest concern is the supply of safe electricity. The findings of the study are similar to that of Govender (2017) citing Kunene (2016) who found that some people have died because of illegal electricity connections and exposed wires. On the same question, the Eskom administrative worker stated that the challenges differ for each one who is having a problem. He also cautioned that the main issue is that most of their customers cannot afford to pay for electricity and resort to illegal connections and electricity theft.

#### ***4.4.1.4 WHAT DO YOU SUGGEST SHOULD BE DONE TO ELIMINATE THESE CHALLENGES?***

Semi-structured interviews were utilized to seek qualitative data from municipal employees working in different components including water, electricity, housing and sanitation at the Msunduzi Municipality. The municipal employees were asked to provide suggestions on how to eliminate service delivery challenges. The registry employee and



the sanitation administrative worker offered similar responses to this question. Both municipal workers indicated that for the challenges to be eliminated more funds should be allocated to service delivery. The registry worker, for instance, mentioned that whatever happens politics influences the way the services and funds are distributed. The sanitation administrative worker in response to this question raised the issue of a lack of vehicles which means that the municipality does not have enough money to purchase the vehicles. *“So, it is a financial challenge, that’s why they are unable to do administration”*. The findings of the study are similar to the findings of Reddy and Vries (2015) who found that there is still a lot that needs to be done post-1994 as the service delivery challenges are associated with limited financial support.

On the same question, the water administrative employee and the Eskom administrative employee offered similar responses to this question. Both municipal workers indicated that in order for the challenges to be eliminated, illegal connections should be prevented, the land issue such as allocation and the location of infrastructure need to be resolved. The administrative worker of the water component was of the opinion that this should be followed by the upgrade to water infrastructure in order for them to be able to increase the number of reservoirs and increase the pipe size to cater for the number of people because the town of Henley is growing at an alarming rate. The Eskom administrative employee identified that they would keep on talking with the people and maybe people will begin to find that maybe they need to be strategies in place and realise the importance of payment. The results in the study are similar to the suggestions of Khambule and Mtapuri (2018) who suggest that it is important for community members to note that some of the services are not rendered for free, therefore, citizens must pay for them.

The respondent who held the rank of sanitation manager and the Eskom manager spoke with one voice that to eliminate challenges there must be education awareness to educate the community. The sanitation manager remarked that *“education awareness should be provided in terms of what must be put in the toilet and what is not supposed to be put”*. The Eskom manager’s view on the question was that even though there are financial constraints, there is a need for volunteers, even the community leaders, induna and

councillors to educate the community door to door or through meetings. He suggested that before the meeting, residents should be informed that there would be a five-minute awareness talk on how to use electricity safely.

On the same question, the head of housing and the housing administrative employee shared similar views. They acknowledged that not much can be done at the municipal level, as local structures are reliant on higher spheres of government at the provincial and national levels. The head of water further remarked that if they talk about challenges that involve political and traditional leadership it is truly not their level. It has to be at a national level, going down to other structures but there is more signage amongst themselves as the business unit and from the IDP, integration has to be created. Furthermore, he hinted that if they can win it from that level then it can be a solution. The results obtained in the study are similar to the instruction offered by the Housing Act in terms of section 2(1) (e) (ii) which states that *“all three spheres of government must work together to promote the establishment and development maintenance of social and economic communities and their health to ensure the elimination of slum-like conditions”*.

#### ***4.4.1.5 DOES THE MUNICIPALITY GIVE YOU THE TRAINING COURSES LIKE SERVICE DELIVERY AND SKILLS DEVELOPMENT COURSES TO CAPACITATE YOU TO DELIVER SERVICES?***

Through semi-structured interviews, the Msunduzi Municipality workers were asked to express their views on whether the municipality provides them with the training courses like service delivery skills development to capacitate them to deliver services. The first respondent being the registry employee, housing manager and water administrative subordinate responded in the affirmative that the municipality does provide training. They also mentioned that there are courses, but service delivery skills development comes from the individual study as per the course that was obtained in higher education. The registry worker further cited an example, *“if you are in the economic department, you should have done a degree in economics, but there is a standard course that everyone goes for”*. She mentioned, *“it’s titled the Municipal Finance Management Act course that is basically what they go to”*. Whereas the head of housing mentioned that he thought that it was offered at a certain level, and he really felt that those things should be offered

even at the lower level because service delivery did not start at a higher level, but it started from the junior up to the municipal level. In addition to this, the housing administration respondent cited that there are funds available to regulate the appointment of service providers, who would assess, package and provide developments on the project area. The only challenge faced is lack of funding, in the form of monetary value. The results are similar to the results of Mkhize (2015) cited in Botes (2018) who found that in order to solve these issues local government should appoint qualified, skilled and caring managers to perform effective financial management and stop corruption. In line with the above views, Koma (2010) cited in Irlich, Potgieter, Stafford, and Gaertner (2017) hints that the lack of capacity limits the municipality's performance, and this normally happens if the employees are placed in positions that they are not adequately trained for or do not have the requisite experience.

The sanitation manager and his subordinate agreed that they are given training. The sanitation head mentioned that they attend short courses on supervision of staff, health and safety. On the same question, the sanitation administrative worker's view on this question was that the municipality does grant them an opportunity to attend the training. The respondent elaborated that he had attended a peace officer's course. He mentioned that if he found somebody in Gezubuso who connected water illegally, he might be able to deal with him/her. The results are similar to the findings of Khan (2012) cited in Ngcobo (2016) who found that training is required to improve the performance of employees because if employees are trained, they will have a better understanding of their work.

Eskom manager and his subordinate responded to the same question. The Eskom administrative employee emphasised that in Eskom, *"actually there are companies in terms ensuring that they are fully trained in service delivery, and they know very well what is supposed to be delivered to the customers"*. The head of Eskom summarised his response by mentioning that one must remember that by the time the demand becomes higher it means that more people have electricity. He elaborated that, before 1994 less than 50 percent of the people had access to electricity but now as Eskom, they are

reaching about 80 percent of the people; it means they need to be capacitated, however, they are quite confident that they are moving with times. This is similar to the findings of Sindall, Mercer, Sutherland, Buckley, Gounden, Pillay and Macleod (2018:1) who found that service delivery challenges are the result of a lack of capacity amongst the municipal employees. Gqaji, Proches and Green (2016) elaborated that it can be stated categorically that if people are not competent in their jobs, they cannot deliver on any of the organisational objectives, and this will certainly hinder infrastructure delivery amongst other things in the public sector.

***4.4.1.6 DO YOU FEEL THAT YOUR OFFICE HAS SKILLED EMPLOYEES OR THE EQUIPMENT REQUIRED TO DELIVER SERVICES TIMEOUSLY AND EFFECTIVELY?***

Overall, all respondents felt that they do have skilled employees except for the water administrative worker who tended to disagree. Overall, the Msunduzi Municipality employees indicated challenges of funds, which is similar to the study conducted by SALGA (2003) cited in Ndzelu (2016), which found that some service delivery challenges are the result of the municipal failure to increase budgets which results in the municipality's inability to upgrade the equipment and often leads to lower levels of service provision.

***4.4.1.7 IF SO, WHY?***

Through semi-structured interviews, the municipality workers were asked to comment on why they felt they were skilled employees. In responding to this question, overall, all employees felt that they were skilled. The registry administrative worker and water administrative worker had shared the opinion that they were skilled but there are budget constraints. The water administration worker hinted that they rarely received training due to budget constraints. Several managers at a lower level who were actually involved in the day-to-day running of their departments received it, but he would not say if it were yearly, but it was definitely not service delivery skills development. This is similar to the results obtained by Nkabane and Nzimakwe (2018) who found that there is still a lot to be

done in the Pietermaritzburg municipalities in order to ensure the effective delivery of services since there are skills shortages.

The water administrative employee and sanitation administrative employee shared similar views that they are skilled but there was a lack of equipment, which leads to efficient service delivery. This view is similar to the findings of Kebede, Derbew and Seyoum (2019) who found that the contributing factor to service delivery challenges is the lack of equipment required by municipal employees to deliver services. The researchers cited the example that one of the contributing factors to inefficient solid waste management (SWM) is that workers are not provided gloves, uniforms, health and safety measures that is why they are faced with solid waste challenges. The sanitation administrative employee highlighted that in terms of equipment there are vehicle issues, but employees do want to work because sometimes they go beyond what is being asked of them. He elaborated that before they used their own cars and they were not reimbursed, he further stated was that he was only reimbursed from January, if not February 2019, so they did try their best. This is similar to the findings of SALGA (2003) cited in Ndzelu (2016) who found that some service delivery challenges are the result of the municipality's inability to upgrade its equipment, which often leads to a lower level of service provision. Du Plessis (2016) highlighted that the organisation's functioning is dependent on the people involved and their abilities to work optimally towards the organisational mandate and rewards because people want to feel appreciated in their work organisations. This, therefore, indicates that a lack of motivation is a contributing factor to service delivery challenges.

The sanitation manager, housing manager and his subordinate responded that they are skilled. In supporting responses, the sanitation manager mentioned that they do have skilled employees because when there is a sewer blockage, they respond within 24 hours. To this question, the fifth respondent, housing manager and his subordinate, hinted that they can definitely say that they have the skills. The respondents remarked that all employees are employed on the basis of their qualifications, which are relevant to the positions they are employed for. This is similar to the results obtained by Dzansi,

Chipunza, Dzansi (2016) who found that municipalities consist of qualified employees as per profession, but they must be managed properly in order for them to deliver quality services. Ngubane and Nephawe (2017) posited that the management must treat their employees with respect to avoid a high staff turnover.

The Eskom manager and his subordinate answered this question by clarifying that, they are skilled because before 1994 less than 50% of the people had access to electricity. The Eskom manager mentioned that they now service about 80% of the people but they need to be capacitated although they do receive training. The Eskom administrative employee however highlighted main power as a challenge. The findings of the study differ from Sustainable Energy Africa (SEA) (2015) cited in Baker and Phillips (2019) which found that that 43% of South Africans are considered energy poor, meaning that they do not have access to adequate as well as the safe electricity.

