



**ENHANCING SERVICE DELIVERY AND LOCAL DEMOCRACY THROUGH
COMMUNITY PARTICIPATION IN MADIBENG LOCAL MUNICIPALITY**

by

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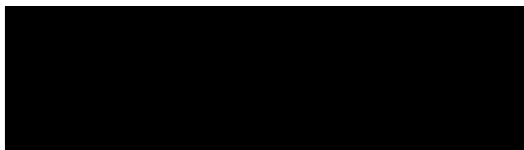
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September 2021

DECLARATION

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ABSTRACT

Poor service delivery and the lack of community participation in local government affairs are perceived by many citizens as undermining constitutional democracy and the government's vision of building a developmental state. When these challenges are not addressed, the developmental agenda of the National Development Plan (NDP) and other national imperatives may not be achieved. This research investigated the role of community participation in enhancing service delivery in Madibeng Local Municipality in the North West Province of South Africa. The main aim was to explore the extent to which effective and efficient community participation strategies can promote local democracy and quality service delivery in this municipality. The literature reviewed in this study revealed that since the first local government elections in 1995, much has been achieved to improve the status of municipalities so that they provide quality services to their communities. The study adopted the New Public Management (NPM) theory, which concurred with the literature of the study that municipalities should use innovative methods for improving their service delivery systems and that they should be guided by the values of good governance and comply with private-sector principles rather than the rigid hierarchical bureaucracies. The study used a quantitative methodology to collect quantitative data from the sample of 200 community members and qualitative data from a sample of 12 municipal officials of Madibeng Local Municipality. The quantitative findings revealed that despite the existing challenges that delay service delivery, the municipality has community participation strategies that will need to be intensified so that the municipality may efficiently execute its service delivery mandate. Furthermore, these findings demonstrated dissatisfaction and frustrations of the citizens about the poor pace of service delivery and the failure of the municipality to facilitate socio-economic opportunities in the form of youth and adult employment. To prioritise service delivery and the general well-being of local citizens, the study recommended a holistic restructuring of the municipality which will promote active collaborations between the municipality and various municipal stakeholders. The use of innovative technologies in the municipality was also recommended due to their efficiency and effectiveness.

Keywords: Community participation; service delivery; local government; local democracy; Madibeng Local Municipality.

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CHAPTER ONE

INTRODUCTION AND OVERVIEW OF THE STUDY

1.1 INTRODUCTION

Poor service delivery and the escalation of service delivery protests in most communities in South Africa are detrimental to the country's constitutional democracy and further undermine the government's vision of building a developmental state. If service delivery challenges are not mitigated, South Africa's vision to become a developmental state and the implementation of the National Development Plan (NDP) and Sustainable Development Goals (SDGs) in 2030 may not be realised. This implies that poverty, inequality and unemployment levels are exuberated and that South Africa remains an undeveloped state that fails to meet the basic human rights of its indigent communities. With the collapse of the apartheid state in 1994, the new Constitution established three spheres of government, including national, provincial and local governments. It was anticipated that through community participation, local government would engage ordinary citizens in policy planning and robust debates in its mission to facilitate service delivery and local democracy. The anecdotal evidence points to the realities that reflect the failure of local government to address service delivery backlogs and to entrench democratic values in the community. Against this background, this study investigated the role of community participation to enhance service delivery in local government with specific reference to Madibeng Local Municipality. The main aim of the study was to explore the extent to which effective and efficient community participation strategies can improve local government service delivery. The outline of this introductory chapter consists of the research problem and background, research objectives and key questions that guided the study, synopsis of the theoretical framework and research methodology. It concludes with a summary of chapters that constituted the study.

1.2 BACKGROUND

The establishment of local government in South Africa owes its history to the colonial era of the Dutch and British hegemonies. Both countries crafted and paved the way for the municipal governance system in South Africa between 1652 and 1806 (Tsatsire and Raga, 2009:129). Of significance about this history is when Britain exercised its influence over South Africa in 1910 and ensured that local government was established along with the characteristics of

marginalisation, isolation and exclusion for non-white communities (Bekker and Jefferey, 1996:29). However, the introduction of the democratic order in South Africa in 1994 dispelled all forms of inequalities and resulted in the decentralisation of services. Local government was entrusted with the responsibility to ensure good governance in its operations and to deliver quality service to the majority of the South African citizens that were marginalised and dehumanised by the apartheid government (Bekker and Jefferey, 1996:33). To this end, the democratic government has acknowledged and recognised the role of local government in re-shaping the lives of approximately 58 million citizens by fulfilling their service delivery needs. At the onset of the democratic system of local government, 800 municipalities were established to serve communities. This number of municipalities was later reduced to 283 in 2000 and again to 278 in 2011. Currently, there are 257 municipalities that were created after local government elections in 2016 (Co-operative Governance and Traditional Affairs [COGTA], 2017:12). Municipalities are required by legislation to engage citizens in their service delivery planning. Community participation in municipal affairs is a crucial practice of good governance and allows citizens to make their inputs in the government's development programmes. Marzuki (2015:21) elaborates that community participation in government activities will "potentially influence social or personal changes amongst community members, which can then be used to incorporate diverse public interests and thus accord people with the right to participate in decisions that will affect their lives".

Sibanda (2012:1) explains that the government's commitment to improving service delivery through local government is reflected in two key documents, including the Constitution of the Republic of South Africa of 1996 and the White Paper on Local Government (1998). In the case of the Constitution, Section 40(1) and 40(2), is a critical sphere of government that encourages inclusive development through active co-operative governance. Moreover, Section 152 mandates the local government to enhance service delivery and promotes local democracy; fulfil socio-economic opportunities for local citizens, ensure safe and hygienic living conditions for communities, and work closely with its communities to ensure successful delivery of services (RSA, 1996). The White Paper on Local Government (1998) encourages local government to play a developmental role. This can only be achieved when the local government delivers efficient and effective community services (RSA, 1998). In addition, the White Paper of Local Government (1998) describes the history of local government under apartheid as the origins of the problems that are currently faced by indigent communities in

South Africa (RSA, 1998). It is evident through these constitutional imperatives that service delivery is a basic necessity that cannot be compromised and that the government has since 1994 formulated many initiatives to assist local governments to deliver services that meet the expectations of the citizens. The efficient and effective system of the local governments is also a prerequisite for building public administration that is responsive to the need of the citizens, accountable and remain open to public scrutiny (Sibanda, 2012:2).

Local government policies that have been formulated since 1994 to professionalise and enhance local government operations have critical roles to play in terms of democratising communities and fulfilling the developmental roles of local governments (Institute for Democracy in South Africa [IDASA], 2010:1). For this to happen, municipalities must have efficient institutional structures that work towards policy implementation. Such structures must also assist municipalities to participate in the country's developmental mandate that aims to achieve visions of the NDP and SDGs in 2030. While the current structure of local governments experiences many challenges providing quality services, the impacts of the apartheid legacy which created the existing pattern of inequalities particularly in the rural municipalities cannot be ignored (Sibanda, 2012:12). This view is also shared in the White Paper of Local Government (1998) which describes the history of local government under apartheid as the origins of the problems currently faced by local governments. The key challenges affecting service delivery and community participation more specifically in Madibeng Local Municipality and generally in local government are discussed in the below section.

1.3 PROBLEM STATEMENT

The majority of the South African municipalities have since 2004 experienced numerous protests over poor service delivery. The studies conducted by Tshishonga and de Vries (2011); Sibanda (2012); Reddy (2016) and Nkomo (2017) indicate that poor service delivery in local government is attributed to the lack of capacity for policy implementation, poor working relations between local government strictures, poor municipal leadership, political intolerances, political interference and failure to implement community participation strategies. In highlighting service delivery challenges facing municipalities, Siddle and Koelble (2016:3) stress the existence of huge discrepancies between policy and public expectations of service delivery by municipalities; poor capacity, notably leadership capacity, resource constraints. Reddy (2016) alerts that most municipalities in South Africa, especially those located in the

rural areas are ill-prepared and ill-equipped to take on the roles and responsibilities that are enshrined in Chapter 7 of the Constitution.

Similar to other municipalities in South Africa that lack capacity for service delivery, Madibeng Local Municipality experiences its own institutional challenges which began in 2009 when the Co-operative Governance and Traditional Affairs (CoGTA) presented the allegations of fraud and corruption against the officials of the municipality (CoGTA, 2014). Consequently, on 10 November 2009, the Special Investigating Unit (SIU) was mandated by the North West Provincial government to probe Madibeng Local Municipality on charges of fraud and corruption that have contributed to the lack of service delivery. This was followed by service delivery protests within the municipality where issues of unsatisfactory and dysfunctional governance systems, maladministration, and inappropriate allocation of resources were identified as a cause of public discontent (City Press, 16 July 2014).

The municipality is characterised by huge service delivery backlogs, particularly in water and sanitation, electricity, housing and infrastructure development. The challenge is further worsened by the existence of high levels of unemployment, crime and inequalities (IDP, Review 2014-2015). The report by Health and Development Africa (2009:11) also states that Bonjanala District Municipality has the third-highest HIV prevalence of all districts in South Africa. The aim and objectives for conducting this study are explained in the below section.

1.4 AIM AND OBJECTIVES OF THE STUDY

The main aim of the study is to explore the extent to which effective community participation strategies can improve local democracy and service delivery in local municipalities with specific reference to Madibeng Local Municipality. Based on this aim, the basic objectives of the study are to:

- Identify factors that may increase efficiency in service delivery in Madibeng Local Municipality;
- Evaluate progress made by Madibeng Local Municipality in aligning its operation with local government legislation;
- Review the relevancy of community participation strategies of Madibeng Local Municipality to enhance local democracy and improve service delivery;

- Examine the role of various municipal stakeholders that help the municipality to increase its capacity for service delivery; and
- Suggest recommendations that may contribute to service delivery improvement more broadly in local government and specifically in Madibeng Local Municipality.

1.5 RESEARCH QUESTIONS

In line with the objectives guiding the study, the key questions of the study are listed as follows:

- What are the factors that may increase efficiency in service delivery in Madibeng Local Municipality?
- What is the progress made by Madibeng Local Municipality in aligning its operation with local government legislation?
- What is the relevance of community participation strategies of Madibeng Local Municipality in enhancing local democracy and improve service delivery?
- What is the role of the various municipal stakeholders that help the municipality to increase its capacity for service delivery?
- What recommendations can be suggested to contribute to service delivery improvement more broadly in local government and specifically in Madibeng Local Municipality.

To address objectives and respond to the key research questions, the broad discussions on literature review, theoretical framework and research methodology are presented in Chapter 2 of this study.

1.6 SIGNIFICANCE OF THE STUDY

Maillard (2013:1) describes the significance of the study as the process whereby the researcher reflects on the extent of the value the study will make in terms of contributing to the body of knowledge. Service delivery and community participation are the key functions in public administration, therefore this study is designed to contribute to the expertise in local government and to more policy formulation for improving service delivery. Additionally, the study has a particular significance to shed light on the functions of local government towards the alleviation of poverty and inequalities at the community levels in South Africa.

1.7 JUSTIFICATION OF THE STUDY

Local government is the sphere of government closest to the people. It consists of structures called ‘municipalities’ regarded as the sphere of government that is designed to ensure that services reach communities timeously. The study is therefore conducted to investigate the processes involved in executing this constitutional mandate and further to devise strategies that can assist municipalities to deal with service delivery challenges such as service delivery protests. It is also assumed that the conclusions drawn and recommendations of the study would contribute to more policy formulation for enhancing service delivery and community participation at Madibeng Local Municipality.

1.8 PRELIMINARY LITERATURE REVIEW

A literature review compiles and evaluates the research available on a certain topic or issue that you are researching and writing about (Caruso, 2012:53). Similar to this, Creswell (2009:29) states that literature review “means locating and summarising the studies about a topic. Since local government, service delivery and community participation are constitutional matters, it was essential for the current study to review and synthesise the available information on the literature with the study to create coherence and alignment. Miron and Moel (2006) advise that an accurate literature review should be underpinned by the principles involving summary, synthesis, analysis and evaluation. In other words, this implies that a literature study should be clear in terms of providing strong and concise arguments and the researcher should provide an in-depth evaluation of the literature to support the arguments of the study. The literature of the study reviewed the state of local government in South Africa, in the post-apartheid era. The emphasis of the literature review was on local government restructuring and transformation in South Africa and its resultant implications on service delivery and the various policies and strategies that aim to improve service delivery and community participation.

1.9 THEORETICAL FRAMEWORK

In explaining the role of the theories in academic disciplines, MacArthur (2007:2) states that theories that gain recognition in a discipline shape the field, help define the scope of practice, and influence the training and socialisation of its professionals. In more general terms, theories refer to the set of interrelated concepts, definitions, and propositions that explains or predicts events or situations by specifying relations among variables (Heaney, 2010:129). Therefore,

for this study, the New Public Management (NPM) theory was selected to explain how service delivery could be enhanced through proper community participation strategies. In some instances, these explanations were more general because Michaelson, (2002:77) postulates that the notion of generality, or broad application, is important, thus, theories are by their nature abstract and not content or topic-specific (Heaney, 2009:109). Similarly, the theory allows the researcher to make links between the abstract and the concrete; the theoretical and the empirical; thought statements and observational statements (Millan, 2012:93). Totawa and Rowman (2000:8) elaborate that, usually, a theory is used, not only to understand the world better, but also to provide a basis for policy. In this study, this assertion links with the fifth objective of the study which seeks to contribute towards a policy formulation that will assist to deepen democratic processes at the local government level.

1.10 APPLICATION OF THE NEW PUBLIC MANAGEMENT THEORY IN THE CURRENT STUDY

The NPM is an approach to running public service organisations that is used in government and public service institutions and agencies, at both sub-national and national levels. The idea for using this method for improving government operations was that if the government-guided private-sector principles were used rather than rigid hierarchical bureaucracy, it would work more efficiently and effectively, thus enhancing service delivery (Kolbe, 2016:603). This is contrary to the philosophy of the traditional public administration approach which is too bureaucratic and places less emphasis on the inputs and outcomes (Kolbe, 2016:601), Furthermore, another critical aspect of the NPM is the promotion of a shift from bureaucratic administration to business-like professional management. In this study, the researcher argues that the application of NPM in managing local government affairs will enhance professionalism and ethical values thus increasing productivity and the value for money services.

1.11 RESEARCH DESIGN AND METHODOLOGY

In this study, the researcher used a quantitative research approach given the size of the sample that the researcher was working with. A self-administered questionnaire was used as a research instrument. Data were collected using a structured questionnaire consisting of closed-ended questions. The Statistical Package for Social Sciences was used by the researcher. Descriptive analysis was used for the respondents to give their demographic information like age, gender, education, marital status, and employment. Data that were collected from the respondents was

presented in the form of frequency tables and bar graphs. This study was conducted at Madibeng Local Municipality within the North West province. The researcher used cluster sampling because the population of the study was spread out over a larger area. The study sample consisted of 200 community members who were targeted by the researcher, based on age, gender, education, marital status, and employment. A total of 196 questionnaires were returned. These participants were selected considering their reliance on municipal services.

1.12 ETHICAL CONSIDERATIONS IN RESEARCH

The ethical clearance was obtained from the University of KwaZulu-Natal Research Office. The participants of this study were ensured that their participation was voluntary and they could withdraw anytime they wished. The gatekeepers' letter was obtained from the Madibeng Local Municipality.

1.13 CHAPTER OUTLINE

The study reported in this research is structured into six chapters. The synopsis of these chapters is presented below:

Chapter One presents the introduction and overview of the study which ultimately form the foundation for the dissertation. Sections on the research objectives, research questions, methodology and significance of the study are outlined in this chapter.

Chapter Two reviews the contemporary literature in the field of local government and community participation in the South African context. More, specifically, the chapter reviews the historical evolution of local government in South Africa's democratic changes that took place in local government after the 1995 local government elections. International case studies are also highlighted with the view to understand the best international practices of municipal management that should be emulated by South Africa. Service delivery issues in Madibeng Municipality are explored in more detail. The theoretical orientation of the study is also discussed in this chapter.

Chapter Three deals with the methodological approach that was used by the researcher to collect data that assisted in soliciting data for the current study. Owing to the nature and problem statement of the study, the quantitative methodology is explored and discussed in

greater length in this chapter. The techniques, procedures, and rationale for data collection are provided in this chapter.

Chapter Four: This chapter presents research findings. It begins with the discussion of Madibeng Local Municipality as a case study in this research and proceeds to presents data and findings.

Chapter Five presents and discusses research findings. The study context of Madibeng Local Municipality is provided with the view to highlight documentary evidence and situational analysis of the municipality under study. Literature review and the theoretical tenets of the study are also used in this chapter to confirm or refute the findings.

Chapter Six presents the recommendations and conclusion of the study. Recommendations and conclusions of the study are drawn in line with the research objectives and findings of the current study. This chapter is essential in advising the municipal functionaries about improvement strategies that should be implemented by the municipality to enhance its community participation strategies for enhancing service delivery in local government and more specifically to the Madibeng Local Municipality.

1.14 SUMMARY

The introductory chapter presented the problem statement and key issues that were investigated in the study. The primary objective of the study was to investigate issues affecting the potential of the Madibeng Local Municipality in providing efficient and effective services to its communities. The study is closely linked to the New Public Management theory due to its nature calling for urgent change and transformation of municipal systems to improve services. The New Public Management suggests the provision of services through five basic goals, namely relevance, values, social equity, change and client orientation. The next chapter will present critical issues emanating from the literature regarding service delivery and local government.

CHAPTER TWO

LOCAL GOVERNMENT AND COMMUNITY PARTICIPATE IN THE SOUTH AFRICAN CONTEXT

2.1 INTRODUCTION

The success of the vision of developmental local government which seeks to promote growth and development relies heavily on local government's efficiency in discharging its constitutional mandate in a manner that benefits the citizens of South Africa. This includes the ability of municipalities to work closely with communities in providing sustainable services and accountable governance and promoting social and economic development. This chapter reviews the institutional settings and policy framework of service delivery in the South African context. The recent trends and issues regarding the government's commitment towards effective delivery of services are also explored.

2.2 SOUTH AFRICAN LOCAL GOVERNMENT DURING APARTHEID

The origins of the South African local government were laid by colonial regimes at the end of the Anglo-Boer War in 1910 which coincided with the creation of the Union of South Africa (Koma, 2012:54). During this period, the Union Act of 1910 created a unitary governance structure that comprised the three-tier governmental system, consisting of central, provincial and local components (South African History, 2009:507). The local government of this era was largely dominated by segregation policies, such as the Native Land Act 27 of 1913 which regulated the allocation of land between the Whites and Black African Communities. According to this Act, only 7% of arable land was allocated to the Blacks, leaving the more fertile land for the Whites (South African History, 2009). Service delivery, community participation and local democracy were barred to the African communities.

This marginalisation and racial isolation continued until the promulgation of the Apartheid rule by the National Party in 1948. Koma (2012) opines that segregations and racial inequalities were already in existence when apartheid regimes took over in 1948 and that the Group Areas Act of 1966 served to isolate Blacks from urban areas through strict residential segregation policies. Through spatial separation and influx control policies, the apartheid government aimed to limit the extent to which affluent white municipalities would bear the financial burden

of servicing disadvantaged black areas. Furthermore, adequate municipal budgets, decent service delivery were reserved for White areas and urban industrial commercial development (Department of Provincial and Local Government (DPLG), 2007).

Local government challenges in South Africa were major challenges leading to the national reforms of the 1990s that were driven by the United Democratic Front (UDF) and many other civil organisations. Furthermore, the launch of the Convention for a Democratic South Africa (CODESA) on 21 December 1991 marked a watershed moment for South Africa's new governance system and local democracy (Koma, 2012). Other authors, including Reddy (1996) postulate that the national debate and dialogues about the future of local government took place in the Local Government Negotiating Forum (LGNF). The critical role played by the LGNF was to craft agreements on the financing of service delivery for the Black Townships and the writing-off of the arrears that were incurred by the Black Local Authorities (BLA). In addition, the LGNF coordinated the promulgation of the Local Government Transition Act (LGTA) 27 of 1993 that served as a cornerstone for local government restructuring and transformation in South Africa. Amongst the agreements reached by LGTA was the creation of a non-racist, non-sexist and open local government system which would cater for the interests of the South African citizens (Bekker and Jeffery (1996). the LGTA of 1993 put forward the following phases for restructuring the South African local government system:

- **Phase 1 Pre-interim phase:** This phase covered the period from the passing of the Local Government Transition Act of 1993 until the first local government elections held in 1995-1996. The formulation of the LGNF in 1993 was a key feature for this phase in the quest for the democratisation of the South African local government. This forum further dealt with membership issues of the Transitional Local Council (TLC) that would be selected under the banner of the South African National Civics Organisation (SANCO) and the representatives of the local authorities that served under the apartheid rule and the government of the National Party (Cloete, 1995:4).
- **Phase 2 Interim phase:** This phase commenced with the first local government elections and ended with the enactment of the final constitutional imperatives of local government in 1996 – although there were still elements of segregation in local government up to 2000. This implied that elected transitional councils would still reserve 30% seats for whites in the municipalities. In May 1994, the new ANC (African

National Congress) dominated Government of National Unity (GNU) faced a major challenge: the need to rationalise more than 800 racially-based local authorities. As part of the forum principle, existing racial councils were replaced by interim non-racial structures representing former white councils ANC-dominated civics in equal numbers (Cloete, 1995).

- **Phase 3 Final phase:** This phase began with the final constitutional model of local government in 1996, although some of the constitutional provisions only took effect after the 2000 local government elections. The 1996 Constitution provided for strong and entrenched local government which promotes community participation in decision-making processes, inclusive service delivery and local democracy. It also provided for the three spheres of government (national, provincial and local) to exercise exclusive powers and perform their functions in such a manner that there would be no encroachment on the geographical, functional, or institutional integrity of another sphere (Cloete, 1995).

In the current dispensation of government, municipalities are regarded as key social institutions to drive the socio-economic mandate of the government to alleviate poverty, unemployment and inequalities (Reddy, 2016). Furthermore, through various legislative policies that are discussed below, municipalities are encouraged to assist towards the fulfilment of the developmental agenda of the National Development Plan (NDP): Vision 2030 for poverty alleviation.

2.3 LOCAL GOVERNMENT LEGISLATIVE AND POLICY FRAMEWORK

South Africa's local government restructuring and transformation process occurred from 1993 to 2000. During this period, through community participation, citizens in their respective provinces and communities were invited to make their views in shaping white papers, proclamations and legislative policies for a democratic system of local government (Koma, 2012). The rationale for public input in policy formulation was informed by the philosophy of the ANC-led government that the successful implementation of the Reconstruction and Development Programme (RDP) and many other government policies was dependent upon the ability of local structures to deliver basic services to their communities. In the four years since the democratisation of local government, there was an increasing concern that the capacity of the newly established municipalities to achieve this objective had been vastly overestimated

(Bernstein, 1998:299). The local government was in a state of continuing crisis during the GNU. After 1994, most local authorities, who were charged by the Constitution of the Republic of South Africa with delivering the bulk of social services, were failing amid chaotic administration systems and an exodus of technical staff (Kroukamp, 1998:7).

2.3.1 Development Facilitation Act No. 67 of 1995

Owing to the element of apartheid which continued to characterise local government beyond the democratic elections of 1994, the Development Facilitation Act No. 67 of 1995 (DFA) was formulated to promote a more comprehensive framework for planning and repairing the fragmented and unequal service delivery systems that were inherited from the apartheid regime (Reddy, 1996). To achieve this mission, a National Development and Planning Commission (NDPC) was appointed to prioritise planning in local government and to abolish all elements of bias and inequalities (Bekker and Jefferey, 1996:101). In addition, to this mission, local government was institutionalised within the premise of an integrated development approach for all municipalities of the country. It is through this process that the concept of Integrated Development Plan (IDP) was introduced (Koma, 2012). A broad discussion of IDP that regulates service delivery operations of Madibeng Local Municipality is discussed later in this chapter.

2.3.2 White Paper on Local Government of 1998

Through a rigorous consultative process with various local government stakeholders, including civil society organisations, business and private sectors and other interested parties, the White Paper on Local Government was promulgated in 1998. The principal objective was to provide for the framework that would assist towards local government policy formulation (Koma, 2010:14). Most importantly, the White Paper on Local Government provided a new vision of Developmental Local Government (DLG), and aimed to promote the working relationships between municipalities and their local citizens in finding sustainable ways of meeting citizen's aspirations for socio-economic development and inclusive service delivery (Van Der Walt, Venter, Phutiage, Nealer, Khalo, Vyas-Doorgapersad (2018a). Most importantly, the White Paper on Local Government (1998:38-42) outlines that DLG vision may only be possible through the prioritisation of:

- Social and economic growth for all communities of South Africa;

- Integration and co-ordinating between municipalities and other government and non-governmental institutions;
- Democratisation of development through community participation; and
- Leadership and learning to create responsible social institutions.

Despite the challenges that are currently encountered by the South African municipalities, it is evident that much has been done towards the transformation of local governments. Municipalities should now maintain their resilience and deliver basic services to their respective communities.

2.3.3 Constitution of the Republic of South Africa of 1996

The South African Constitution of 1996 makes provision for the three spheres of government, namely national, provincial and local governments. As a sphere located closely to local communities, municipalities are mandated by the Constitution (1996, Section 152(i) – (v) to accelerate service delivery by complying with the following five objectives:

- Provision of community services in a more sustainable manner;
- Promotion of a governance system that is accountable and practices democratic values;
- Prioritisation of socio-economic opportunities for poverty alleviation;
- Creation of a healthy and safe environment for local communities to live; and
- Encouragement of community participation in the matters of local government.