#### ***4.4.1.8. HOW DO YOU ESTIMATE/ASSESS THE USEFULNESS OF YOUR SERVICES IN GEZUBUSO?***

The registry and sanitation administrative workers had similar responses to this question. The general feeling amongst them was that they record the decisions, which are distributed to all the managers to act upon. She mentioned that through those records they are able to assess the improvement of what was done and what needs to be done. The sanitation administrative worker's response to this question was that he would not be too sure in terms of do they estimate but they do have assessments such as site inspections, there are also meetings which their managers attend where they present what was given to them to indicate what was performed. He also pointed that it depends on the type of the meeting, but they do the assessments. In terms of community engagements, the respondent indicated the area-based management unit (ABM) deals with community engagements. The ABM does the assessment and reports back. The responses obtained in the study are similar to the suggestions offered by Reddy (2018) who suggests that the historically disadvantaged countries have to develop structures that support and promote local community involvement in defining the content and direction which the local government must follow in order to meet the socio-economic

development. The researcher furthermore points out that the key strategy to be used is the decentralisation of duties which seeks to strengthen municipalities and related local structures by providing a platform in terms of who will be held accountable if the community needs are not being delivered. In this way, the government can reconstruct community life in society.

The respondent who holds the rank of water administrative employee responded to this question by indicating that for the most part, they do have consent to supply water to the area. He hinted that there are issues with regard to capacity requirements. He further stated that obviously upgrades are required since the whole of the Gezubuso area does have water. The findings of this study are similar to the ones noted by Monkam (2014) cited in Khambule and Mtapuri (2018) who declared that the South African local governments have been facing an increasing number of social and service delivery issues, which are the result of the lack of capacity. This view is supported by Khambule and Mtapuri (2018) who indicate that having capacitated officials within municipality institutions automatically improve the efficiency of municipalities.

The sanitation manager's response to this question was that in Gezubuso it depends on when the toilets are full, they pay at AS Chetty. Then they empty pickerel weeds but there is no waterborne sewerage. He also mentioned that they do not frequently work in Gezubuso it is as when required. The findings received from the study are similar to that of Vyas-Doorgapersad (2010) cited in Chauke (2017) , who found that municipalities are, therefore, faced with the task of improving the quality and the number of water services being delivered to the citizens.

The housing administrative worker responded to a similar question by mentioning that the usefulness of the services would be based on the timeous provision of services (being the construction of housing structures) and their consumption in turn. The respondent stated that in the provision of a structure, its usefulness would be in having a needy and qualifying household, taking occupation of the property. The findings received from the

study are similar to the ones reported in the KZN-COGTA Back to basics for Municipal Government Strategy (2015:6) which was formulated and aimed at focusing on the municipal level in order for local government to provide the services which are needed to meet the needs of the people, which included more effective delivery of water, sanitation, electricity, roads and removal of waste. However, one of the biggest challenges identified in this strategic approach was the slow and inadequate responses to this strategy due to lack of capacity, which resulted in a breakdown of trust between the municipal institutions and the members of the communities.

In responding to a similar question, the housing manager and the Eskom manager and his subordinate had similar responses. The common understanding amongst them was that there should be site inspections. The Eskom administrative employee commented that there will always be complaints, Eskom conducts forums to educate the communities about the use of electricity and to find out whether people are happy or not. The findings differ from the findings of Mukwevho and Nkuna (2018) who state that municipalities are perceivers and that some service delivery challenges occur because the local governments are perceivers.

#### ***4.4.1.9 WHAT DO YOU THINK MAY HAVE CAUSED THE COMMUNITY OF GEZUBUSO TO EMBARK ON SERVICE DELIVERY PROTESTS?***

Through semi-structured interviews, the Msunduzi Municipality workers were asked to comment on what may have caused the people of Gezubuso to embark on service delivery protests. In response to this question, the registry worker, sanitation administrative worker and the housing manager remarked that politicians would have promised the people that they would be getting better basic services. They elaborated that because the budget is limited, they obviously had not received what they were promised. Then obviously the time it takes will be longer than anticipated due to scarcity of resources. They considered this to be one of the reasons for the service delivery protests. When asked a similar question, the sanitation administration worker explained that there are too many vacant posts because financial issues that hinder service delivery. The results are similar to that of the study conducted by Greffrath and Van der Walddt (2016:143) who found that the municipal councillor and administration worker should have



the necessary competency to execute their functions to the broader socio-economic and political objectives of the state. In line with Greffrath and Van der Waldt's (2016) views, Van Baalen, Schutte and Von Leipizing (2015) suggested that there should be a municipal self-assessment model (SMCSAM) as an alternative problem solver to the present practices in this democratic municipality to address the capacity issue. The housing manager's opinion on this question was that there was a lot of dependence that the government has created. Even if people can do things for themselves, they do not just because they voted.

The common understanding among the municipal workers including the water administrative worker, sanitation manager, Eskom administrative employee, Eskom manager and housing administrative worker respondents was that the reasons for community protests are the results of a lack of capacity of the reservoirs and lack of funding. However, the Eskom manager was also of the view that political leaders promise more than they can deliver, and the theft of finances or equipment were responsible for service delivery protests. He elaborated that will cause, "*a particular unrest in the society*". This is similar to the results of the study by Ngubane and Nephawe (2017) who emphasised that in order to solve the electrical service delivery challenges, the funds for the rural electricity suppliers should be used for important aspects, which is to provide electricity only for the rural citizens. The Eskom administrative employee elaborated on the same issue that if they have prepared the transformers three times, they would not be able to do anymore, all illegal connections must be removed before Eskom can install another transformer. In line with the above Usaid (2010) cited in Chetty, Van Niekerk and Olivier (2016) found that there were more illegal connections, as a result Eskom emphasised the use of metered electricity to ensure that there is no waste in electricity usage and the transformers must be serviced regularly by municipalities to avoid unauthorised connections.

#### **4.4.1.10 DO YOU THINK THIS COMMUNITY IS RECEIVING BASIC SERVICES OR ATTENTION FROM THE MUNICIPALITY?**

The study also wanted to check what the municipality employees think about the level of services they deliver. The registry worker, sanitation manager and his subordinate, housing manager and his subordinate, the water administration worker, as well as the Eskom employee shared a common response that Ward 5 was prioritised and it is receiving attention. The sanitation manager's response to this question was that the municipality is supplying water tankers to them if there is no water. The sanitation administrative employee added, "...but obviously, people will not be happy". The housing manager responded that he would not disagree, but on a lighter note, he thinks that ...*they "might be a little bit slow"*. He also mentioned that he thinks the municipality is doing very good work on human settlement. The findings received from the housing manager are similar to that of Picard and Mogale (2015) and Dau (2010) cited in Mokgobu (2017) who indicate that local government is responsible for serving people and attention is lacking, more especially, the rural areas and urban slums that have not received the promises that were made since 1994. The housing administrative worker agreed that the Vulindlela development association (VDA) was one of the key service delivery initiatives which were approved by the KZN Department of Human Settlement. She further reported that VDA aimed and continues to focus on providing adequate services for the residents of the Vulindlela area. She indicated that the project that was administered by the municipal human settlements unit and closed out the housing project, which yielded 25 000 housing units for the Vulindlela area community.

On this question, the water administration worker and Eskom manager had similar views that residents of Ward 5 are receiving basic services but there is intermittent supply due to capacity requirements. The water administrative worker mentioned that newspaper articles point out the Msunduzi Municipality issues and constraints and he can say that they are receiving attention from the municipality, but all of their demands cannot be met when they need them to be met. He further pointed out that there are also other places and budget constraints. In responding to the same question, the Eskom manager responded that "...*there is a great improvement although it has not reached the 100*

percent". He indicated that the biggest challenge is the capacity that they have. This is in line with the findings of Mdlalose (2016) who found that the challenges of staff that do not have the capacity are the contributing factors to the failure of local government to provide services to local citizens. The last respondent was the Eskom administrative worker who suggested that the community must help Eskom as well.

#### ***4.4.1.11. HOW DO YOU THINK SERVICE DELIVERY IN THE GEZUBUSO AREA COULD BE IMPROVED?***

In responding to this question, the registry, water administrative, housing administrative and Eskom administrative employees, and the induna shared a common view that people must pay for services rendered to them. The general feeling amongst municipal employees was that some community members can pay for services and obviously if they motivate as to why they cannot pay, the municipality is *"open to that as well"*. They emphasised that they are not just going to say, *"...everybody has to pay but people can't just have everything for free because there are other areas to be serviced"*. This is in line with the findings of Chetty, Van Niekerk and Olivier (2016) who outlined that the KwaZulu-Natal province is the highest debt owing province to the amount of approximately R9.9 billion, therefore, there are service delivery challenges in KZN province. The authors suggested that customers are to pay for the services because outstanding payments also hinder the municipality's ability to improve the living conditions of the rural areas.

On the same question, the housing administrative worker suggested that to improve service delivery as the municipality they should be installing bulk services, which would, in turn, attract private investments in the area. She pointed out that in so doing, the local economy of the area would increase, which would then allow for residents to afford the consumption of basic services. This is similar to the response received from the induna when he was asked to share what he thought could be done to improve service delivery in the Msunduzi Municipality. He highlighted that the Msunduzi Municipality work is not up to standard since *"there are a lot of potholes in the roads, in the town itself, and outside the town is even worse"*. He claimed that the institution (municipality) has employees, but

the problem may be a lack of money. This is similar to the findings of Nekhavhambe (2017) who found that there is nothing the community can do to solve the service delivery challenges because the municipality funds to address the issues and requirements of the community are limited.

The respondent who holds the rank of sanitation manager mentioned that they need to upgrade the reservoirs so that they accommodate the communities of Gezubuso and Henley. The findings are similar to that of Dlamini and Reddy (2018) who found that there is still a gap in the literature by pointing out that although the government has provided a clear mandate and regulations in the provision of services, a lot still needs to be done in planning and development since the status of the historically disadvantaged communities has not changed. In line with the above comments, the sanitation administrative employee elaborated that they need more staff and more equipment to do the work and they need resources because they do not have any.