In supporting local government to achieve the above-mentioned objectives, various mechanisms have been adopted since the establishment of municipalities in 1996. These mechanisms include *inter alia* Project Consolidate, Local Government Turnaround Strategy and Operation Clean Audit. The State of Local Government Report of 2014 noted that despite these mechanisms, local governments continue to experience institutional challenges which impact their service delivery. The report further states that “whilst all of the support programmes have assisted in specific ways, it is still clear that several stubborn service delivery and governance problems have been identified in municipalities” (The State of Local Government Report, 2014:4). In a nutshell, municipalities face challenges in the area of huge service delivery backlogs, lack of strong political leadership, mismanagement of funds and resources, poor relationships with communities, service delivery protests, inter and intra political party tensions, and fraud and corruption. Currently, the Department of Governance and Traditional Affairs (CoGTA) has developed a Local Government Turnaround Strategy (the

LGTAS, 2009) in an attempt to address areas affected by poor performance. The objectives below have been identified as the key drivers to rebuild and improve the basic requirements for a functional, responsive, effective, efficient and accountable developmental local government. These are aimed at restoring the confidence of the majority of our people in our municipalities, as the primary expression of the developmental state at a local level. These are to:

- Ensure that municipalities meet the basic service needs of communities;
- Build clean, effective, efficient, responsive and accountable local government;
- Improve performance and professionalism in municipalities;
- Improve national and provincial policy, oversight and support; and
- Strengthen partnerships between local government, communities and civil society.

Section 195 in Chapter 10 of the Constitution of the Republic of South Africa requires public officials to demonstrate a high level of professional ethics when dealing with service delivery and other matters concerning the public. In addition, Chapter 10 requires “people’s need to be responded to and the encouragement of the public to participate in policy making processes” (The Constitution of the Republic of South Africa, 1996). Engaging the citizens in public affairs is essential for the fulfilment of their desires and the realisation of their aspirations. It also encourages the citizens to express their views by defining their developmental needs and participating meaningfully in the projects aimed at transforming their communities.

2.3.4 Local Government Municipal Structures Act 117 of 1998

The Local Government Municipal Structures Act establishes different categories of municipalities throughout South Africa with the objectives of serving as vehicles for local democracy and service delivery in local communities. As articulated in the above discussion, communities should play a meaningful role in their developmental agendas through the community participation process. Similarly, to this articulation, the Municipal Systems Act makes provision for community participation. Bekink (2006:30) outlines the following benefits of community participation in local government:

- “Contribution by citizens to the decision-making process of the municipality;
- Informing citizens about the decisions of the municipal council; and
- The disclosure of the state of affairs of the municipality”.

The Municipal Structures Act also encourages the participatory governance system through ward committee structures. According to Van der Waldt (2014:46b) “ward committees serves to improve communication between the municipality and local communities and play a crucial role in identifying community needs”.

2.3.5 Local Government Municipal Systems Act 32 of 2000

The Municipal Systems Act regulates municipal internal systems thus streamlining municipal operations. These systems entail all the municipal mechanisms, which boost service delivery. In addition, the Act is the framework for planning, enhancement of skills for municipal functionaries, effective use of resources and organisational change (Van der Waldt et al., 2014:46-47b). The Municipal Systems Act emphasises the issue of community participation as a cornerstone for local democracy (Act 32 of 2000). Section 152(e) of the Constitution of South Africa encourages the communities to play a role in local government affairs. The communities may participate in the Integrated Development Plan (IDP) formulation and budget processes. Participatory governance is essential for the realisation of the values of good governance, which encourages issues of transparency, openness, efficiency, effectiveness, ethical conduct and the rule of law in government operations.

2.3.6 Municipal Finance Management Act 56 of 2003

The Municipal Finance Management Act (MFMA) is a legislative framework governing the effective and efficient use of public funds at the local government level. It is underpinned by principles of good governance. This is also articulated by Van der Waldt et al. (2014:211), that “the Act provides a foundation for orderly and sound financial management principles and practices in the local sphere of government”. The proper use of public funds is imperative for speeding up service delivery. The Act has the following purposes for service delivery:

- Regulate municipal financial management;
- Set requirements for the efficient and effective management of the revenue, expenditure, assets and liabilities of municipalities and municipal entities;
- Define responsibilities concerning municipal financial management;
- Determine a financial management governance framework for municipalities; and
- Put in place a municipal borrowing framework (Van der Waldt et al., 2014).

The legislative framework discussed in this section symbolises that local government has undergone a major transformation since the introduction of democracy in 1994. In the 21st years of democracy, these pieces of legislation did not address socio-economic development in local communities.

2.4 CONCEPTUALISATION OF COMMUNITY PARTICIPATION IN LOCAL GOVERNMENT AFFAIRS

McGee (2000) conceptualises community participation as a process through which local communities or ordinary citizens are allowed to influence decisions that affect their community lives. Other authors, including, Kroukamp (1998) (in Nzimakwe, 2010) explain community participation as the fundamental ethical principle for allowing people to control actions that affect them while promoting sustainable socio-economic development, aspects of empowerment, communication and gender imperative. In constitutional democracies, such as South Africa, community participation implies that citizens in their respective communities or localities are considered key stakeholders when government decisions are made. According to Van der Walddt et al. (2014:23b), the nature of the South African governance is informed by the principles of consultation, accountability and openness; hence it necessitates close relationships and interconnectedness between government, non-governmental institutions and ordinary citizens. In addition, since the collapse of the apartheid regime in 1994, the South African citizens became more informed of their constitutional rights and are continually demanding more information on how public resources are managed and allocated. Most municipalities in South Africa, including Madibeng Local Municipality have established mechanisms that promote community participation in local government affairs. Such mechanisms include the IDP. Through the IDP process, communities of Madibeng are informed of key municipal matters including, municipal budgets, service delivery planning, policy formulation and any other matters that require public attention (IDP, 2016-2017).

The effectiveness of good local governance which South Africa aspires to establish should be determined by the capacity of municipalities to engage their citizens in development planning and the capacity to provide an integrated developmental approach to socio-economic development (Van der Walddt, 2014:24b). This will require municipalities to maintain strong political relations with local communities and deliver the much-needed services. Mubangizi and Mwesigwa (2017:63) advise that community participation should assist municipalities to provide services that are congruent with community aspirations and that community

participation should serve as enablers for communities to achieve their socio-economic goals. Furthermore, in order to achieve the NDP Vision 2030 that seeks to alleviate poverty, municipalities should be able to identify and prioritise community needs, allocate resources and empower local citizens with necessary skills (Reddy, 2016). Despite the challenges that normally affect the operations of Madibeng Local Municipality, it can be deduced that the municipality is on a positive trajectory towards institutionalising community participation strategies that may yield a positive result for local democracy in the municipal area of jurisdiction. A broad overview of local democracy in the South African local government is discussed below.

2.5 FOUNDATIONS OF LOCAL DEMOCRACY IN SOUTH AFRICA

In more general terms, local democracy implies the flexibility of communities to participate meaningfully in the governance of their communities. In addition, Bernstein (1998:41) explains local democracy as a situation that entails the general welfare of local citizens where there is adequate allocation and distribution of public goods according to their preferences. The South African Constitution of 1996 is established along the values that promote community participation, rule of law, justice, openness, transparency and consultation. In the South African context, local democracy is closely associated with the ability of municipalities to deliver quality services to their residents in a sustainable manner. For Cornwell and Gaventa (2014:109), the enhanced community participation allows citizens to be responsible in their respective communities by keeping their representatives in check. This will ultimately enhance accountability and openness for decision-making processes. Friedman (2004:42) advocates for quality local democracy and advises that local democracy should be studied from different perspectives, including:

- **Political Representation:** This requires municipal councils to serve as political representatives of local communities as a whole. In this regard, the wider political interests should be represented without any form of bias.
- **Government Effectiveness:** Municipal councils should be able to react timeously and effectively to community socio-economic aspirations.
- **Conflict Resolution:** Municipal councils should be able to provide strong political leadership and balance different objectives in local communities.

- **Minority Groups and Consensus Decision Making:** The decision taken by municipal councils should be all-inclusive and should not be dominated by majorities. Minority groups have the right not to be excluded from those decisions.
- **Accountability, transparency and responsiveness:** Local citizens should be able to understand how decisions are made and should not be disadvantaged to obtain the information they need to keep representatives accountable and responsive.
- **Good Governance:** Municipal councils should ensure the good performance of municipalities by eliminating corruption and all forms of abuse of political power.

The above-listed factors imply that successful local democracy is determined by two key aspects. Firstly, the ability to make municipal councils more responsive to their communities. Secondly, the facilitation of wider community participation in the local government decision-making process.

2.6 INTEGRATED DEVELOPMENT PLANNING AND COMMUNITY PARTICIPATION IN MADIBENG LOCAL MUNICIPALITY

Integrated Development Planning (IDP) is a critical aspect in local government which indicates municipal strategic planning and the resources required to achieve those priorities. Generally, municipalities require their communities to participate in all aspects IDP process for the success of the service delivery mandate (Subban and Theron, 2014). According to the IDP of Madibeng Local Municipality, IDP refers to the process through which a Municipality, various service providers, and interested and affected parties come together to identify development needs and to outline clear objectives and strategies which serve to guide the allocation and management of resources within the Municipality's jurisdictional area. Furthermore, the information extracted from COGTA (2017:3) explains IDP "as a super plan for the municipal area that gives an overall framework for development. It aims to co-ordinate the work of local and other spheres of government in a coherent plan in order to improve the quality of life for all citizens living in a municipal area". From this explanation, it is evident that IDP is about the social welfare and economic prosperity of the citizens in their respective communities. For Van der Waldt (2014:102), IDP is a participatory planning process that aims to integrate intersectoral development strategies for supporting the optimal allocation of scarce resources.

Koma (2012) and other scholars comment that IDP is closely associated with the vision of Developmental Local Government that commits municipalities to collaborate with local

citizens for the successful delivery of services. The concept of IDP in this study is seen as a key element for the facilitation of local democracy and the realisation of quality services. Through IDP, the Madibeng Local Municipality has created various forums through that allow citizens to participate in service delivery planning (IDP, 2017-2018). Citizens' participation in service delivery planning is necessary to achieve the vision of the municipality which seeks to become a "world-class city where local communities enjoy a high quality of life and diversity." To achieve this vision, the Municipal IDP outlines the following guiding principles:

- Develop and sustain spatial, natural and build environment;
- Drive vibrant, diversified and economic growth and job creation;
- Ensure sustainable municipal financial and viability management;
- Maintain a safe, healthy and socially cohesive communities for all citizens;
- Transform and maintain sustainable rural development;
- Uphold good governance and public participation principles; and
- Drive optimal institutional development, transformation and capacity building.

The above-listed principles are evidence that Madibeng Municipality is on a positive trajectory towards achieving its vision to become a world-class municipality that excels in service delivery and socio-economic development for its citizens. These principles are also aligned with the constitutional objectives of local government in South Africa. Figure 2.1 below further depicts the principles that guide the IDP process of Madibeng Local Municipality.

Figure 2.1: Strategic Goals and Principles of the Integrated Development Plan of Madibeng Local Municipality



Source: Madibeng Local Municipality (IDP, 2017-2018)

According to Van der Walddt et al. (2014b), a typical IDP in local government should demonstrate the following characteristics.

- **Horizontal/Sectoral Integration:** This includes land/spatial planning with municipal external stakeholders such as human settlement, education, or transport.
- **Environmental Integration:** This includes the coordination of policies and various programme within an environmental framework.
- **Vertical Integration:** This includes the coordination of national, provincial, district and local government policies and programmes at a municipal level.
- **Time Integration:** This includes the consideration of long-term dynamic trends, pressures, objectives and targets.
- **Resource Integration:** This includes the consideration of available resources, programmes and projects to fulfil planning objectives.

- **Institutional Integration:** This includes the establishment of partnerships and agencies with the capacity for the implementation of municipal policies, programmes and projects.

The above-listed characteristics resemble the practice in Madibeng Local Municipality in which strategic partnerships have been formulated with various government, business and private sector institutions for the prioritisation of service delivery. Furthermore, another critical aspect is the job opportunities and socio-economic development that needs the municipality to implement.

2.7 INTEGRATED DEVELOPMENT PLANNING AS A PARTICIPATORY INSTRUMENT OF LOCAL DEMOCRACY IN LOCAL GOVERNMENT

The modern literature of local government and public administration is overwhelmed with case studies that draw close relations between IDP and local democracy. In one of these case studies, Phago (2008) conceptualises IDP as a plethora for the successful attainment of local democracy in local government. Similarly, Van der Walddt et al. (2014:108b) postulates that the integrated Development planning approach is based on the notion of inclusive and representative democracy which are deemed necessary to encourage the culture of consultation and maximum participation of citizens in local government processes. Van Dijk and Thornhill (2011) reason that due to the large number of municipalities in South Africa, the process of community participation in IDP processes may follow the principles of structured participation.

2.7.1 Transforming Service Delivery through Batho Pele Principles in Local Government

The White Paper on the Transformation of the Public Service or *Batho Pele Principles* – a Sesotho expression which means to “put people first” sets out eight transformation priorities, amongst which transforming systems for service delivery is the main priority for the government. This is imperative for the South African government who gained the power to rule in 1994 with a view that “the transformed South African public service will be judged by one criterion above all: its effectiveness in delivering services which meet the basic needs of all South African citizens”. Contrary to the pre-1994 service delivery paradigms, public services are no longer a privilege rather a legitimate expectation for all citizens. This is also stipulated in Section 195(d) of the Constitution that “services must be provided impartially, fairly, equitably and without bias” (The Constitution of the Republic of South Africa, 1996). It is against this backdrop that the emphasis on meeting the basic needs of all citizens is one of the

five key programmes of the government's Reconstruction and Development Programme (RDP). It is also the reason why the government's macro-economic strategy called Growth, Employment and Redistribution (GEAR) called, among other things, for the reduction in government consumption and the release of resources for productive investment and their redirection to areas of greatest need (African National Congress, 1994). This means that government institutions must be reoriented to optimise access to their services by all citizens, within the context of fiscal constraints and the fulfilment of competing needs.