When asked the same question, the housing and Eskom managers shared the common response that they need to work with the communities. The general feeling was that communities should be more involved rather than expecting or demanding more. Whereas Nekhavhambe (2017) argues that the community should just wait for their turn, but the citizens should be updated regarding all municipal plans and procedures to be followed when delivering services. The Eskom manager agreed with the above views that there should be communication channels because if they cannot communicate with their customers will they have no business. The above findings are similar to that of Botes (2018) who found that local government should play a more proactive role in improving services to the local communities and improve their engagement with their citizenry by keeping them informed and involve them in decision-making processes. Andersson and van Laerhoven (2009) cited in Nkabinde (2018) emphasise that participation is important because it increases accountability, and it allows all members of the public to be included in the process of service delivery.

The water manager gave an overview of all the responses in one summary. During his response, he hinted that in Gezubuso, they speak to councillors if they want to deliver services. He elaborated that they do not speak to the owners of the land, he considered that to be “*stupid*” and as the cause of service delivery issues. He further mentioned that uMngeni water dealt with the owners of the land, although he did not mention that his suggestion is that the municipality must deal with the landowners, it was implied.

#### **4.4.2 INDUNA RESPONSES**

##### ***4.4.2.1. DO YOU INFORM YOUR WARD COUNCILLOR ABOUT THE SERVICE DELIVERY ISSUES THAT YOU HAVE IN YOUR COMMUNITY?***

When asked if he informed the ward councillor about service delivery challenges, the induna’s response was, “Yes, I do”.

##### ***4.4.2.2 AS INDUNA OF THE COMMUNITY, HAVE YOU EVER MADE SOME COMMUNITY PARTICIPATION TO DISCUSS ISSUES WITH THE COMMUNITY?***

In response to the above question, the induna said, “Yes, I have”. However, the quantitative data revealed that no community engagements were conducted. However, Koma and Tshiyoyo’s (2015) findings are in line with that of the community as they argued that public service delivery inherited by the democratic South African government in 1994 was, however, structured but now there is lack of accountability that is why there are unending service delivery issues.

##### ***4.4.2.3 IF THE ANSWER TO THE ABOVE QUESTION IS, YES. WHAT WERE THOSE ISSUES?***

In justifying the solution of the above question, the induna was requested to support his response. He mentioned that to address the issues that were there, he had to appoint the councillor and give community members advice that they must take their cattle for branding.

#### ***4.4.2.4 IS YOUR WARD COUNCILLOR GIVEN THE CAPACITY BUILDING PROGRAMME?***

The induna's response to the above question was, "Yes, *the councillor undergoes capacity-building programmes*". This was supported by the Ward 5 councillor who mentioned that they are given the training courses.

#### ***4.4.2.5 DO YOU HAVE LEADERSHIP SKILLS?***

His response to the above question was that he thought that he did have leadership skills. However, Gqaji, Proches and Green (2016) argue that it can be stated categorically that if people are competent in their jobs, they can deliver on any of the organisational objectives, and this will certainly not hinder delivery infrastructure amongst other things in the public sector.

#### ***4.4.2.6 WHAT WERE THE REASONS FOR PUBLIC PROTEST IN YOUR COMMUNITY?***

The induna responded that he did not remember any protest since he became the induna. Whereas the Ward 5 councillor and community members confirmed that there have been service delivery protests. When the councillor was asked to give the number of public protests that occurred, the councillor responded that three public protests have taken place in Ward 5. He elaborated that people from Mbizana and Gezubuso, which are both part of Ward 5 protested against the lack of electricity and two protests were for tarred roads Gezubuso. This is in line with the result of Bond and Mottier (2013) cited in Sambo (2019) who found that the lack of replies by councillors and municipalities to community requirements often result in service delivery protest.

#### ***4.4.2.7. WHAT WERE THE ACTIONS TAKEN AFTER THE PUBLIC PROTEST?***

No one responded to the above question.

#### **4.4.2.8. WHO INITIATES DEVELOPMENT PROJECTS IN YOUR AREA?**

In response to the question, the induna said, *“it’s the councillor”*. The findings of this study are in line with those of Kanyane (2017) who found that the traditional leaders find themselves in a position of lesser importance compared to their counterparts in the development regime. The researcher mentioned that it is because other authorities have financial resources and can implement service delivery.

#### **4.4.2.9. WHAT HAVE YOU DONE SO FAR TO SHOW YOUR INTENTIONS IN SOLVING SERVICE DELIVERY ISSUES WITHIN YOUR COMMUNITY?**

The induna’s response to the above question was that he is only the induna and most of the service delivery is done by the councillor. According to chapter 5 of the traditional leadership and governance framework act 2003 in Section 20(f), it is stipulated that the traditional leader plays an important role in development. Therefore, based on the findings of this study it can be concluded that the Ward 5 induna does not know his role when it comes to development. However, when the Ward 5 councillor was asked to mention what he was planning to do as a community councillor to ensure that lacking services are delivered. The councillor indicated that because it is a problem, they currently use a plan to identify the road that needs to be constructed. He hinted that he went to the registration and design office. He further remarked that the current plan from the municipality is to name and register all the roads that are present, and they are currently busy with that. He elaborated that the above-mentioned task would enhance the process and enable the roads to be built faster when they receive the funding. He pointed out that another plan is in place, and they have engaged Eskom and he thinks that Eskom will fund electricity to 1300 households in Ward 5, but it is not for this budget it is for the 2022 budget. He highlighted that they are happy that they are included in the ESKOM budget, this indicates that there is something that will happen. He further articulated that the reservoirs do not have the capacity to supply the whole community, and they are facing water issues, but they have a plan to increase the number of reservoirs. *“So, the other plan is to make sure that reservoirs are there and are grown”*. The findings in this study are in line with that of Van Baalen, Schutte and von Liepzing (2015) who found that the organisational capacity of local authorities can also be used as a contributing factor to service delivery issues.

The above views of van Baalen, Schutte and von Leipzig (2015) are similar to Sikhwivhilu and Zwane (2018) who established that to decrease the service delivery issues the capabilities of local authorities must be improved.

***4.4.2.10. WHAT DEVELOPMENTAL PROJECTS ARE YOU INVOLVED IN TO EMPOWER YOUR COMMUNITY?***

When the induna was asked to identify the developmental projects that he is involved in to empower the community. He mentioned that since he is the induna if people want establish businesses in the area, he can assist by introducing them to the chief and when they have to be given a site. This is in accordance with chapter 5 of the traditional leadership and governance framework act 2003 in Section 20(f), which stipulates that the traditional leader plays an important role in economic development.

***4.4.2.11. WHAT ARE THE OBJECTIVES OF THE ABOVE-MENTIONED PROJECTS?***

In response to this question, the induna mentioned that he was appointed only in 2019. He elaborated that there was not much that he has done. The traditional leadership and governance framework act 2003 Section (19) reiterates that traditional leaders have important functions linked to the local government in terms of the development regime. It can, therefore, be concluded that the Ward 5 induna has not fully exercised that authority yet, because he was newly appointed.

***4.4.2.12. HOW SUCCESSFUL ARE THESE PROJECTS?***

No one responded to the above question.

***4.4.2.13. WHAT CHALLENGES ARE YOU FACING IN TERMS OF SERVICE DELIVERY?***

The induna remarked that he had noticed that the community is not disciplined. He elaborated that community members do not want to follow orders or the laws “...everybody just want to do, his or her own thing”. The findings from this study are similar to that of Kanyane (2017) who found that traditional leaders have been troubled with tension, confusion and contradictory practices, and this factor contributes to service delivery challenges



#### **4.4.2.14. HOW ARE YOU CURRENTLY ADDRESSING THESE CHALLENGES?**

In response to the above question, the induna stated that not many challenges were raised. He is indicated that sometimes when a plot is allocated to someone, after some days he finds out the plot was extended. If the person does not listen, he is brought to his court. If he fails to solve the issue, he takes the person to the chief. The results obtained in this study are similar to suggestions offered by Ndzelu (2016:28) who suggests that the authorities should work together to achieve the service delivery goals, hence the element of corporate governance should not be underestimated.

#### **4.4.2.15 WHAT ARE THE MOST CRITICAL SERVICES NEEDED FOR YOUR COMMUNITY?**

When asked to share critical services needed the induna stated that they do have the houses, but they do not have places where they can get help such as hospitals, clinics and petrol garages close by. The councillor in his response to the same question mentioned that *“at Vulindlela, the services which are lacking are of roads, water and electricity, but the main one is road and that affects them in Vulindlela especially in Ward 5, most of the roads are mud roads”*. He suggested that *“municipality units must not work in opposite directions”*. This is in line with the findings of Nkabane and Nzimakwe (2018) who found that although the legislations have been developed, the beneficiaries who the poor are not satisfied. The councillor indicated that another issue that they are behind with the most is that *“there is [a] mushroom of people who are coming from the townships to build in rural areas”*. He hinted that also created huge problems in water infrastructure. He mentioned that now as a community they obtain water once a week or twice a week. He further pointed out that the electricity issue affects them a lot because one transferee is now supplying all 50 households or the whole area and it blows up after one day. He also articulated that Eskom itself *“on the other side is saying, ‘no’ they won’t fix the transformers that blow now and then”*. So, these are the challenges they have in Ward 5

#### ***4.4.2.16 HOW DO YOU INVOLVE THE COMMUNITY IN SUPPORTING SERVICE DELIVERY?***

In responding to this question, the induna indicated that he is not sure about that one because he only started in 2019. The findings are similar to that of Mukwevho and Nkuna (2018) who established that there is a lack of community involvement in supporting service delivery issues caused by local authorities and it is now difficult to solve these issues

#### ***4.4.2.17. WHAT IS YOUR RELATIONSHIP WITH THE MUNICIPALITY AND COUNCILLORS?***

The induna reported that whenever the councillors have meetings the councillor invites the induna. He elaborated that the councillor also attends the umkhandlu (council) meetings and the meetings in the chief's office. He also mentioned that the chief also attended meetings in the municipality. The results obtained in the study are in line with those obtained by Devkar, Thillai, Narayanan and Elayarajs (2017) who found that working together is still considered as the solution to service delivery issues.