To ensure efficiency in the public services, Chapter 11 of the White Paper on the Transformation of the Public Service requires national and provincial departments to identify, among other things:

- “A mission statement for service delivery, together with service guarantees;
- The services to be provided, to which groups, and at which service charges; in line with RDP priorities, the principle of affordability, and the principle of redirecting resources to areas and groups previously under-resourced;
- Service standards, defined outputs and targets, and performance indicators, benchmarked against comparable international standards;
- Monitoring and evaluation mechanisms and structures, designed to measure progress and introduce corrective action, where appropriate;
- Plans for staffing, human resource development and organisational capacity building, tailored to service delivery needs;
- The redirection of human and other resources from administrative tasks to service provision, particularly for disadvantaged groups and areas;
- Financial plans that link budgets directly to service needs and personnel plans;
- Potential partnerships with the private sector, NGOs and community organisations to provide more effective forms of service delivery;
- The development, particularly through training, of a culture of customer care and of approaches to service delivery that are sensitive to issues of race, gender and disability;
- Plans for the introduction of continuous quality improvement techniques, in line with a total quality management approach”.

It is envisioned that compliance with the policy frameworks of this nature can help to speed up the process of the delivery of services to communities. The recent out-break of service delivery “protests” in Madibeng Local Municipality and elsewhere in the country can also be combatted

revising the government's commitment to service delivery which is embodied in these policy frameworks. Malefane (2014:78) states the following about the duties of public servants, *"Those employed in the South African Public Service are supposed to devote their attention to the promotion of the general welfare, and not to their personal benefit. Public officials should also take into cognisance of the values of the society and its communities and not substitute their own value choices for those of the society, in other words, they should in all respect be publicly accountable for their actions"*.

The Principles of Batho Pele are outlined in the White Paper as follows:

Consultation: Citizens should be consulted about the level and quality of the type of service they receive from their respective municipalities. As highlighted by the principles of good government, consultation is a powerful instrument that facilitates and enhances communication between government officials and the citizens. There are different ways to consult citizens about the services they receive, e.g. they can be consulted through interviews, service delivery surveys, and public meetings (*izimbizo*). In the case of this study, municipal councillors at Madibeng Local Municipality should hold *izimbizos* or general public meetings to inform people about the programs of the municipality to develop their communities.

Service Standards: This principle reinforces the need for benchmarks to constantly measure the extent to which citizens are satisfied with the service or product they receive from departments. To achieve the goal of making South Africa globally competitive, standards should be benchmarked against those used internationally, taking into account South Africa's current level of development.

Access: This principle suggests that all citizens are entitled to equal access to services. Such services may include inter alia housing, sanitation, electricity, education and health facilities, etc. The principle is also in line with the stipulations of Constitutions that service delivery is a basic human right for the citizens.

Courtesy: To ensure professional ethics in the public sector, citizens should be treated with courtesy and consideration. It requires public officials to demonstrate professionalism and to treat citizens with respect.

Information: As a requirement, available information about services should be at the point of delivery, but for users who are far from the point of delivery, other arrangements will be

needed. In line with the definition of customers, managers and employees should regularly seek to make information about the organisation, and all other service delivery-related matters available to fellow staff members.

Openness and transparency: This principle suggests that the public should know more about the way national, provincial and local government institutions operate how they utilise resources and who is in charge. It further anticipates that the public will take advantage of this principle and make suggestions for the improvement of service delivery mechanisms.

Redress: This principle suggests a need to identify quickly and accurately when services promised to the citizens are falling below the standards and to have mechanisms in place to remedy the situation. Furthermore, it suggests that public officials are encouraged to welcome complaints as an opportunity to improve services.

Value for money: To give citizens the best possible value for money, public services should be provided economically and efficiently. . The Constitution further gives citizens the right to institute actions against the government should they feel that their constitutional rights have been violated. This implies that all citizens must be supplied with information regarding local government to be able to take such actions. This information should include the following aspects:

- “A mission statement for service delivery, together with service standards;
- The services to be delivered, to which group and at what cost;
- In line with the RDP, the principles of affordability and resource redistribution to previously under-supplied areas and groups;
- Service standards, outputs and targets, and performance indicators that can be measured against international standards;
- Mechanisms and structures for monitoring and evaluation, designed to measure programs and inform correctional actions where needed;
- Plans for provision of personnel, the development of human resources and the creation of organisational abilities to support service delivery;
- The re-assignment of human and other resources or administrative tasks to service delivery among disadvantaged groups and areas;
- Financial plans that are directly linked to service needs and personnel plans;

- Potential partnerships with the private sector, non-community organisations (CBOs) and non-governmental organisations (NGOs) to improve service delivery; and
- The development, in particular through training, of a culture of customer care and service delivery that is sensitive to race, gender and disability” (The Principles of Batho Pele, 1997).

2.8 CHALLENGES OF BATHO PELE PRINCIPLES

While the Batho Pele framework portrays itself as a mechanism for building a public service that is client-centred, various scholars, academics and practitioners have identified some of the problematic areas. Authors such as Nzimakwe and Mpehle (2012:284) view public servants’ attitudes in dealing with citizens as demoralising and portray public service negatively. They warn that their uncaring attitudes may be a sign that public servants are overloaded and stressed, and therefore express their stress in their interaction with citizens.

- Maserumule (2008) observes that the public service was lacking in skills necessary for the application of Batho Pele principles and that this framework is merely a listing of principles, without any indication of implementation.
- Vyas-Doorgapersad (2010) notes that the implementation of Batho Pele does not at present appear to be operating as a pro-poor instrument; quite the reverse.

Staff should be encouraged to welcome complaints as an opportunity to identify and address problems and improve service delivery. The complaint system should be accessible in writing, face-to-face, or by telephone. These challenges are also affecting most municipalities in discharging their constitutional obligations of delivering services efficiently and effectively.

2.9 POLICY AND LEGISLATIVE FRAMEWORK TO ENHANCE SOUTH AFRICAN SERVICE DELIVERY

In the light of the existing social challenges facing the government which include, *inter alia*, provision of adequate services, failing economy, poverty and inequality, the study explores various initiatives to enhance socio-economic conditions and improve service delivery, such as the Reconstruction and Development Programme (RDP), Growth, Employment and Redistribution (GEAR), Accelerated and Shared Growth Initiative (ASGISA), Millennium Development Goals (MDGs), National Development Plan (NDP) and Operation. These initiatives are discussed in relation to their impacts on the communities of Madibeng Local Municipality.

2.9.1 The review of Reconstruction and Development Programme as a tool to enhance service delivery

The introduction of the South African democracy was coupled with rigorous efforts aimed at transforming public service in a manner that prioritises efficiency and professionalism in the provision of services. This vision was realised through the formation of the Reconstruction and Development Programme (RDP). According to O'Malley (1998), RDP was an integrated, coherent socio-economic policy that was designed by the Government of National Unity in 1994 to mobilise all citizens and country's resources towards the final eradication of apartheid and the building of a democratic, non-racial and non-sexist future. This was an inclusive approach which linked reconstruction and development in a collective process that would simultaneously transform communities while at the same time facilitates economic opportunities. It operated according to five main guiding principles, namely:

- “Meeting basic needs;
- Developing human resources;
- Building the economy;
- Democratising the state and society; and
- Implementing RDP” (O'Malley, 1997).

The above guiding principles are a perfect fit for the questions which the study seeks to answer, that is, the commitment of Madibeng Local Municipality in creating socio-economic opportunities and its role in strengthening local democracy. It is also evident with these principles that the current government has been engaged in the quest for sustainable democracy and service provision since the inception of democracy in 1994. The study of this nature is therefore a critique of the successes and challenges facing the developmental state such as South Africa and a review of what has been done thus far regarding the implementation of the RDP.

RDP also aligned its vision with mechanisms to support local government in its restructuring and transformation processes. According to O'Malley (1997), RDP proposed the following key strategies for local government:

- “Local government should be structured on a democratic, non-racial and non-sexist basis;
- Elected local government, with responsibility for the delivery of services, should be extended into rural areas, including traditional authority areas;

- Local authorities should be assisted to deal with the backlog of municipal services through inter-governmental transfers from central and provincial government, according to criteria established by the Financial and Fiscal Commission;
- Local authority administrations should be structured in such a way as to ensure maximum participation of civil society and communities in decision-making and developmental initiatives of local authorities; and
- At local government level a women's portfolio should be established with powers to scrutinise local authority programmes and budgets for gender sensitivity”.

The South African Local Government has fulfilled most of the propositions of the RDP despite the existing challenges of dealing with issues such as the delivery of services, engaging citizens in local government affairs and empowering women for effective leadership in community structures.

2.9.2 Growth, Employment and Redistribution and Service Delivery

Challenges in implementing RDP contributed to the shift towards the adoption of the market-based economy called Growth, Employment and Redistribution (GEAR) which aimed to improve the economy which had been for many decades established along racial lines and excluding the majority of black communities. This is also elaborated by Tshandu and Kariuki (2010:195) who noted that “one consequence for the adoption of GEAR was that development priorities, including the provision of social services and economic infrastructure were subjected to fiscal discipline, cost recovery and financial sustainability”. The relevance and the state of readiness for the country in 1994 to adopt an economic policy of this nature is often envisaged to have contributed to its collapse. However, The GEAR initiative had positive outcomes in terms of gearing up the constrained economy by proposing different strategies which assisted in enhancing the economy. Amongst these outcomes was the formulation of Local Economic Development (LED), in which municipalities were encouraged to work with different stakeholders in creating economic opportunities for local citizens and the adoption of Broad Based Black Economic Empowerment (BBBEE) as an initiative to empower the black communities with business opportunities.

In addition, Van der Waldt et al. (2014:147) outline the following areas which GEAR established to improve socio-economic conditions for local communities:

- “Initiatives to enhance private sector involvement in development through investment;
- Broader investments in infrastructure;

- More effective local spending and reprioritizing of budgets; and
- Rationalization of local government personnel”.

GEAR was a comprehensive economic plan, however, due to the legacy of apartheid which was deep-rooted in the South African economic system, it failed to integrate the fragmented economy and reduce the gap between rich and poor sectors in the country. This is also noted by Tshandu and Kariuki (2010:195) that “the multiplicity of public services inherited from the apartheid state made GEAR initiative difficult to achieve, as they had been designed to promote, defend and serve the material needs of a minority population”. In the light of RDP and GEAR initiatives, Madibeng aligned its operational system in compliance with the legislative and policy requirements of the new governance system. However, there are still challenges in terms of the provision of adequate services.

2.9.3 The Accelerated and Shared Growth Initiative for South Africa

Further to GEAR, the Accelerated and Shared Growth Initiative for South Africa (ASGISA) was introduced as the government’s commitment towards eradicating poverty by creating economic opportunities for the majority of South African communities (Chagunda, 2006:3) outlines the following as objectives of ASGISA:

- “To address the lack of skilled and committed staff in the public service;
- To address the lack of human resource to implement policies;
- To implement corrective measures for proper handling of financial resources;
- To deal with corruption and mismanagement of funds;
- To develop strategies to improve the lack of people-driven development; and
- To enhance proper co-ordination between government institutions”.

Of significance about this initiative, was its role in enforcing ethical conduct and professionalism amongst government officials in their interactions with the public. The LED strategy of the Mogale Municipality (2014:23) states that “through ASGISA, the government improved economic growth target of 5% GDP growth per annum from 2004-2014. This target has been broken down into two phases, namely a target of 4.5 per annum between 2004 and 2009 and 6% per annum from 2010 to 2014”. This growth has been managed through the monitoring of economic opportunities supplied to the citizens and the feedback given by citizens about the government intervention in improving their socio-economic conditions. It is

evident with this initiative that the government is concerned with the efficiency of public officials, effective use of resources, and closing the skills gap which threatens any forms of development at a community level.

2.9.4 Sustainable Development Goals

The sustainable development Goals were set up in 2015 by the United Nations General Assembly and were their target was to benefit communities at the global, national, regional and local levels by 2030. Building on the principle of “leaving no one behind”. It is a development that meets the needs of the present without compromising the ability of future generations to meet their own needs (World Commission on Environment and Development 1987:43). Cici-Sain (1993:15-17) elaborates that “sustainable development involves three major emphases:

- Economic development improves the quality of life of people: for example, Human beings are entitled to a healthy and productive life in harmony with nature.
- Environmentally appropriate development: means development that is environmentally sensitive and makes appropriate use of natural resources.
- Equitable development: equity in the distribution of benefits from development:
 - ❖ Intra-societal equity: for example, amongst groups in society, and respecting the special rights of indigenous peoples.
 - ❖ Intergenerational equity: not foreclosing the options of future generations”(Public Administration & Management in South Africa, 2017:135).

The Sustainable Development Goals are the world’s biggest promise, a global agreement to end poverty and hunger everywhere, to combat inequalities within and among countries, to build peace, to protect human rights and promote gender equality and the empowerment of women and girls, and to ensure the lasting protection of the planet and its natural resources.

The goals included:

- No Poverty
- Zero Hunger
- Good Health and Well-being
- Quality Education
- Gender Equality
- Clean Water and Sanitation
- Affordable and Clean Energy
- Decent Work and Economic Growth

- Industry, Innovation and Infrastructure
- Reduce Inequality
- Sustainable Cities and Communities
- Responsible Consumption and Production
- Climate Action
- Life Below Water
- Life on Land
- Peace and Justice Strong Institutions
- Partnerships to achieve the Goal

While one cannot conclude that these goals did not materialise, it is evident that they targeted the main issues affecting service delivery, not only at the local levels, but also in the global community. Therefore, the progress towards the realisation of these goals would have huge impacts on the development of local communities.

2.9.5 National Development Plan and Local Government Service Delivery

The National Development (NDP): Vision 2030 was adopted by the South African government in 2013 as a further attempt to steer up the economy and to ensure the adequate delivery of services. Moeti (2013:103) postulates that “the NDP offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal”. As a long-term framework, NDP serves the following four key objectives:

- “Providing overarching goals for South Africa needs to achieve by 2030;
- Building consensus on the key obstacles to achieving these goals and what needs to be done to overcome those obstacles;
- Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the NDP; and
- Creating a basis for making choices about how best to use limited resources”.

To achieve these objectives, local government should play a more developmental role in mobilising resources towards the realisation of the service delivery needs for local citizens. Furthermore, local government should play an active role in building capacity at the local levels and promotes effective leadership driven by ambitions for good governance. Van der Walt et al. (2014:149) also note that “the NDP makes it clear that municipalities will need to be ‘visible and active’ champions of the plan, with their offices being the catalytic agencies to drive

implementation at provincial and local levels”. In the current context, municipalities are still comprehending the means and strategies to incorporate the NDP vision into their planning processes. As far as this plan is concerned, it is essential to note that all the government spheres, private and business sectors have critical roles to play toward the total alleviation of poverty and unemployment, which mainly affects local communities.

2.10 SERVICE DELIVERY PRACTICES IN MADIBENG LOCAL MUNICIPALITY

Despite many challenges facing the Local government sphere in South Africa, municipalities have contributed to the achievement of several significant social and economic development advances, since the ushering in of the new democratic municipal dispensation in December 2000. For instance, the majority of local citizens have benefited through a wide range of basic services and more opportunities have been created for their participation in the economy (COGTA, 2009). However, despite the efforts municipalities have played in transforming the local government agenda for improved service delivery, key elements of the local government system began to indicate distress since 2004 – which immediately resulted in the first wave of service delivery protests. Since then, many corrective measures have been introduced to rejuvenate local government with little impact for many municipalities. The provision of services to the community is one of the key challenges which the Madibeng Local Municipality encounters.

2.10.1 Service Delivery Challenges in Madibeng Local Municipality

The Madibeng Local Municipality faces some major financial and administrative problems which have caused the council to be placed under administration. The problem started in 2009 when the Co-operative Governance and Traditional Affairs (CoGTA) presented the allegations of fraud and corruption against the officials of the municipality (CoGTA, 2014). Consequently, on 10 November 2009, the Special Investigating Unit (SIU) was mandated by the North West Provincial government to probe Madibeng Local Municipality on charges of fraud and corruption that have contributed to the lack of service delivery. This was followed by service delivery protests within the municipality where issues of unsatisfactory and dysfunctional governance systems, maladministration and inappropriate allocation of resources were identified as a cause of public discontent (City Press, 16 July 2014). In addition, the municipality is characterised by a huge backlog in service delivery, particularly in water and sanitation, electricity, housing and infrastructure development. This is also coupled with

challenges of unemployment, crime, and inequalities (IDP, Review 2014-2015). The study therefore aims to explore in more detail issues of service delivery failures and propose solutions more specifically to Madibeng Local Municipality and more broadly to local government in the province of the North West.

2.11 IMPLEMENTATION OF LOCAL GOVERNMENT IMPROVEMENT STRATEGIES IN MADIBENG MUNICIPALITY

The national government and the Department of Co-operative Government and Traditional Affairs (COGTA) have introduced several improvement strategies to boost the capacity of municipalities to deliver services efficiently and effectively for local communities. The study investigated these strategies with particular reference to the following:

2.11.1 Local Government Turnaround Strategy

The Local Government Turnaround Strategy was adopted by the South African Parliament on 2 December 2009 as a corrective measure to the challenges currently facing local government (SALGA, 2011). Municipalities are therefore required to implement the strategy and demonstrate their efforts in providing services efficiently and professionally. According to Van der Waldt (2014:99), the Local Government Turnaround Strategy is guided by the following two overarching goals: to build trust and confidence of the public in their municipalities as they are primary instruments for the developmental state at the local government level, and to improve the basic requirements for a well-designed, accountable, effective and efficient local government which is responsive to the needs of citizens. The strategy is paramount to the success of local government operations, especially the case of Madibeng which is lacking behind in terms of service delivery.

The Madibeng Local Municipality continued to use consultants but again received a disclaimed audit opinion for the fourth consecutive year. According to the Auditor General, Madibeng Municipality finance section's salary cost R33,6 million for 105 staff members whilst a further R35,4 million was spent on consultants. This is the highest cost for paying the consultants, yet no value was realised. The service delivery of Madibeng Local Municipality is a nightmare. There is a lack of safe and reliable water supply, inadequate roads, a lack of reliable electricity supply, and a lack of/inadequate employment opportunities. Sewer spillages in almost all wards and water tankers also bring dirty water that has a stench. People feel that Madibeng officials are there to enrich themselves, because when they report no one listens or responds to them.

They use their money to pay for the services which were supposed to be rendered by the municipality. One may argue that Madibeng officials' actions should win the respect and trust of public consumers, hence public funds are a scarce resource and should be used only to create value for the community and therefore, the leadership of the municipality should ensure that funds are not misused. Nzimakwe and Mpehle (2012:284) view public servants' attitude in dealing with citizens as demoralising and portray public service negatively.

2.11.2 Operation Clean Audit

For municipalities to deliver services to the South African communities, their financial management should be in line with the stipulation of the Municipal Finance Management Act (No 56 of 2003) which emphasises the need for good governance (Makoa, 2015:12). However, Oberholzer (2012) notes that a particular concern in the South African context is the poor state of financial management in municipalities, culminating in perennial poor audit outcomes based on the audits performed by the Auditor-General. Against this background, the Auditor General (AG) in 2012 introduced the Operation Clean Audit (OCA) aimed at promoting good governance, strengthening financial management to achieve operational efficiency, and encouraging accountability within the government. The ultimate goal was that by 2014, all 283 municipalities (which have since reduced to 273) and provincial departments within the nine provinces will achieve clean audits on their annual financial statements.

2.11.3 The Back to Basics Initiative of Local Government

Guided by the vision of Developmental Local Government, seeking to promote an effective working relationship between citizens and municipalities, the South African local government systems have played a vital role in transforming its societies from the apartheid legacy to the democratic governance system in which service delivery is a basic human right. In this regard, municipalities serve as a preferred vehicle for the delivery of services. However, it cannot be concluded as yet that local government has performed to the satisfactory level in which the delivery of such services reaches all communities. The Back to Basics initiative of CoGTA was formulated in 2014 to conduct an assessment of what has been achieved by the local government thus far and to devise corrective strategies in solving the existing challenges (CoGTA, 2014:9). The assessment identifies three categories of municipalities. For example:

- **The top third municipalities:** These have got the basics right and are performing their functions at least adequately. Within this group, there are a small group of top

performers that are doing extremely well. In these municipalities, there are innovative practices to ensure sustainability and resilience. This small group of municipalities represents the desired (ideal) state for all South African municipalities (CoGTA, 2014:5).

- **The middle third of municipalities:** These are fairly functional, and overall performance is average. While the basics are mostly in place and the municipalities can deliver on the main functions of local government, there are some areas of poor performance that are worrying. These include failure to comply with financial regulations as highlighted in the Municipal Financial Management Act (Municipal Finance Management Act No 56 of 2003).
- **The bottom third municipalities:** These are frankly dysfunctional, and significant work is required to get them to function properly. Among others in this category, are those that are characterised by endemic corruption, councils that do not function, with no structured community engagement, and poor record of service delivery.

The study therefore investigated the impact of the above-mentioned local government improvement strategies with particular reference to the Madibeng Local Municipality. The findings presented in the chapter demonstrate that the municipality has not yet implemented these strategies to the level that would produce a satisfactory level of service delivery for Madibeng local communities.

2.12 MUNICIPAL COMPLIANCE WITH LOCAL GOVERNMENT LEGISLATION

The local government restructuring and transformation process, which began in 1995, has contributed to the formulation of appropriate legislative and policy frameworks for facilitating service delivery. These provisions include the 1998 White Paper on Local Government, recommending a developmental role of local government by placing a greater emphasis on participatory planning. It requires the municipal functionaries to work with social institutions and civil society organisations to foster public participation and consensus around development and to find local solutions to the problems. In this regard, the study investigated the capacity of local municipalities in implementing local government policies for the acceleration of community services, particularly at Madibeng Local Municipality.

2.13 THEORETICAL FRAMEWORK

Theories refer to the set of interrelated concepts, definitions, and propositions that explains or predicts events or situations by specifying relations among variables (Heaney, 2010:129). For this study, the New Public Management (NPM) theory was selected to explain how service delivery could be enhanced through proper community participation strategies. In some instances, these explanations were more general because Michaelson (2002:77) postulates that the notion of generality, or broad application, is important, thus, theories are by their nature abstract and not content or topic-specific (Heaney, 2009:109). Similar to this, the theory allows the researcher to make links between the abstract and the concrete; the theoretical and the empirical; thought statements and observational statements (Millan, 2012:93). Totawa and Rowman (2000:8) elaborate that, usually, a theory is used, not only to understand the world better, but also to provide a basis for policy. In this study, this assertion links with the fifth objective of the study which seeks to contribute towards a policy formulation that will assist to deepen democratic processes at the local government level.

2.14 NEW PUBLIC MANAGEMENT THEORY

In light of the focus of the current study which explored the extent to which effective community participation improves service delivery in Madibeng Local Municipality, the researcher used New Public Management (NPM) as an attempt to address the research problem by reviewing the values that promote efficiency, effectiveness, professionalism and clear codes of conduct on public institutions. The researcher argued that when the values of NPM are applied in local government, service delivery may improve. Stumbraitė-Vilkišienė (2000:439) explains that in the 21st century, the scientific and practical level of public administration is dominated by the customer (client) oriented approach, often associated with the NPM doctrine for ensuring that citizens' expectations of service delivery are fulfilled without failure or compromise.

The NPM is an approach to running public service organisations that is used in government and public service institutions and agencies, at both sub-national and national levels (Kolbe, 2016:623). The rationale for using this method for improving government operations was that, if the governments are guided by private-sector principles service delivery would be more efficient, thus fulfilling customers' expectations (O'Leary, 2007:5). This is contrary to the philosophy of the traditional public administration approach, which is too bureaucratic and

places less emphasis on the inputs and outcomes. Furthermore, another critical aspect of the NPM is the promotion of a shift from bureaucratic administration to business-like professional management. In this study, the researcher argues that the application of NPM in managing local government affairs will enhance professionalism and ethical values thus increasing productivity and the value for money services. The end product would be the reduction of service delivery protests and public frustrations towards municipalities. The core themes for the New Public Management are further outlined below.

2.15.1 FEATURES OF NEW PUBLIC MANAGEMENT

The following features of the new public management are highlighted below:

- **Citizen's empowerment:** Empowerment of citizens is one of the major features of New Public Management. NPM assures citizens' freedom of choice. It secures quality services to the citizens. Healthy competition among the service and product sectors allows citizens to choose their services and products according to their needs and choices.
- **Goal-Oriented:** Its main purpose is to achieve specific goals. That is why NPM emphasizes the outcomes rather than procedures and rules.
- **Cost Cutting and facilitates income growth:** The main purpose of contracting out governmental sectors is to reduce the cost of the government and secure maximum income of the government.
- **Managerial Support services:** The main purpose of managerial support services is to secure citizens' quality service. For this reason, the best talent from the market is hired by offering handsome salaries, incentives and other benefits. NPM always suggests skill-improving training programmes for getting maximum outcomes (Mahboubah and Reza, 2012).

2.15.2 THE CORE THEMES FOR THE NEW PUBLIC MANAGEMENT

The core themes for the New Public Management include the following:

- A strong focus on financial control, value for money and increasing efficiency.
- A command and control mode of functioning, identifying and setting targets and continuance monitoring of performance, handing over the power to the senior management.

- Introducing audits at both financial and professional levels, using transparent means to review performances, setting benchmarks, using protocols to ameliorate professional behaviour.
- Greater customer orientation and responsiveness and increasing the scope of roles played by non-public sector providers.
- Deregulating the labour market, replacing collective agreements to individual rewards packages at senior levels combined with short term contracts.
- Discouraging the self-regulatory power of the professionals and handing over the power from individuals to management.
- Introducing new forms of corporate governance, introducing a board model of functioning, and concentrating the power to the strategic core of the organisation.

The new government is committed to ensuring that citizens can access products and services from a variety of sources and to maintain healthy competition between the various product and service providers (Mahboubeh and Mohammad Reza, 2012).