### **4.4.3 COUNCILLOR RESPONSES**

#### ***4.4.3.1 ARE YOU HAPPY WITH THE SERVICES THAT THE MUNICIPALITY IS PROVIDING TO YOUR COMMUNITY?***

The councillor responded that they were not happy with the service they received from the municipality because the development, especially in ward five, is behind and in terms of road development, they are very behind. The councillor elaborated that one of the reasons he thought they were behind is finance because their municipality did not have funds. He mentioned that the current road project is not completed because of the lack of finances. He articulated that another obstacle is that "*the municipality provided finances, but the delay is on the service providers that are working are having issues*". The results obtained in the study are similar to the findings of Chetty, van Niekerk and Olivier (2016) who indicated that the concern in many cases is the money dedicated to service delivery which is usually mismanaged by the municipal employees.

#### ***4.4.3.2 DO YOU FEEL THAT YOUR WARD IS BEING NEGLECTED BY MSUNDUZI MUNICIPALITY?***

The councillor commented that *“a person can receive other things fast, but others it not quicker as anticipated”*. He elaborated that, *“sometimes municipalities work as they please, more political”*. The results are similar to the results of the study conducted by Beyers (2016) who asserts that the issue of the provisioning of basic services is the biggest challenge, and it is found that the contributing factor in these challenges is administrative employees within the municipalities because of their political differences.

**4.4.3.3 IF THE ANSWER TO THE ABOVE QUESTION IS, YES. EXPLAIN WHAT COULD BE THE REASON FOR THIS NEGLECT?**

All respondents answered negatively.

**4.4.3.4 DO YOU FEEL THAT YOUR WARD IS AFFECTED BY POOR SERVICE DELIVERY? IF YES, HOW?**

The councillor's response in this regard was, *“Yes, the ward is affected by poor service delivery because the reality is that they are behind especially in infrastructure, roads and electricity”*. Marks and Erwin (2016) state that the role of the councillors is to ensure that the concerns relating to the wards they serve are raised at municipality meetings. In line with the results obtained in this study, Govender (2016) found that there are challenges of capacity amongst, councillors which leads to the poor provision of basic services and poor quality of the integrated development plans.

**4.4.3.5 DO YOU THINK THAT OFFICIALS IN THE MUNICIPALITY HAVE THE CAPACITY TO DELIVER SERVICES TIMEOUSLY AND EFFECTIVELY TO YOUR WARD?**

The councillor responded that he can either say, *“yes or no in terms of capacity in municipality officials”*. He mentioned that sometimes you'll find out that some are having capacity, and others do not have the capacity, because the processes may be delayed by the official. He elaborated that another reality is that even the officials *“are having their own things that affect service delivery, officials tend to be more onto politics than their work and that affects service delivery”*. He elaborated that *“if there is the road built in Caluza or Dambuza, they must also have roads in Ward 5, there should be a balance”*. He suggested that *“exercise must be done by officials, there should be a balance”*. He mentioned that *“these are some of the things that affect them in Ward 5 especially in*

*Msunduzi, the politics affect Ward 5 a lot*". The results obtained in the study are similar to that of Irlich, Potgieter, Stafford, and Gaertner (2017) and Sikhwivhilu and Ntuli (2015) who found that municipalities lack effective functioning of their duties. They posited that municipalities must be given guidance as to how to bridge some of the challenges they are faced with when it comes to working.

***4.4.3.6 ARE THERE ANY AVENUES AVAILABLE TO YOU AS A COUNCILLOR TO EXPRESS YOUR LEVEL OF SATISFACTION WITH THE MUNICIPALITY SERVICES?***

In responding to this question, the councillor agreed that there are avenues. He further states that avenues "... *it is a caucus where they express their dissatisfaction, if they sit at the caucus this is where they indicate if they [are] not happy*". He indicated that "...*he can go as an individual to the city manager or to GM of infrastructure, almost to all GMs and indicate whether he is not happy if the GM can assist him, he assists*". The results obtained in this study are in line with those obtained from Marks and Erwin (2016) who found that the role of the councillors is to ensure that the concerns relating to the wards they serve are raised in municipality meetings.

***4.4.3.7. HAVE YOU RAISED YOUR WARD CONCERNS TO THE CITY MANAGER?***

The councillor stated that he did raise his concerns to a city manager, and he did get assistance or intervention from him. He elaborated that they are building a road that is unfinished; they received assistance from the city manager. This is in line with the findings of Nkomo (2017) who found that councillors are doing their jobs in an acceptable manner, however. people living in rural areas receive bad evaluations of service delivery.

***4.4.3.8. IF THE ANSWER TO THE ABOVE QUESTION IS, YES, WHAT INTERVENTIONS WERE PUT IN PLACE TO ADDRESS YOUR WARD CONCERNS AND DID YOU SEE ANY CHANGE FOR THE BETTER AFTER THOSE INTERVENTIONS?***

The councillor responded that he is waiting for changes or intervention. Whereas Naing (2017) argues that there is no room for waiting for intervention but emphasised the use of the early warning system (EWS) as a tool to enable municipal service delivery to succeed.

## 4.5 LESSONS LEARNT

There was a view that municipality employees need more staff, need more equipment to do work, they really need resources because they do not have them. Although there are resources, they are just not sufficient. Another respondent said as the municipality they need to work together with the community. Communities should be more involved rather than expecting or demanding more. People believe because they voted they deserve to have things but *“whenever the municipality assists the community, the community members are not interested in making things happen”*, said one positive respondent.

From two views singled out from the respondents, it can be deduced that the Msunduzi Municipality is trying its best to deliver services to its communities, but there is a lack of community engagement and insufficient funds to deliver the services that are needed. The evidence showed that without necessary contributions and effort from the Msunduzi communities, challenges will remain.

## 4.6 CHAPTER SUMMARY

This chapter presented the results of the study. This was done firstly through the quantitative presentation of the biographical and social information of the respondents and qualitative interpretation of results based on the interviews that were carried out with the Msunduzi Municipality, induna and councillor of the Gezubuso rural area. Questionnaires were utilised to collect quantitative data from the Gezubuso community members. This was also done to give meaning to the information obtained and reported on. The next chapter focuses on the general conclusions of the study and makes some recommendations emanating from the study's findings.

## **CHAPTER 5**

### **RECOMMENDATIONS AND CONCLUSIONS**

#### **5.1 INTRODUCTION**

The preceding chapter discussed and analysed data which was collected through semi-structured interviews with the Msunduzi Municipality workers, the induna and a Ward 5 councillor. The quantitative data collected through structured questionnaires were also presented, discussed and analysed with the Ward 5 community members. The data provided in the process of analysis, whether qualitatively or quantitatively, discovered certain key findings and trends in the study which ought to be explored further, and recommendations were made after conclusions had been drawn. The chapter will also make recommendations based on the research objectives and questions.

#### **5.2 MSUNDUZI MUNICIPALITY EMPLOYEES**

##### **5.2.1 KEY FINDINGS ON WHAT CRITERIA IS USED TO DELIVER SERVICES TO YOUR COMMUNITY?**

It transpired during the interview with the municipality workers that different criteria are used to deliver services to the communities. However, the water section is limited to plumbers and in some instances, that causes a delay in service delivery. The head of housing emphasised that a set of different criteria for older people in rural areas was developed, namely the Sukuma Sakhe programme, mostly for needy people who can no longer wait in the system. Eskom indicated that they are dealing with rural areas directly because people in those areas do not use many items of luxury, but in some of the areas, they deal with the municipality. The Eskom workers mentioned that prepaid electricity is installed in rural areas because they believe that rural citizens do not use electricity most of the time. In order to expedite the process, it is recommended that municipal workers and Eskom employee professionals who are directly involved in delivering these services be involved when different community complaints are raised. The involvement of professionals will also enable them to assess 'which criteria speeds up the processes and which need immediate attention; the urgency may not be detected by someone who does not understand the dynamics of the profession. This is in line with Jacobs, Rivett and

Chemisto (2018), who suggested that there should be engagement between municipal employees and public communities in solving issues. The researchers found that the need to assess accountability and transparency in local government employees is growing.

### **5.2.2 KEY FINDINGS ON WHETHER THE MSUNDUZI MUNICIPALITY WORKERS ARE HAPPY WITH THE CRITERIA OR BENCHMARK, IF SO, WHY?**

During the interviews, it emerged that the water, sanitation and housing managers were not happy in rural areas compared to the towns because in rural areas, they experience power struggles among their counterparts. The study, therefore, concluded that it is easier for the municipality to work with urban areas compared to rural areas. This confirms the findings of a study by Picard and Mogale, (2015) who highlighted the lack of attention in the local sphere; more attention should be given to rural areas and urban slums because people living in those areas have not received the promises that were made since 1994. It is the view of this study that the municipality workers must engage with traditional and political leaders prior to the delivery of services, particularly in rural areas as this could solve the service delivery issues.

### **5.2.3 KEY FINDINGS ON WHAT CHALLENGES THEY NORMALLY ENCOUNTER IN THEIR ENDEAVOUR TO DELIVER SERVICES EFFECTIVELY AND EFFICIENTLY?**

The registry worker and housing administration officer mentioned the lack of funding as a hindrance, whereas the sanitation director and Eskom subordinates considered the lack of educational awareness with the communities as the main cause of service delivery challenges. The housing director cited the struggle for power and the sanitation employee cited the lack of fleet vehicles as the main cause of service delivery challenges and the water director remarked that normally service delivery challenges are caused by illegal connections. The study can, therefore, conclude that there is adherence to the provisions of the White Paper on transforming the public service South Africa (1997) which clearly states that the services must be provided in an economical, efficient and effective manner. Municipal employees are trying their best, but they encounter limitations. However, it

emerged during the analysis of data that educational awareness campaigns were not held for the community members prior to the provision of services.