2.16 SUMMARY

This chapter examined the service delivery challenges in Madibeng Local Municipality. The National government and Co-operative Government and Traditional Affairs (CoGTA) have introduced several development strategies to improve the capacity of municipalities to deliver services efficiently and effectively for local communities. The next chapter discusses the research methodology for this study.

CHAPTER THREE

RESEARCH METHODOLOGY AND RESEARCH DESIGN

3.1 INTRODUCTION

This chapter deals with the methodological approach utilised by the researcher to collect data in order to reach conclusions about the role of community participation in improving service delivery in local government with specific reference to the Madibeng Local Municipality. This chapter was essential to solicit the perceptions and understanding of the community and municipal officials about service delivery implementation in the municipality. Therefore, the quantitative methodology of this study outlines the processes that were observed by the researcher when interacting with the respondents during fieldwork. Owing to the nature and objectives of the study, the quantitative methodology was deemed a necessary technique to collect data. For this reason, the discussions below are mainly focussed on quantitative methods.

3.2 RESEARCH CONCEPT

In more general terms, the concept of ‘research’ refers to the scientific investigation in which researchers search for information in order to discover truths and facts about the topic being pursued in the study (Newman, 2009:35). For Leedy (2009:128) research implies a “logical and organised investigation that aims to establish factual information and expose realities about social phenomena and to attain first-hand information”. Saunders, Lewis and Thornhill (2003) opined that research is undertaken to discover new meanings and to differentiate between myths and realities. The researcher of this study needed to conduct a scientific investigation to reach solid conclusions about service delivery challenges in local government and to propose recommendations to those challenges. The research processes that were observed in this exercise are elaborated in the sections below.

3.3 RESEARCH PARADIGMS

For ease of understanding, the concept of research paradigm necessitates some clarification. In this regard, Verma and Malick (1999:6), as well as Blumberg, Cooper and Schindler (2011:36), believe that the main role of the research paradigm is to help to guide the researcher. It implies a set of statements describing and explaining the relationship between human behaviour and

the factors that affect or explain it. Paraphrasing, Best and Khan (2006:10), research paradigm could best be described as an attempt to develop a general explanation for some phenomenon. More specifically, a paradigm, according to these authors, defines non-observable constructs that are inferred from observable facts and events, and are thought to affect the phenomenon under study. Myers (2008:12) point out basic components of research paradigms that play a crucial role towards research ethics, knowledge production and the representation of reality which are the key determinants of any research. These include *ontology*, *epistemology* and *axiology*. The assumptions of these components in guiding research are explained by Viljoen (2013) as follows:

- **Ontological assumption**

There is a reality that can be apprehended. Humankind can determine “the way things are” and, often, discover the cause-effect relations behind social reality. At the least, they can find meaningful indicators of what is “really” happening (Viljoen, 2013).

- **Epistemological assumption**

The investigator and the object of investigation are independent of each other and the object can be researched without being influenced by the researcher. Any possible researcher influence can be anticipated, detected, and accounted for (controlled) (Viljoen, 2013).

- **Axiological assumption**

Values are excluded from the research process. They are considered confounding variables-phenomena that cloud our view of reality (Viljoen, 2013). The rationales for the above-mentioned components of research paradigms imply that research is a neutral exercise that explains why things are happening in a particular manner and that research aims to produce independent knowledge that is free from the researcher’s personal views. It was essential for the researcher of this study to be objective and non-biased in order to produce reliable and valid findings.

3.4 CONSTRUCTIVIST RESEARCH PARADIGM

In attempting to make sense of the social world, Andrews (2012:7) states that social constructionists view knowledge as constructed as opposed to created. Bertram and Christiansen (2014) state that in the constructivist paradigm, reality is socially constructed by people active in the research process. Social constructivism is a sociological theory of

knowledge that focuses on how individuals come to construct and apply knowledge in socially mediated contexts (Thomas, Menon, Boruf and Ahmed, 2012:1). The fundamental premise of this theory is that knowledge is a human construction and that the researcher is an active participant in the research process (Leedy, 2009). For Abrahams (2010), the constructivist paradigm is based on three assumptions about learning, namely:

- First, learning is a result of the individual's interaction with the environment. Knowledge is constructed as the researcher makes sense of their experiences in the world (Abrahams, 2010).
- Second, cognitive dissonance, or the uncomfortable tension that comes from holding two conflicting thoughts at the same time, is the stimulus for learning. It serves as a driving force that compels the mind to acquire new thoughts or to modify existing beliefs in order to reduce the amount of dissonance (conflict). Cognitive dissonance ultimately determines the organization and nature of what is learned (Abrahams, 2010).
- Third, Constructivism supports the acquisition of cognitive processing strategies, self-regulation, and problem-solving through socially constructed learning opportunities. All of which are critical skills for evidence-based knowledge uptake and implementation in clinical practice (Abrahams, 2012).

In this study, the application of the constructivist paradigms implied that research data represented reality, and it was gathered through the extensive process of close interaction with research participants. This was essential to contribute to the body of knowledge in the field of local government, community participation and service delivery. Furthermore, the constructivist paradigm implied that information sharing and life-long learning in local government are key for the success of the service delivery mandate in local government.

3.5 RESEARCH DESIGN

The researcher used an explanatory research design. According to Creswell and Clark (2011), the explanatory research approach involves collecting and analysing quantitative data. These authors further state that explanatory research design provides a general picture of the research problem (2011). An explanatory quantitative research approach was suitable for this study given the size and composition of the population and sample that the researcher worked with.

3.5.1 RESEARCH METHODOLOGY

According to Sakind (2011:23), research methodology is the systematic, theoretical analysis of the methods applied to a field of study. It comprises the theoretical analysis of the body of methods and principles associated with a branch of knowledge. In terms of the research paradigm, the study adopts a constructivist approach which purports that knowledge is constructed in a natural setting. Of significance about this paradigm is that research processes can be observed empirically and explained with logical analysis (Kaboub, 2008). Wildemuth (2005), further states that it is a research paradigm grounded on the assumption that the method to be applied in a particular study should be selected based on the research question being addressed. Service delivery is a political and socio-economic reality. Therefore, constructivist research is the best fit analogy, in that it explores factors affecting service delivery in the municipal institution; furthermore, it seeks to respond to the key question affecting service deliveries which are outlined in chapter one of this study.

3.5.1.1 Qualitative Research Methodology

Qualitative research is primarily descriptive and seeks to provide an in-depth analysis of the phenomenon being investigated. Similarly, Biklen (2012) argues that qualitative research is useful for describing and answering questions about participants and contexts. This means that qualitative research can be conducted to understand the beliefs and opinions of the research participants about a particular topic, which is a focus of the investigation. According to Schreiner (2015:74), researchers may use this methodology to gain an understanding of underlying reasons, opinions, and motivations. Furthermore, (Williamson, 2014:13) elaborates that it provides insights into the problem or helps to develop ideas or hypotheses for potential quantitative research. The key advantage of this methodology is that it is used to uncover trends in thought and opinions, and dive deeper into the problem (Mthethwa, 2011:12).

3.5.1.2 Quantitative Research Methodology

Creswell (2009:108) defines quantitative research as the numerical representation and manipulation of observations to describe and explain the phenomena that those observations reflect. This approach is mainly used in a wide variety of natural and social sciences, including physics, biology, psychology and social sciences (Jacobs, 2009:10). Since the current study is conducted within, the realm of Public Administration, the approach was deemed necessary for data collection. In addition, according to Newman (2005:9), quantitative research is defined as

social research that employs empirical methods and empirical statements. (Cohen, 2009:327). Empirical evaluations are defined as a form that seeks to determine the degree to which a specific program or policy empirically fulfils or does not fulfil a particular standard or norm.

Moreover, Creswell (1994) has given a very concise definition of quantitative research as a type of research that is `explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics). Michaelson (2010) outlines the following as defining characteristics of a quantitative study:

- The data is usually gathered using structured research instruments;
- The results are based on larger sample sizes that are representative of the population;
- The research study can usually be replicated or repeated, given its high reliability;
- The researcher has a clearly defined research question to which objective answers are sought;
- All aspects of the study are carefully designed before data is collected; and
- Data are in the form of numbers and statistics, often arranged in tables, charts, figures, or other non-textual forms.

In more general terms, researchers may decide to conduct a quantitative study in order to collect data that is a true reflection of the phenomenon being studied. In this study, questionnaires, as a research tool associated with quantitative research were used to solicit data about the practice of service delivery and community participation from the communities of Madibeng.

3.5.1.3 Mixed Research Methodology

The mixed method approach is both a method and methodology for conducting research that involves collecting, analysing, and integrating quantitative and qualitative research in a single study or a longitudinal program of inquiry (Creswell, 2008). The purpose of this form of research is that both qualitative and quantitative research, in combination, provide a better understanding of a research problem or issue than either research approach alone (Leedy, 2009). According to Biddix (2011:65), mixed method research is commonly used in social sciences due to its characteristics highlighting the following factors:

- Design can be based on either or both perspectives;
- Research problems can become research questions and/or hypotheses based on prior literature, knowledge, experience, or the research process;
- Sample sizes vary based on methods used;

- Data collection can involve any technique available to researchers; and
- Interpretation is continual and can influence stages in the research process.

It is evident with the above-mentioned characteristics that designing a study along mixed method approach produces concrete and reliable research findings through different techniques qualitatively and quantitatively. Furthermore, the approach allows for the researcher's flexibility in terms of the selection of the sample. Unfortunately, the researcher believes that this method was not appropriate for this study to be selected.

3.5.1.4 Research Methodology Employed in the Study

In conducting this study, the researcher employed a quantitative research approach. The purpose was to understand the strides that have been taken by the Madibeng Local Municipality to improve its service delivery systems. Furthermore, the quantitative research approach was deemed necessary to measure the perceptions and expectations of the communities about the quality of services that are rendered by the municipality.

3.6 TARGET POPULATION

The population refers to the entire group of people, events, or entities of interest that the researcher wishes to investigate (Sekaran and Bougie, 2016). Similar to this observation, Creswell (2014:158) maintains that the researcher should begin by identifying the population in which the sample of the study will be drawn. Based on the 2011 Census Statistical Report, the Madibeng Local Municipality has a total population of 165 307 with 31 612 households (Integrated Development Plan, 2016: 24). The research population is explained by Babbie (2014:207) as the total group of people that the researcher aims to generalise in the study.

3.7 SAMPLE SIZE

A sample size is the subset of the entire population that will be selected to participate in the study (Suresh et al., 2011:287-290). In order to collect sufficient data, the researcher needs to identify a sufficient sample of the study. Walker (2012:34-46), asserts that getting sufficient participants may help the researcher to solicit adequate about the problem being investigated in the study. The sample size for this study comprised 200 community members.

3.7.1 SAMPLING STRATEGY

Sampling comprises a series of stages behind a detailed process of choosing a sample from a target population (Du Plooy, 2014:108). Furthermore, authors such as Suresh, Thomas and Suresh (2011:287-290) identified two key sampling procedures that the researcher can use to select the study participants, namely, probability and non-probability sampling.

- **Non-Random Sampling**

According to Suresh et al. (2011:287-290), the non-random technique does not provide assurance that all targeted population will be given an equal chance to take part in the study. The authors further advised that there are five forms of non-random sampling, namely: convenience sampling, volunteer sampling, quota sampling, judgmental sampling, and snowball sampling. The researcher used non-random purposive sampling to select participants (municipal and external stakeholders) for the qualitative study.

- **Non-Random Judgmental Sampling**

Judgmental sampling is commonly known as purposive sampling; it is defined by Babbie (2014:199-203) as a process whereby the researcher selects participants with a specific purpose in mind that are believed to have the potential to offer the required information. The non-random judgmental sampling was deemed relevant for this study in the sense that the study required different categories of municipal officials within the Madibeng Local Municipality who are directly involved in the implementation of service delivery systems.

3.7.2 Random Sampling

According to Rewat (2012:1-4), random sampling is a procedure that assures that all subjects have an equal chance to be part of the study. There are four forms of random sampling, namely: stratified random sampling, simple random sampling, cluster random sampling, and systematic random (Babbie, 2014:199-203). In this study, the researcher used cluster simple random sampling to select community members of Madibeng Local Municipality from Letlhabile, Maboloka, Makau, and Mothutlong communities.

3.7.2.1 Simple Random Sampling

According to Rewat (2012:1-4), simple random sampling is a technique whereby each population element has an equal chance of being selected to participate in the study. Similarly, Du Plooy (2014:115) asserts that a simple random sampling is selected only when the sampling

structure is accessible and each sample in the target population has an equivalent chance of being selected. The simple random sampling was essential because the study required information from the communities of Madibeng Local Municipality.

3.8 DATA COLLECTION METHODS

Being a quantitative research approach, the study employed one type of data collection source which was a questionnaire.

3.8.1 Research Questionnaires

Sekaran and Bougie (2016:197) contended that a questionnaire is a pre-formulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. A questionnaire was preferred for this study because it provides time for respondents to think about their answers and, if properly administered, can offer confidentiality or anonymity for the respondents. In this study, questionnaires were used to collect data in order to minimise bias which is possible in a face-to-face interaction situation. Kumar (2014:183) recommended six functions of a questionnaire as:

- “it standardises those questions and the response categories so every participant responds to identical stimuli;
- by its wording, question-flow and appearance, it fosters cooperation and keeps respondents motivated throughout the interview;
- questionnaires serve as a permanent record of the research;
- depending on the type of questionnaire used, a questionnaire can speed up the process of data analysis; and
- questionnaires contain the information on which reliability assessments may be made, and they are used in follow-up-validation of respondents’ participation in the survey”.