It can be concluded that if the municipality and Eskom conducted community awareness campaigns prior to the delivery of services, there could be fewer challenges because the community would have known what services are to be provided at what cost and that they must not misuse the services. In those awareness campaigns, citizens should be given a clear understanding that the budget is limited and municipal employees, as well as Eskom, should have a clear plan on how to use the allocated budget. It is, therefore, recommended that the Msunduzi Municipality and Eskom should also raise their concerns at the provincial and national levels and request an increase in the budget allocated to them. It is also the view of this study that all professional groups dealing with budget allocations must contextualise the needs of the communities so that the national and provincial spheres of government will understand exactly what the community needs are. This is in line with the views of Reddy (2016) who indicates that there is still a lot that needs to be done post-1994, as the challenges are associated with limited financial support. Van der Waldt (2014) suggests that in order to address these responsible and innovative creative ideas in municipalities are needed.

#### **5.2.4 KEY FINDINGS ON WHAT WAS SUGGESTED TO BE DONE TO ELIMINATE CHALLENGES?**

The Msunduzi Municipality and Eskom participants in the study were asked how challenges can be eliminated. Data produced through interviews showed that the workers had different views. It was, however, found that the pointers to eliminate challenges revolve around educational awareness to avoid illegal electricity connections by the community. It also emerged that there are power struggles between traditional and political leaders and that more funds are to be allocated to the municipality to be able to deliver services effectively.

Kleynhans and Coetze (2019) suggested that the municipal council and administration should have the necessary competencies to execute their functions and the broader socio-economic and political objectives of the state to be optionalised. On the other hand,



Hove and Osunkunle (2019) hinted that in order to solve the service delivery issues municipalities have to complement government effort by educating citizens of the community about the importance of the effective use of services delivered to them. This could not just be merely concluded. Despite the suggestions being shared by the respondents, the study, however, recommends that there must be a plan for municipalities and Eskom workers to use the allocated budget in the most appropriate manner taking into consideration the value of money and avoiding fruitless and wasteful expenditure. Educating community members about the importance of not misusing services through community engagements and enforcing the use of the district development model (DDM) to enhance informed decision-making processes amongst all three spheres of government.

#### **5.2.5 KEY FINDINGS ON WHETHER THE MUNICIPAL WORKERS ARE GIVEN TRAINING COURSES LIKE SERVICE DELIVERY SKILLS DEVELOPMENT COURSES TO CAPACITATE THEM TO DELIVER SERVICES?**

It emerged from the municipality workers who provided qualitative data to the study that the majority of employees are qualified as per their professions, in terms of the courses they studied at higher institutions. However, the housing manager pointed out that the municipality does offer training courses, but those courses are offered at the managerial level. He elaborated that it is important to note that service delivery does not start at the higher levels but starts at the lower levels where the actual duties are performed. It was concluded that the administration did not participate in skills development courses; only the managers underwent the training.

This conclusion was found to be compatible with the suggestion offered by Abbas and Ahmed (2016) who point out that in order to solve issues of failing to deliver which may be the result of a shortage of employees with the requisite capability. The authors suggest that there is a need to redefine the processes of work. The researchers further suggest that there must be an approach in place to monitor employee performance, and further hinted that they must improve their educational qualifications with regards to the provision

of services. The study thus recommends that the lower levels employees should be trained because those employees are involved in the day-to-day activities. It is anticipated that if they are not trained, service delivery issues are likely to occur.

#### **5.2.6 KEY FINDINGS ON WHETHER EMPLOYEES ARE SKILLED AND IF SO, WHY?**

Overall, all municipality and Eskom workers interviewed felt that they are skilled, but only they are facing the challenges. The sanitation administration worker believed that they are skilled because they can go the extra mile as municipal workers to ensure that their duties are performed, for instance, as they are experiencing vehicles shortages, they normally use their personal vehicles to ensure that the services are delivered but they are not reimbursed for using their cars. In light of the above Eskom raised the issue that Eskom over-performed compared to the state of household electrification prior to 1994. They pointed out that almost 80% of South African citizens now have electricity. They added that people must pay for electricity because Eskom is currently facing a severe power challenge.

This was confirmed by the outcomes of Kleynhans and Coetze (2019) who found that municipal employees lack good financial management skills required to render effective basic services. The study recommends that the municipality should consider acknowledging one's achievements in order for employees to stay motivated and for them to always be willing to go the extra mile. It was concluded that it was imperative that all those community members who can afford to pay must not use the free services because the country is facing financial issues, especially at the local level.

#### **5.2.7 KEY FINDINGS ON HOW THE MUNICIPAL EMPLOYEES ESTIMATE THE USEFULNESS OF THEIR SERVICES IN WARD 5?**

The participants in the study had different views on how they estimate the usefulness of their services. The registry worker mentioned that they have the records to act upon decisions, whereas the sanitation administration housing manager and his subordinate, as well as the Eskom manager and his subordinate, highlighted that they conduct site

inspections and in terms of community engagements, there is a department that deals specifically with that, namely the ABM. The water manager highlighted the issue of capacity requirements and that they needed to upgrade the water infrastructure. On the other hand, the sanitation manager articulated that they do not frequently work with Gezibuso.

The study, therefore, suggests that the Msunduzi Municipality must train their employees to be more capacitated and employees must conduct more community engagements; they must not be perceivers but consider taking the views of the community members into account. This was confirmed by Abbas and Ahmed (2016) who point out that service delivery failure is sometimes the result of a shortage of employees with the requisite capabilities. The authors suggest that there is a need to redefine the processes of work. The researchers further suggest that an approach such as inspections must be in place to monitor employee performances.

#### **5.2.8 KEY FINDINGS ON WHAT DO THEY THINK MAY CAUSE THE COMMUNITY MEMBERS TO EMBARK ON SERVICE DELIVERY PROTESTS?**

There were mixed feelings or responses regarding this question. Some respondents supported the idea that the protests were the result of unfulfilled promises, limited budget, and vacant posts because of financial issues, whereas others thought that there is a great dependency on the government even if people can do things themselves. Others emphasised that the high volume of illegal connections necessitated rehabilitation, whilst some felt otherwise. What transpired in the study was that some respondents felt strongly that the protests are the result of unfulfilled promises.

The study concluded that politicians or municipal employees must not make promises when they know they cannot keep those promises, as they are creating false hope for communities. The rationale for this recommendation was confirmed by Nene (2016) who felt that politicians must refrain from false promises as they lead to service delivery protests

### **5.2.9 KEY FINDINGS ON WHETHER WARD 5 IS RECEIVING ATTENTION AND IS IT PRIORITISED?**

There was consensus amongst the participants in the study that Ward 5 is receiving attention, however, the housing manager felt that they are a little slow as municipal employees and others raised the issues of budget constraints and capacity. It became evident in the study that sometimes municipal employees are slow to deliver service. The study, therefore, recommends that municipal employees must consider value for money and speed up the processes although there are financial constraints. This was also recommended by Van der Waldt (2014) who suggests that to address limited financial support issues, responsive and innovative creative ideas in municipalities are needed.

### **5.2.10 KEY FINDINGS ON HOW DO THEY THINK SERVICE DELIVERY IN GEZUBUSO COULD BE IMPROVED?**

It emerged from the study findings that service delivery could be improved if people start to pay for services delivered to them since the municipality is facing financial issues and they need to upgrade the reservoirs. Others felt that they needed more staff and resources; and that people should be more involved rather than expecting more. The participants also emphasised the need for community engagements. The study recommends that it is important to note that even if people can afford to pay for the services rendered to them, they prefer not to pay. This, therefore, calls for the municipality to enhance their processes in order to make sure that those who afford to pay, including grant recipients, are paying to prevent theft. This is in line with the views of Reddy (2016) who suggests that there is still a lot that needs to be done post-1994 as the challenges are associated with limited financial support and failure of the citizens to pay for services rendered. Siddle and Koelble, (2012) cited in Picard and Mogale (2015) agree with Reddy's (2016) views by indicating that the issue is the public's expectations with regard to service delivery while limited finances are in place.

### **5.3 KEY FINDINGS ON THE INDUNA'S RESPONSES.**

#### **5.3.1 KEY FINDINGS ON WHETHER INDUNA INFORMS THE WARD COUNCILLOR ABOUT THE SERVICE DELIVERY ISSUES THAT HE HAS WITHIN THE COMMUNITY?**

The qualitative data collected from the induna through personal interviews revealed that the induna does inform the councillor about service delivery challenges. The study recommends that the induna must conduct a follow up with a councillor on whether the issues were resolved or not through engagements with the relevant parties. This is in line with Zulu (2016) who states that participation results in improved service delivery.

#### **5.3.2 KEY FINDINGS ON WHETHER THE INDUNA CONDUCTED COMMUNITY PARTICIPATION TO DISCUSS ISSUES WITH THE COMMUNITY?**

Different responses were received through the qualitative and quantitative data collected. The induna claimed that he conducted community participation, whereas the community members responded that no community participation was conducted. Due to the majority of the community respondents, it can be concluded that community participation was not conducted. The study recommends that the induna must take responsibility for his duties and ensure that he initiates community participation because that is where community needs can be heard. This suggestion could be modelled together with that of Sagoe (2017) who suggests that to solve service delivery challenges, leaders must account and be accountable to the downwards, for example, the community citizens and the upwards, national and provincial spheres.

#### **5.3.3 KEY FINDINGS ON IF THE ABOVE ANSWER IS YES, WHAT THOSE ISSUES WERE?**

Through qualitative data, the study was able to find out from the respondent that the only issues that were discussed by the induna together with the community members were that people must take their cattle for branding and the appointment of a councillor. The study can, therefore, conclude that no service delivery challenges were discussed by the induna with community members. It is, therefore, the recommendation of the study that the induna must engage with the community to discuss the issues. This is in line with the

KZN- COGTA Back to Basics for Municipal Government Strategy (2015) which was formulated and aimed at focusing on the local level to provide the services which are needed to meet the needs of the people, this included the more effective delivery of water, sanitation, electricity, roads and removal of waste and emphasises the need for engagement with the community.

#### **5.3.4 KEY FINDINGS BASED ON WHETHER THE WARD COUNCILLOR IS GIVEN CAPACITY BUILDING PROGRAMME RESEARCH OBJECTIVES?**

It emerged from the qualitative data of the councillor and the induna that the councillors are trained. However, the study can conclude even if councillors are trained, they do not perform their duties effectively based on the responses of dissatisfaction received from community members. This is in line with the findings of Zolani and Ogochukwu (2018) who state that even if there are provincial interventions for training, those who went to the training are not effective and efficient all the time in their operations. However, it is recommended that a trained person should perform duties more effectively.

#### **5.3.5 DO YOU HAVE LEADERSHIP SKILLS?**

The study revealed that although the induna believed he has leadership skills the community members are still complaining since some of the issues remain unresolved. This is in line with the Municipal IQ (2015) which indicates that issues of basics service delivery in KwaZulu-Natal province are not resolved with 15 % of service delivery protests compared to other provinces in South Africa. The recommendation of this study is in line with of Vyas-Doorgapersad (2010) cited in Chauke (2017) who recommends that municipalities are faced with the task of improving the quality and the number of services being delivered to the citizens

#### **5.3.6 WHAT WERE THE REASONS FOR PUBLIC PROTEST IN YOUR COMMUNITY?**

The councillor and the induna were not unanimous that protests occurred. The induna responded that there were no service delivery protests whereas the councillor confirmed

that there were three service delivery protests. It can be concluded that the induna is not fully trained to lead, or he was just providing false information because he did not recognise the protest issue. This is in line with Mbandlwa (2018) who explains that a good leader has passion, commitment, and the ability to recognise problems and seek solutions to the problems. It can be recommended that the induna must not hide any information as this can be a hindrance in solving issues.

### **5.3.7 WHO INITIATES DEVELOPMENT IN YOUR AREA?**

The qualitative data provided by the induna proved that it is only the councillor that initiates development. This is in line with Mbandlwa (2018) who found that ward councillors are regarded as the first line of service delivery and therefore their behaviour is highly monitored by the community because people will not have a problem with the councillors if they know the councillor is attempting to facilitate development. The study recommends that the induna must also be included in the development processes because that may enhance processes compared to a duty performed by an individual being the councillor.

### **5.3.8 WHAT HAVE YOU DONE SO FAR TO SHOW YOUR INTENTIONS IN SOLVING SERVICE DELIVERY ISSUES?**

The study found that induna has not performed anything in solving service delivery issues as he pointed out that most of the duties are performed by the councillor. Whereas the councillor revealed that there is a plan in place that he is currently working on to solve service delivery issues quickly. It can be concluded that the councillors are working alone in addressing the issues. In line with the views of the DDM model, Reddy (2018) suggests that historically disadvantaged countries have to develop structures that support and promote local involvement in defining the content and direction which the local government must follow in order to meet the socio-economic development. It is suggested that leaders must work together in addressing issues in order to enhance the manner in which issues are resolved.

### **5.3.9 WHAT DEVELOPMENT PROJECTS ARE YOU CURRENTLY INVOLVED IN TO EMPOWER YOUR COMMUNITY?**

The study found that the induna assists by introducing people to the chief when they want to start their businesses. It can be noted that sometimes the induna performs his responsibilities in as far as his duties are concerned. In line with Mbandlwa's (2018) assertion, leadership should at all times prioritise other people's values so that the programmes to be implemented will not have problems in the society, and the community members will feel part of the programmes which will help to reduce chaos in the community. This study recommends that the induna must always be willing to perform his duties

### **5.3.10 WHAT ARE THE OBJECTIVES OF THE ABOVE-MENTIONED PROJECTS?**

The study found that induna claimed that he has only been appointed for one year, so he has not performed most of the duties. The study recommends that from the day of the appointment the induna must start to perform his duties. This is in line with Mbandlwa (2018) who suggests that traditional leadership in different areas has to be accommodated and be transformed within the system to understand the main objectives of government and the communities.

### **5.3.11 WHAT CHALLENGES ARE YOU FACING IN TERMS OF SERVICE DELIVERY AND HOW ARE YOU CURRENTLY ADDRESSING THESE CHALLENGES?**

The study found that people do not want to follow instructions. They do as they please. The study found that if the person exceeds the allocated plot, the induna must assist in summoning those people to his court. If the issue remains unresolved, he must then take those people directly to the chief. These findings are similar to that of the White Paper on Traditional Leadership (2003:23) which states that the demarcation board established the manner in which areas should be demarcated and wards to be structured. This included people of different cultures and races, but this did not change the manner in which leaders behave or act towards the community and perform their duties. However, there is a



complication because traditional areas are defined in such a way that is difficult to ascertain the exact boundaries of the traditional authority concerned.

#### **5.3.12 WHAT ARE THE MOST CRITICAL SERVICES NEEDED FOR A COMMUNITY?**

The study found that the induna was not aware that basic services are limited in his area because when this question was posed to him, he only mentioned the need for petrol garages, clinics, and hospitals to be constructed close by. Whereas the councillor and Ward 5 community members mentioned the need for basic services such as water, electricity and roads and municipal employees are not united they work separately. The study also found that a lot of people are moving from urban areas to rural areas as a result one electricity transformer is unable to service the increased number of people. It can be concluded that the induna does not work with the community since he is not even aware of the community needs. The study recommends that the induna must conduct community engagements for him to be aware of the community needs. This is in line with the principle of batho pele which emphasises the need for consultation in order to identify community needs to avoid delivering unnecessary services. Reddy (2018) suggests that historically disadvantaged countries have to develop structures that support and promote local community involvement in defining the content and direction which must be followed to meet the required needs with regard to the development

#### **5.3.13 HOW DO YOU INVOLVE THE COMMUNITY IN SUPPORTING SERVICE DELIVERY?**

From the qualitative and quantitative data, the study found that the induna has not performed any tasks involving the community in supporting service delivery, as he pointed out that he is newly appointed. It can be concluded that there are no community engagements as per community ratings in the quantitative data. It is the view of this study that leaders must work together with the community in addressing issues to enhance the manner in which issues are resolved. The above views put forth by Reddy (2018) suggests that in order to solve service delivery issues, the historically disadvantaged

countries have to develop structures that support and promote local community involvement.

#### **5.3.14 WHAT IS YOUR RELATIONSHIP WITH THE MUNICIPALITY AND THE COUNCILLORS?**

The study found that whenever there is a meeting, the councillor invites the induna. It can be deduced that they are working together. This is in line with Mdlalose (2016) who suggests that there should be an element of togetherness. The author suggests that service delivery challenges are caused by administrators within the municipalities because they do not sit on the highest decision-making body of the municipality and the municipal council.

### **5.4 COUNCILLOR'S FINDINGS**

#### **5.4.1 KEY FINDINGS ON ARE YOU HAPPY WITH THE SERVICES THAT THE MUNICIPALITY IS PROVIDING TO YOUR COMMUNITY?**

From the qualitative and quantitative data, the study found that Ward 5 residents are not happy since it is affected by service delivery challenges because they are behind in the development of infrastructure, especially roads. It can be concluded that Ward 5 is behind in terms of service delivery. It is recommended that although we are aware that the municipal funds are limited, municipal employees must make it a priority to ensure that basic services are delivered. This is in line with Kleynhans and Coetze (2019) who found that municipal employees lack good financial management skills required to render effective basic services. The researcher suggests that the municipal council and administration should have the necessary competencies to execute their functions and the broader socio-economic and political objectives of the state to be optionalised

#### **5.4.2 DO YOU FEEL THAT YOUR WARD IS BEING NEGLECTED BY THE MSUNDUZI MUNICIPALITY?**

The study found that sometimes councillors receive services but sometimes they do not since municipal employees' work is based more on political favoritism. It can be

concluded that some councillors are neglected by municipal employees. It is recommended that the municipality should have complaint/suggestion boxes. This is in line with Mbandlwa (2018) who found that municipalities do not provide proper assistance to the ward councillors. Consequently, miscommunication on what becomes the responsibility of ward councillors, and the responsibility of municipal officials have badly impacted service delivery. When the ward councillors lack an understanding of the by-laws, it becomes problematic because they cannot facilitate the process of ensuring that all municipal officials abide by the by-laws.

#### **5.4.3 DO YOU FEEL THAT YOUR WARD IS AFFECTED BY POOR SERVICE DELIVERY?**

The study found that Ward 5 is affected by service delivery challenges since they are behind in the infrastructure of roads and electricity. It can be concluded that Ward 5 is behind in terms of service delivery. It is recommended that although we are aware that the municipal funds are limited. The municipal employees must make it a priority to ensure that the basic services are delivered. This is in line with Kleynhans and Coetze (2019) found that municipal employees lack good financial management skills required of them to render effective basic services. It is suggested that the municipal council and administration should have the necessary competencies to execute their functions and the broader socio-economic and political objectives of the state to be optionalised

#### **5.4.4 DO YOU THINK THAT THE OFFICIALS IN THE MUNICIPALITY HAVE THE CAPACITY TO DELIVER THE SERVICES YOUR WARD NEEDS TIMEOUSLY AND EFFECTIVELY?**

The study found that some officials are capacitated but some are not since they work based on political favoritism. It can be concluded that some councillors are neglected by municipal employees. Based on the above it is recommended that the Msunduzi Municipality employees deliver basic services in rural areas equally to the urban areas with a specific reference to water, electricity, sanitation and housing. This is in line with

Dlamini and Reddy (2018) who indicate that a lot needs to be done since the status of the historically disadvantaged communities have not changed.