The questionnaire consisted of not more than 30 questions organised in the form of a Likert scale. The Likert scale was designed to examine how strongly subjects agree or disagree with statements on a five-point scale (Sekaran and Bougie, 2016:152). The importance of using the questionnaire was that it allowed the researcher to collect data from a large population of the study. A statement was put across to the participants and he or she were expected to indicate the extent to which he or she strongly agrees or strongly disagrees with the statement. The questionnaire had two Sections A and B. Section A provided demographic information and Section B was specific about the topic at hand.

3.8.2 Data Analysis

Data analysis is the process whereby the collected research data is broken down into its constituent parts for it to be discussed in relation to the problem being investigated in the study (Babbie and Mouton, 2011). Due to the quantitative research approach of the study, the data was analysed and interpreted through the Statistical Package for the Social Sciences (SPSS), and descriptive statistical analysis was used. The aim of using descriptive analysis was for the respondents to provide demographic information such as age, gender, and marital status, the title of a job, and years of employment. The collected data was presented in the form of frequency tables and bar graphs.

3.9 DATA QUALITY CONTROL IN QUANTITATIVE METHODOLOGY

According to De Bruin and De Bruin (2011:926-936), validity and reliability should always be at the mind of every researcher constructing data collection tools. Wagner et al. (2012:80-81) observe that when the researcher conducts the study using the quantitative methodology, observations and quantity measures are used. However, the researcher is concerned with the issues of whether data-gathering mechanisms used in a study are collecting the intended data or the issue of whether they will offer the same results even if conducted on different occasions. This argument relates mainly to issues of validity and reliability in scientific research. These two concepts are further elaborated on below.

3.9.1 Validity

De Bruin and De Bruin (2011:926-936) define validity as a degree to which practical findings and theoretical validations support the suitability and correctness of clarifications and activities based on assessment scores. Validity addresses the issue of whether the study is measuring what it has set out to measure (Creswell, 2014:201) and (Wagner et al., 2012: 80). Creswell (2014:201) further advises that in every quantitative study that encompasses human participants, the researcher should be aware of human effects and mistakes which might be a risk to validity. Furthermore, the following commonly used types of validity are outlined, namely: construct validity, content validity, and criterion-related validity (Wagner et al., 2012:81). These are further discussed below.

3.9.1.1 Construct Validity

Construct validity refers to the magnitude to which the operationalisation of ideas taps into the real theoretical ideas the study is trying to measure (Leung, 2015:324-327). This can be done through convergent and discriminant construct validity. To establish convergent validity, the researcher should ensure that the procedures that should be associated are in reality related. On the other hand, in discriminant validity, the researcher should ensure also that the concepts that are not supposed to connect are not connected (McLeod, 2013:1) and (Bolarinwa, 2015:195-201).

3.9.1.2 Content Validity

In evaluating the content validity, the researcher matches the content of the objects in the data collection tool with the relevant content area for the construct the study is measuring. In this instance, in order to measure the validity of the content the researcher must employ specialists in the arena to inspect the degree or increase the number of questions to be asked about the research instrument (Drost, 2011:118).

3.9.1.3 Criterion-Related Validity

In estimating the criterion-related validity, the researcher compares the performance of data collection tools against the prearranged set of conditions; in this instance, predictions are made on how conceptualisation of the concept will be accomplished (Drost, 2011:118). This can be done through concurrent validity and predictive validity. Concurrent validity relates to the procedures' ability to recognise perfectly the current behaviour of the individual. Parakyla (2011:365) agrees with Drost (2011:118) that predictive validity relates to the ability to foresee something it should predict hypothetically.

3.9.2 Reliability

Wagner et al. (2012:80) and Creswell (2014:201), agree that reliability refers to the trustworthiness of the measurement of the phenomenon. Further, they add that as there are threats to validity so there are to reliability too. According to Bruin (2010:54), reliability relates to the consistency of the test even if conducted by several different researchers. There are also four types of reliability; namely, parallel forms of reliability, test-retest reliability, internal

consistency reliability, and inter-rater reliability (Wagner et al., 2012:82). These are discussed below:

3.9.2.1 Parallel forms Reliability

Parallel forms reliability is used by researchers to measure how the same selected participants react to two different data collection procedures intended to measure the same concept (Drost, 2011:108). In this instance, the researchers create a large set of questions that measure the same construct, and randomly divide the questions into two, to create two measuring tools that should measure the same concept. The same group of participants should be given both tests to respond to. This implies that, if the responses relate between the two parallel forms, it confirms the reliability of the parallel forms.

3.9.2.2 Test-retest Reliability

Researchers use test-retest reliability to measure the consistency of data collected with a given measure, from one point in time to another (Perakyla, 2011:365-382). This is done by administering the same data collection instrument to the same selected sample at two different times. After the second administration, the reactions from Assessment 1 should then be compared to the responses of Assessment 2. The degree of similarity between the reactions confirms the test retest-reliability. The amount of time that passes between Tests 1 and 2 is of great importance.

3.9.2.2 Internal Consistency Reliability

Internal Consistency Reliability is used by researchers to measure the degree to which the questions within a data collecting instrument are gauging the same concept that is intended to be measured. The nature of consistency in reactions would be suggestive of good internal consistency reliability. Furthermore, to calculate the study's internal consistency of data collection tool it becomes imperative to run the instrument once to a single group of participants.

3.9.2.3 Inter-rater Reliability

Researchers use Inter-rater reliability when they want to measure how similar two or more different viewers will rate a specific phenomenon. De-Bruin (2010:54) further noted that when the viewers are human, their rating is always subjected to their own biases. Therefore, Riazi

(2016:182), advises that it is imperative for the researcher to first assess the reliability of the ratings before accepting them. In this study, to ensure validity and reliability of data collected through quantitative research questionnaires, data collected were tested against the constructs of the theory of the New Public Management and the theory of Collaboration. Data collected via data collection instruments were also measured against the literature reviewed in the study. The greater the relations it confirmed the reliability and validity of the research instruments used to collect data in the study (Namaenzhe, 2010:159).

3.10 ETHICAL CONSIDERATIONS OF THE STUDY

Pera and Van Tonder (2011:331) state that researchers are urged to observe certain considerations as attempts to maintain integrity when collecting data. Babbie (2014:63) elaborates that ethics are usually linked to the values of morality that define right and wrong in conducting empirical studies. Creswell (2014:10), defines ethics as a “discipline dealing with what is good and bad and within the moral duty and obligation”. Similarly, Babbie adds that it becomes essential that the researcher does not infringe on ethical conduct to protect the dignity of the participants. In line with these ethical principles, the researcher deliberated to apply for ethical clearance approval from the University of KwaZulu-Natal (UKZN) Ethical Committee to conduct the study.

Permission to conduct a study

According to Pera and Van Tonder (2011: 332) approval to collect information should be required regardless of the source but within the basis of ethical principles. This is further noted by Wagner, Kawulich and Garner (2012:64) that the researcher is required to consider who needs to be conscious about the study and obtain authority from them to conduct the study. To ensure that this study itself was legal, the researcher sought and acquired written permission from the Municipal Manager of Madibeng Local Municipality to conduct this study in the community.

Informed Consent

According to Pera and Van Tonder (2011:333), informed consent implies the ethical principles of individuality and freedom that should be afforded to the research participants. In the case of this study, the participants were informed about the objectives of the study and further assured that the study was for academic purposes only. Informed consent is also defined by Neuman

(2008:11), as a critical ethical subject in conducting research and is the instrument to obtain the right of participants to participate in the study.

Voluntary Participation

Hoerger (2010:697), asserts that the issue of voluntary participation has received little attention, however, advises that it has been noted that neglecting this principle leads to a high level of participants' dropout before the study is even completed. Noting this issue, the researcher ensured that participation in this study was completely voluntary. The importance of the principles of voluntary participation was explained to participants. In essence, no participant was forced to participate, whenever the participant felt like withdrawing from this study they were free to do so any time without any penalties.

Privacy and Confidentiality

Pera and Van Tonder (2011:335) explained that confidentiality means that no information provided by the participant ought to be given to other people in any way unless consent to do so is obtained from the participant or for research purpose. Babbie (2014:68) asserts that the researcher should guarantee the protection of the participant's identity. The issue of confidentiality and anonymity is closely associated with the right to respect and dignity (Fouka and Mantzorou, 2018:19). Privacy was highly assured because participants were given an informed consent form to sign.

Avoiding Harm to Research Participants

Babbie (2014:66) advises that the researcher should ensure that participants' lives are not exposed to any risk because of participating in the study. Fouka and Mantzorou (2018:11) further suggest that this principle involves following the professional mandate to effectively and significantly conduct the study so as to better serve and promote the welfare of the constituents. Participants were protected as they were informed that no harm would occur to them whilst participating in this study. In this case of protecting the participants, anonymity was highly ensured. In other words, participants' lives were not exposed to any danger at any point because of participating in this study.

3.11 SUMMARY

This chapter discussed the research design and research methodology that was used to answer the research questions. The chapter broadly discussed the quantitative research approach and

the research instrument that was used to collect data. It also discussed the research philosophy (paradigm) that underpinned the study. This chapter further presented the sample that was selected, data collection methods, and sampling procedures used to collect data in this study. The chapter concluded by highlighting the key ethical principles that were observed in collecting data for this study. The next chapter deals with the presentation, interpretation and analysis of data for the study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATIONS

4.1 INTRODUCTION

The previous chapter discussed the methodological approach that was adopted by the researcher to collect data for the current study. The quantitative research approach was used to collect data from the communities of the Madibeng Local Municipality. A total of 196 community members participated in the quantitative surveys. This chapter presents research findings. It begins with the discussion of the Madibeng Local Municipality and proceeds to present data and findings.

4.2 CASE CONTEXT OF THE MADIBENG LOCAL MUNICIPALITY AND DOCUMENTARY EVIDENCE

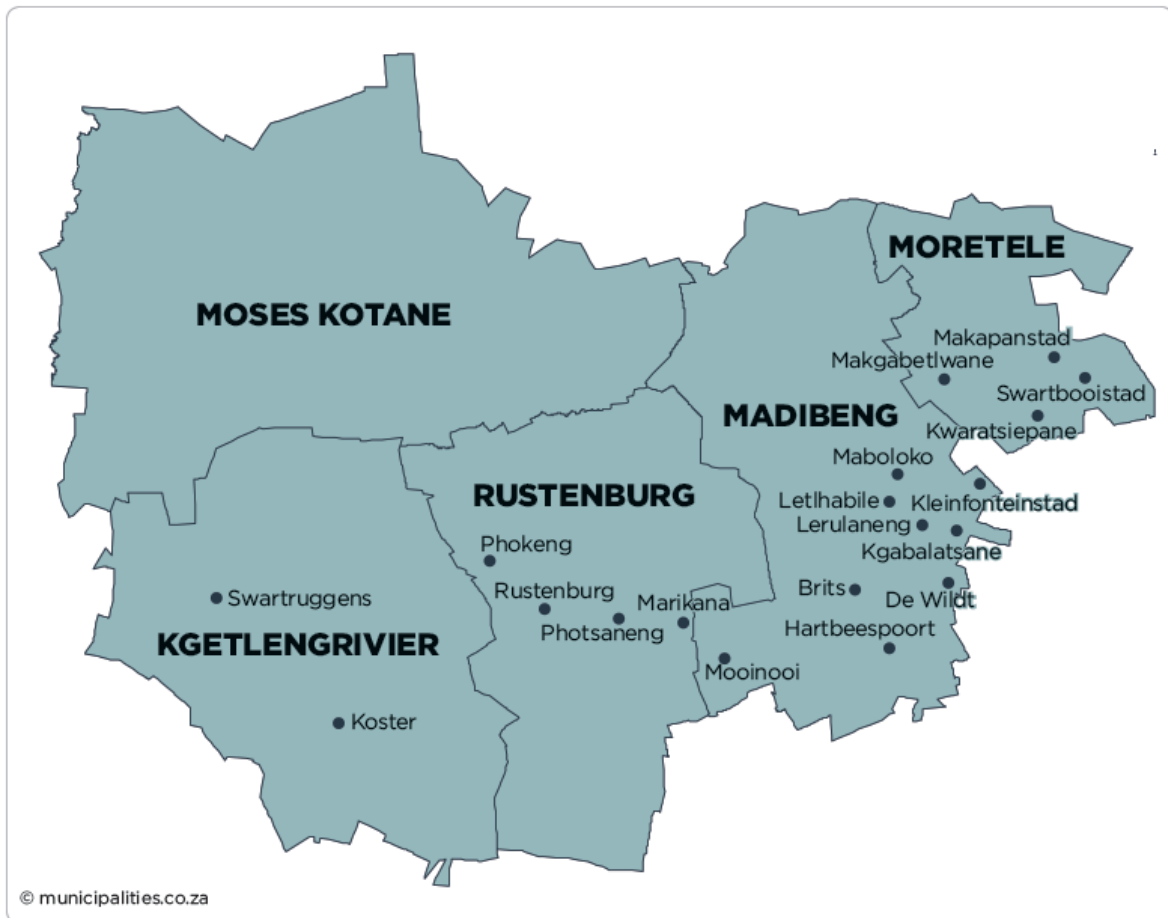
The Madibeng Local Municipality is classified by the Local Government Municipal Structures Act 117 of 1998 as a category 'B' or Local Municipality. It is one of the four local municipalities under Bojanala District Municipality in the City of Tshwane. The total population is estimated at 931 000 people (Census 2011). The IDP document of the Madibeng Local Municipality serves as a blueprint for coordinating its service delivery priorities by considering the role of the communities and the availability of human and financial resources (IDP, 2015-2016). It is also endorsed and adopted in fulfilment of the Municipality's legal obligation in terms of Section 34 of the Local Government: Municipal Systems Act, 2000 Act 32 of 2000). Like any other municipality in South Africa, Madibeng strives to provide quality services that meet the perceptions and expectations of its citizenry. Its municipal council is democratically elected to serve the purpose of the government to address the imbalances that were created by the apartheid legacy and to ensure maximum participation of local communities in all local government affairs concerning their well-being.