#### **5.4.5 ARE ANY AVENUES AVAILABLE TO YOU AS THE COUNCILLOR TO EXPRESS THE LEVEL OF DISSATISFACTION WITH THE MUNICIPALITY SERVICES?**

The study found that the councillor has avenues such as the caucus, but he goes to the GM for assistance. It can be concluded that the councillor reports the issues to a higher authority. The study recommends that in future, the councillor must keep the community members updated because the quantitative data revealed that community members were not aware that the councillor was trying to solve the issues. Mbandlwa (2018) confirms that lack of proper communication between ward councillors and the community has been identified as the biggest challenge that affects service delivery. Zulu (2016) remarks that increased community participation results in solved problems and local development will be more relevant for households.

#### **5.4.6 HAVE YOU RAISED YOUR CONCERNS TO THE CITY MANAGER?**

The study found that the councillor reports issues as evidenced by the assistance that was received from the city manager for the road to be constructed. It can be concluded that the councillor reports the issues. The study recommends that in future the councillor must keep the community members updated because the quantitative data revealed that community members were not aware that the councillor was trying to solve the issues. The reasons behind the service delivery interruptions are noted by Monkam (2014) cited in Khambule and Mtapuri (2018) who declared that there has been an increasing number of social and service delivery issues as a result of the lack of accountability in South Africa.

#### **5.4.7 IF THE ANSWER TO THE ABOVE QUESTION IS YES, WHAT INTERVENTIONS WERE PUT IN PLACE TO ADDRESS YOUR WARD CONCERNS AND DID YOU SEE ANY CHANGES FOR THE BETTER AFTER THE INTERVENTIONS?**

The councillor's response in this regard was that he was still waiting for interventions. The study recommends that while councillors are waiting for interventions, they must also try to use the risk management tools to address other issues before they can even occur. This is suggested by Naing (2017) who emphasised the use of the early warning system (EWS) as a tool to enable municipal service delivery to succeed. The author pointed out that this tool plays a vital role in addressing service delivery issues because early signals on important problems reduce the risk and improve service delivery performance.

### **5.5 SUMMARY OF CONCLUSIONS**

The study concluded from the summary of the key findings presented above, that when municipality employees, Eskom workers, the induna and the councillors participate in service delivery programmes, they do not do so for frivolous reasons or to earn a salary; they participate because they see the need, value and importance of service delivery. It is also the conclusion of this study that municipal and Eskom workers are trying their best to deliver services so far. The study also concluded that the community feels neglected by the councillor since they rarely conduct community engagements in which the councillor is available to understand the needs of the community. It can, therefore, be concluded that the councillor and induna are perceivers; they do not consult with the community and account to community members. This was informed by the evidence that the councillor gave in as far as service delivery is concerned.

## 5.6 SUMMARY OF RECOMMENDATIONS

The following recommendations are made, after careful analysis and discussion of the information obtained from this research. The recommendations of the study can be summarised as follows:

- National government should provide more financial support to address service delivery challenges because the majority of the municipal staff are willing to address rural areas service delivery issues.
- Training should be provided even to lower-level municipal administrators because everyone plays a role in service delivery.
- Community engagements where citizens raised their concerns to the municipality and community councillor must be performed to ensure that there is consultation.
- The municipality should ask for more funding from the national government to acquire more vehicles to ensure that delays do not occur when delivering services to communities.
- The Gezubuso community members must take the initiative to solve service delivery challenges.
- Municipality employees must not display favouritism in certain areas; issues are to be resolved equally regardless of whether you know that councillor or not.
- Citizens must not be dependent on free services; those who can afford to pay must pay. This will help the municipality to have more funds to address the issues because the municipality does not deal only with Gezubuso, there are other wards as well.
- There should be a suitable relationship with the municipality and governmental support structures that could perhaps provide the necessary assistance to service delivery challenges in the area.
- The induna and the landowners must not allocate plots to everyone after the Msunduzi Municipality has done the site inspections and created their plans to resolve service

delivery issues because this interferes with the plans. If they need to allocate sites, they must report it to the municipality so that municipality can plan accordingly.

□ All municipality units must work together to address issues, such as water, housing, roads, sanitation and electricity. The use of the DDM model will help to speed up processes.

## **5.7 PROPOSED FURTHER STUDIES**

It is recommended that further research be conducted to understand issues regarding this subject in greater detail. The following topics concerning service delivery challenges deserve to be further investigated:

- The role of community engagement in service delivery decision-making.
- Mentorships of community members and municipal employees as an intervention for service delivery development in rural areas.
- Role of non-governmental organisations (NGOs) in stimulating service delivery development activities.

Future research needs to involve NGOs, communities, municipalities, and other relevant government departments. This research was only limited to the uMsunduzi Local Municipality and Gezubuso area, therefore, further research could also include municipalities from other areas in the province of Kwa-Zulu Natal, nationally and internationally.

This research study did not provide case studies about the role of other municipalities in stimulating service delivery since there is insufficient information on the topic. Therefore, it is recommended that future researchers in other areas from other municipalities use this research as a case study.

## **5.8 CONCLUSION**

The major findings of the study have been set out in this final chapter. This chapter also presented recommendations for future research. The sample design, with 61 respondents, including the Msunduzi local municipality, was satisfactory. The personal delivery of the questionnaire and face-to-face interviews ensured more detailed responses and commitment to the research process. The receptiveness of the respondents, as well as the accessibility of the municipality official, eased the data collection process.

The study attempts to contribute to the existing knowledge regarding service delivery challenges in rural communities, which various authors have touched on, as opposed to depending on unreliable evidence. It is hoped that the research findings will inspire municipalities, government spheres, rural communities, other departments and NGOs in providing the necessary support and assistance required to solve service delivery challenges in historically disadvantaged rural areas, so that they may pursue service delivery development freely.

It is apparent that the promotion of service delivery in rural areas is a field that requires public-private partnership and collaboration. Therefore, bringing various partners closer together on a national, regional and local level may be of assistance in unshackling red tape for service delivery development in rural areas.



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# APPENDIX

## APPENDIX A - LETTER OF INFORMATION



**Title of the Research Study:** Service delivery challenges in rural communities of the Msunduzi Municipality

**Principal Investigator/s/researcher:**

**Co-Investigator/s/supervisor/s:**

**Brief Introduction and Purpose of the Study:**

as a foundation from which the proposed study will draw a construct knowledge, there are some frameworks and legislations with regards to the service delivery in a local sphere of government that have been identified. It is crucial to take into consideration that this study will not be guided by one model or theory. However, there are certain theories that are widely used in all municipal institutions in the whole world. Most of the researchers who have conducted the research on service delivery challenges found that the lack of capacity had become a leading problem for service delivery provision.

**Outline of the Procedures:**

You will be issued the questionnaires to fill your own space and time. You will however be informed of the possible time and date in which the questionnaires will be collected by the researcher. Unstructured interviews will be conducted with the specialized employee's official's personnel which comprises of the administrative employees, clerks for work records, questionnaires will be administered in your respective sections. After the collection of questions by the researcher, that will make the end of your participation in the study.

**Risks or Discomforts to the Participant:**

Not applicable

**Benefits:**

Your beneficitation from this study will be indirect. This is in a sense the Msunduzi Municipality may consider using the outcomes of the study to revisit its communities based on what will be the possible benefits after this study. The researcher is already busy reading literature reviews by other studies to find the gaps that haven't been addressed by other researchers in order to be able to address the service delivery challenges and provide the solutions.

**Reason/s why the Participant May Be Withdrawn from the Study:**

You are granted a right to withdraw your participation in the study at any time if you feel like you no longer interested or comfortable with participating. This withdrawal will also not cause any harm or any bad consequences for you.

**Remuneration:**

Participation is voluntary. You will not get any remuneration for participating in this proposed study.

**Costs of the Study:**

You will not be required to pay any monetary contributions to cover any costs in this study.

**Confidentiality:**

You will not be required to give or share your identities in terms of personal details. Each data shared will be treated strictly confidential

**Research-related Injury:**

There can be no research related injuries that could be sustained by yourself, since the nature of the study will not expose you to any form of injury

**Persons to Contact in the Event of Any Problems or Queries:**

In the event where there is any problem relating to the proposed study, please contact Dr. A. Ntshangase (Supervisor) at .....(mobile) or 031 907 7122 Please contact the co supervisor at 0726433191(mobile) or 031 373 2375(office). You can also contact the researcher at 0738022426 (mobile) 0828312947 (home) or the Institutional Research Ethics administrator on 031 373 2900. Complaints can be reported to the DVC: Research Innovation and Engagement Prof S Moyo at [dvcric@dut.ac.za](mailto:dvcric@dut.ac.za)

**General:**

Potential participants must be assured that participation is voluntary and the approximate number of participants to be included should be disclosed. A copy of the information letter should be issued to participants. The information letter and consent form must be translated and provided in the primary spoken language of the research population e.g. isiZulu.

## APPENDIX B - CONSENT



### Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, Nobuhle Princess Chule (name of researcher), about the nature, conduct, benefits and risks of this study - Research Ethics Clearance Number: \_\_\_\_\_,
- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

\_\_\_\_\_  
**Full Name of Participant  
Thumbprint**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Time**

\_\_\_\_\_  
**Signature / Right**

I, \_\_\_\_\_ (name of researcher) herewith confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

\_\_\_\_\_  
**Full Name of Researcher**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Full Name of Witness (If applicable)**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Full Name of Legal Guardian (If applicable)**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Signature**



***Please note the following:***

Research details must be provided in a clear, simple and culturally appropriate manner and prospective participants should be helped to arrive at an informed decision by use of appropriate language (grade 10 level - use Flesch Reading Ease Scores on Microsoft Word), selecting of a non-threatening environment for interaction and the availability of peer counseling (Department of Health, 2004)

If the potential participant is unable to read/illiterate, then a right thumb print is required and an impartial witness, who is literate and knows the participant e.g. parent, sibling, friend, pastor, etc. should verify in writing, duly signed that informed verbal consent was obtained (Department of Health, 2004).

If anyone makes a mistake completing this document e.g. wrong date or spelling mistake a new document has to be completed. The incomplete original document has to be kept in the participant file and not thrown away and copies thereof must be issued to the participant.

**References:**

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## APPENDIX C



Faculty of Management Sciences

Department of Public Management & Economics

Date

Dear Participant

You are participating in a study titled **“Service delivery challenges in Gezubuso rural area of the Msunduzi Municipality”**

We would greatly appreciate your assistance in completing the questionnaires as part of a survey on perspectives of service delivery challenges within your institution.

The results of this study will assist the Msunduzi Municipality to tailor the implementation of the remedial actions to address the service delivery challenges in Pietermaritzburg areas in particular and elsewhere in the country. The questionnaire is anonymous, and all the responses will remain strictly confidential and will be used for academic purposes only.

Thank you in advance and we really appreciate your time and effort in filling out this questionnaire. Should you require additional information concerning this research project you may contact us as follows:

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Supervisor / Promoter

Contact Details

Email:

Signature:

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Co-Supervisor/Co-Promoter:

Contact Details

Email:

Signature:

## **APPENDIX D**

### **INTERVIEW SCHEDULE FOR MSUNDUZI MUNICIPAL WORKERS**

1. What is the benchmark or criteria you are using to deliver services to the community of Gezubuso?
2. Based on the above are you happy with that benchmark or criteria, If so, why?
3. What are the challenges that you normally encounter in your endeavour to deliver services effectively and efficiently?
4. What do you suggest should be done to eliminate these challenges?
5. Does the municipality give you the training courses like service delivery skills development courses to capacitate you to deliver services?
6. Do you feel that your office has skilled employees or the equipment's required to deliver services timeously and effectively?
7. If so, why?
8. How do you estimate/ assess the usefulness of your services in Gezubuso?
9. What do you think may have caused the community of Gezubuso to embark on service delivery protests?
10. Do you think this community is receiving basic services or attention from the municipality?
11. How do you think service delivery in Gezubuso area could be improved?

## Close ended Questionnaire for Gezubuso rural area community members

### A GENERAL INFORMATION

Please indicate with a tick.

#### 1. Experience

Please indicate for how long you have stayed in the Gezubuso rural area by ticking the appropriate box.

1 year

2 years

3 years

4 years

5 years or more than 5 years

#### Age

Please indicate your age by ticking in the appropriate box

30-45 years

46- 55 years

1. Are you happy/ satisfied with the services delivered in your rural area?

yes	no	I do not know
-----	----	---------------

2. Does your community councillor solve service delivery challenges early?

yes	no	I do not know
-----	----	---------------

3. Have you ever been involved in any service delivery protests and do you feel safe here?

yes	no	I do not know
-----	----	---------------

4. Effort has been made to solve service delivery issues?

yes	no	I do not know
-----	----	---------------

5. Does your municipality conduct inspections that involve visit to areas where the community delivery of services is undertaken?

yes	no	I do not know
-----	----	---------------

6. As the community member have you take any action to solve those service delivery challenges?

yes	no	I do not know
-----	----	---------------

7. Does the Msunduzi Municipality delivers the basic services such as houses, water, sanitation and electricity which are crucial for the citizens, and which plays a major role in the lives of the citizens

yes	no	I do not know
-----	----	---------------

8. Does your local councillor conduct community engagements to discuss service delivery challenges with community members?

yes	no	I do not know
-----	----	---------------

9. How often does your local councillor conduct community engagements?

daily	weakly	monthly
-------	--------	---------

10. How many times have the above-mentioned service delivery challenge occurred in the last five years?

1	2	3	4	More than 5
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Thank you for taking your time to fill in this questionnaire.

**END OF QUESTIONNAIRE.**

## **INTERVIEW SCHEDULE FOR COUNCILLOR**

1. Are you happy with the services that the municipality is providing to your community?
2. What do you think are the reasons behind the municipal challenges to deliver basic services to your ward as a councillor?
3. As a community councillor which services do you believe are lacking more?
4. What you are planning to do as a community councillor to ensure that the above-mentioned lacking services are delivered?
5. Do you feel that your ward is being neglected by Msunduzi Municipality?
6. If the answer in the above question is yes, explain what could be the reason for this neglect?
7. Do you feel that your ward is affected by the poor service delivery? If yes, how?
8. Do you think that officials in the municipality have capacity to timeously and effectively deliver services to your ward?
9. Are there any avenues available to you as councillor to express your level of satisfaction with the municipality services?
10. Have you raised your ward concerns to the city manager?
11. If the answer in the above question is, yes, what interventions were put in place to address your ward concerns and did you see any better change after those interventions?
12. How many public protests have taken place in your ward over the past five years?

## **INTERVIEW SCHEDULE FOR INDUNA**

1. Do you inform your ward councillor about the service delivery issues that you have in your community?
2. As Induna of the community, have you ever made some community participations to discuss issues with community?

3. If the answer in the above question is yes. What were those issues?
4. Is you ward councillor given the capacity building programme?
5. Do you have leadership skills?
6. What were the reasons for public protest in your community?
7. What were the actions taken after the public protest?
8. Who initiates development projects in your area?
10. What have you done so far to show your intentions in solving service delivery issues within your community?
11. What developmental projects are you involved in to empower your community?
12. What are the objectives of the above-mentioned projects?
13. How successful are these projects?
14. What challenges are you facing in terms of service delivery?
15. How are you currently addressing these challenges?
16. What are the most critical services needed for your community?
17. How do you involve the community in supporting service delivery?
18. What do you think can be done in order to improve service delivery in Msunduzi Municipality?
19. What is your relationship with the municipality, and councillors?

## APPENDIX E



The Msunduzi Municipality

Pietermaritzburg Management Area- KwaZulu-Natal

Dear sir/madam

The following matter refers to:

1. I am a student at Durban University of Technology pursuing my Master's studies this academic year (2019). The title of my study is "Service delivery challenges in Gezubuso rural area of the Msunduzi Municipality"
2. I would like to solicit your assistance in acquiring the permit to access the Msunduzi Municipality in Prof Nyembezi building, 3<sup>rd</sup> floor for Water information, A.S. Shade building 1<sup>st</sup> floor for electricity information and Gullau lane building for housing information as well as the personnel who are classified as the Administrative, that is Official employees and Record Keepers being the registry employees.
3. I would also like to appeal to your office to assist me with identifying the Official employees to whom interviews will be conducted with for the purpose of the proposed study.
4. The results of the study will be solely used for academic purposes. However, your department will be at liberty to use the study outcomes for future policy reviews.
5. Please kindly give me your gate keeper's letter, the university request it as an approval that I am given authority to conduct a study.
6. For any further information, you can contact me.

Thanking you kindly as I await your positive consideration and response.

Kind regards.

## APPENDIX F- GATE KEEPERS LETTER

### ***The Msunduzi Municipality*** **OFFICE OF THE MUNICIPAL MANAGER**

Private Bag X 321  
Pietermaritzburg  
3200  
(033) 392 2882

City Hall, Chief Albert Luthuli Street  
Pietermaritzburg  
3201  
[www.msunduzi.gov.za](http://www.msunduzi.gov.za)



Enq: M C Jackson

Tel. 033 392 2882

E-mail: [madeleine.jackson@msunduzi.gov.za](mailto:madeleine.jackson@msunduzi.gov.za)

26 JUNE 2019

Dear Nobuhle Chule  
As per email: [nobuhlechule4@gmail.com](mailto:nobuhlechule4@gmail.com)

#### **AN ASSESSMENT STUDY ON THE SERVICE DELIVERY CHALLENGES IN A DISTRICT MUNICIPALITY: A CASE OF THE MSUNDUZI MUNICIPALITY**

Your correspondence regarding the above has reference.

Please be advised that you hereby granted permission to conduct your research within Msunduzi Municipality, subject to the following conditions:

- (i) Letter from your institution confirming ethical clearance;
- (ii) Ensure that the Office of the City Manager is informed when you commence your research in the municipality.
- (iii) You will forward a copy of the completed research report to the Office of the Municipal Manager, c/o Ms. Madeleine Jackson as per the above contact details;
- (iv) None of the information and/or findings obtained during the research project will be used to construe the Municipality in a negative light and/or against the Municipality in any court of law.
- (v) The municipality will not be responsible and expected to provide resources for your study such as transport, research assistants, etc.
- (vi) The municipality must be informed of any publication or paper that will be published or presented containing municipal information.

I trust the above is in order

Sincerely,

**MADELEINE JACKSON**  
**SENIOR MANAGER: OFFICE OF CITY MANAGER**

---

#### **OFFICE OF THE CITY MANAGER**

Telephone/uCingo: 033 3922002  
Facsimile/iFekisi: 0868047309

Private Bag / Isikhwama: X321  
Pietermaritzburg/ePietermaritzburg 3200



## APPENDIX G – EDITOR’S CERTIFICATE

### Sury Bisetty Academic Editing Services

CIPC No. 2021/360666/0



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To whom it may concern,

I confirm that I have edited the thesis entitled: Service Delivery Challenges in Gezubuso rural area of Msunduzi Municipality, submitted in fulfilment of the requirements for the degree of Master’s in Management Sciences: Public Administration in the Faculty of Management Sciences at the Durban University of Technology by **Nobuhle Princess Chule**, Student number 21403562.

*Sury Bisetty*  
*10 August 2021*

---

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### CONTACT DETAILS

Email: [surybisetty11@gmail.com](mailto:surybisetty11@gmail.com)

Cell no: 0844932878

Tel.: 031 7622 766

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Disclaimer: I provided only **language and technical editing** as per discussion with the client. **The content of thesis was not amended in any way.** The edited work described here may not be identical to that submitted. The author, at his/her sole discretion, has the prerogative to accept, delete, or change amendments/suggestions made by the editor before submission. Furthermore, I returned the document to the author with tracked changes; it is the responsibility of the author to implement the suggestions accurately.

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