Service delivery planning in Madibeng local municipality is driven by a mandate that includes amongst other things, to create an accessible and connected city, to design an active health city that is habitable, clean, environmentally friendly; prosperous and safe. To achieve this mandate, the municipality is in the process of implementing the below listed Key Performance Areas (KPA) of local government in pursuance of the Municipal Planning and Performance Regulations of 2006:

- **KPA1: Municipal Transformation and Institutional Development.** To have a representative and motivated municipal workforce with high ethical standards empowered to render optimal services.
- **KPA2: Municipal Financial Viability and Management.** To manage the Municipality's finances to ensure a financially viable Municipality able to meet all financial obligations.
- **KPA3: Spatial Rationale and Municipal Planning Alignment.** To ensure that all development within the municipality is based on a coherent Spatial Rationale as defined in the municipal Spatial Development Framework and that all sector plans are aligned to this rationale.
- **KPA4: Local Economic Development and Job Creation.** To facilitate and implement local economic development initiatives and processes to promote sustainable economic growth for the municipal area.
- **KPA5: Basic Service Delivery.** To render cost effective and sustainable services to the entire community with diligence and empathy.
- **KPA6: Good Governance and Public Participation.** To ensure service delivery in accordance with "Batho-Pele" principles and legislative requirements and through extensive consultative processes with local stakeholders/ communities.

The above-listed KPAs are key for the acceleration of the service delivery mandate in local government. The successful implementation of these KPAs will also place the municipality on a positive trajectory of inclusive service delivery and socio-economic development for all communities. However, this will require the municipality to prioritise local democracy through the prioritisation of community participation. The map showing Madibeng Local Municipality is presented below.

Figure 4.1: Map of Madibeng Local Municipality



Source: Bojanala Platinum District Municipality (IDP 2017/2018)

4.3 QUANTITATIVE DATA PRESENTATION

As mentioned in the preceding chapters, the current study used a quantitative research methodology to collect data through questionnaires. A total of 200 community members of Madibeng Local Municipality were targeted for the quantitative survey. A total of 196 returned the completed questionnaires. The other four questionnaires were damaged and never returned by participants. For this reason, Yin (2009:252), explains that “unreturned, blank, spoilt questionnaires are not included in the mean percentage score analysis”. Moreover, Leedy (2012) notes that respondents may abscond participation due to the lack of interest or knowledge of the phenomenon being investigated by the researcher.

4.4 STRUCTURE OF QUESTIONNAIRES

The questionnaires were structured in line with the problem statement of this study. Furthermore, the questionnaires were designed in a manner that responds to the research objectives of the study. The general aim of the quantitative surveys for this study was to understand the perceptions of the local communities of the Madibeng Local Municipality about service delivery planning and the quality of services that are provided by the municipality. This study was motivated by the fact that, despite the legislative and policy framework that promotes quality service delivery by local government many communities in South Africa do not receive those services. Furthermore, community participation which is a symbol of good governance is concealed and ignored in many municipalities. The questionnaires were designed in a manner that sought to understand the perceptions of communities about municipal services in their communities. The data from quantitative data was analysed through SPSS, and findings are presented in the following section.

4.5 ANALYSIS OF QUANTITATIVE DATA

Data is presented in the form of pie charts, bar graphs and tables. Sometimes the pie charts are used instead of bar graphs.

4.5.1 Demographic Information of the respondents

Table 4.1: Displaying the rate of gender participation on service delivery matters in Madibeng Local Municipality

		<i>Gender of Participants</i>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	98	50.0	50.0	50.0
	Female	98	50.0	50.0	100.0
	Total	196	100.0	100.0	

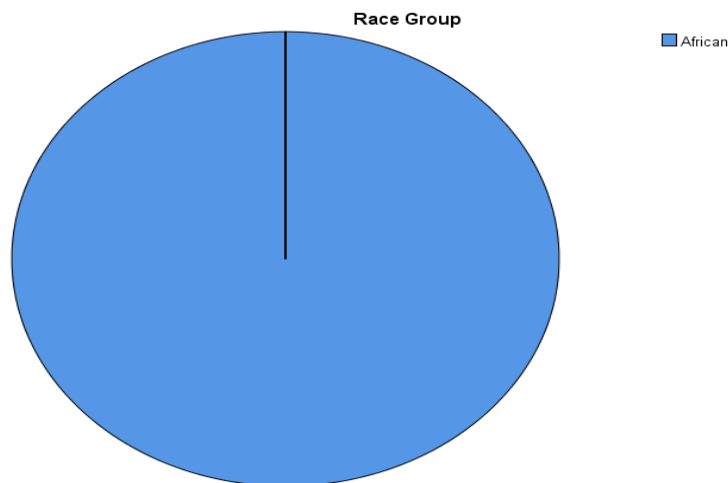
The findings presented in Table 4.1 in the diagram above demonstrates gender balances in terms of priorities that are afforded by community members in municipal service delivery. The percentage of gender participation (98% for both males and females) on service delivery matters in the municipality indicated that communities, in general, participate in local

government affairs. This is also recommended by the South African Constitution (1996) that communities are key for the entrenchment of local democracy in their respective communities.

Table 4.2: Displaying the race group of the participants

Race Group of the Participants

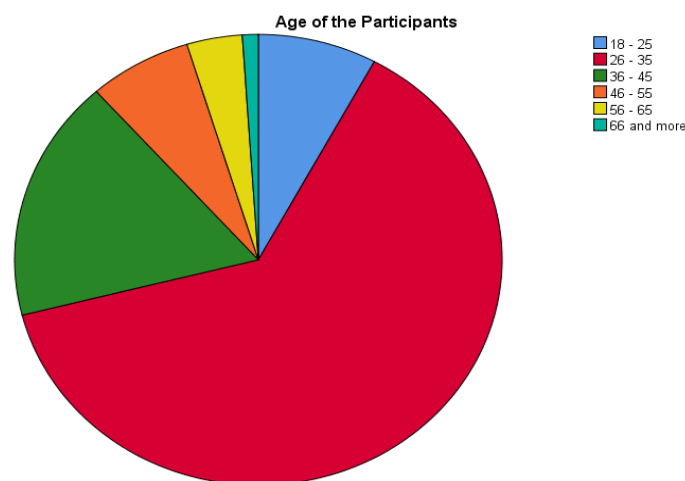
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	African	195	99.5	100.0	100.0
Missing	System	1	.5		
Total		196	100.0		



The above frequency table and pie chart display that all 196 participants indicated their race groups. The overwhelming majority of 196 participants were Africans that constituted 99.5% (195) participation and one participant did not reveal his/her racial information. These findings are justifiable, considering that the study was conducted in communities that are predominantly occupied by Black South Africans. This situation reflects the impacts of apartheid policies (Native Land Act of 1913) that categorised the geographical locations races according to different races (Bekker and Jeffery, 1996). This also reflects that the diversity policies of the current government are not yet fully implemented and embraced in local government.

Table 4.3: Displaying the age of the participants*Age of the Participants*

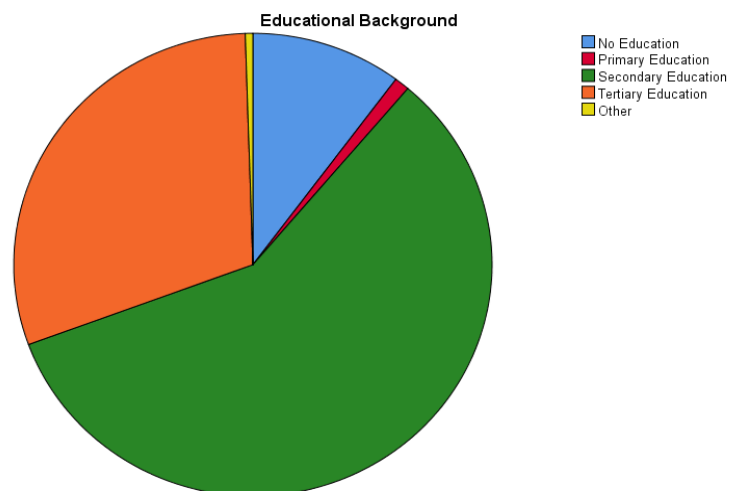
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 25	15	7.7	7.9	7.9
	26 - 35	120	61.2	63.2	71.1
	36 - 45	33	16.8	17.4	88.4
	46 - 55	13	6.6	6.8	95.3
	56 - 65	7	3.6	3.7	98.9
	66 and more	2	1.0	1.1	100.0
	Total	190	96.9	100.0	
Missing	System	6	3.1		
Total		196	100.0		



The above frequency table and pie chart display that 190 respondents indicated their gender. Six respondents did not indicate their gender. A total of 15 (7.7%) participants were between the ages of 18 – 25 years. 120 (61.2%) of the respondents were between the ages of 26 – 35 years. Thirty-three (16.8%) of the respondents were between the ages of 36 – 45 years. Thirteen (6.6%) of the respondents were between the ages of 46 – 55 years. Seven (3.6%) of the respondents were between the ages of 56 – 65 years. Two (1.0%) of the respondents were between the ages of 66 and more. Six (3.1%) participants did not mention their ages. The significance of these findings is that the youthful group between 18 and 35 ages played active roles in promoting quality service delivery in Madibeng Local Municipality.

Table 4.4: Displaying the educational background of the participants*Educational Background of the Participants*

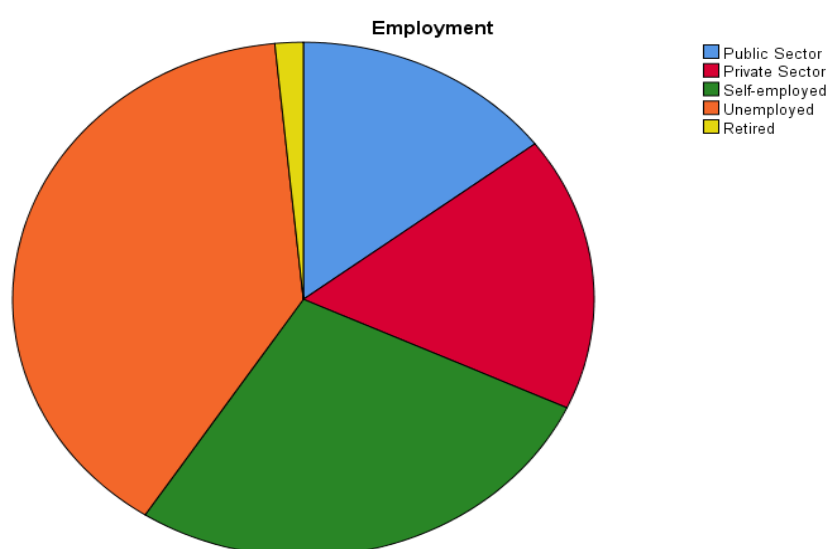
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Education	20	10.2	10.2	10.2
	Primary Education	2	1.0	1.0	11.2
	Secondary Education	114	58.2	58.2	69.4
	Tertiary Education	59	30.1	30.1	99.5
	Other	1	.5	.5	100.0
	Total	196	100.0	100.0	



The above frequency table and pie chart (Table and Pie chart 4.4) display that 195 respondents indicate their educational background and only one person was not specific with his or her educational background. Twenty (10.2%) of the respondents did not have any educational background, while 2 (1.0%) respondents are had primary education. One hundred and fourteen (58.2%) of the respondents were had secondary education. Fifty-nine (30.1%) of the respondents had tertiary education. A significant number of participants in the study were literate. This implies that the majority of participants in the study possessed some knowledge on how service delivery should be planned and coordinated at the municipal level. Furthermore, these participants are the essential assets for the development and economic advancement of their communities.

Table 4.5: Displaying the employment status of the participants*Employment Status of the Participants*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Public Sector	28	14.3	14.7	14.7
	Private Sector	33	16.8	17.3	31.9
	Self-employed	52	26.5	27.2	59.2
	Unemployed	75	38.3	39.3	98.4
	Retired	3	1.5	1.6	100.0
	Total	191	97.4	100.0	
Missing	System	5	2.6		
Total		196	100.0		

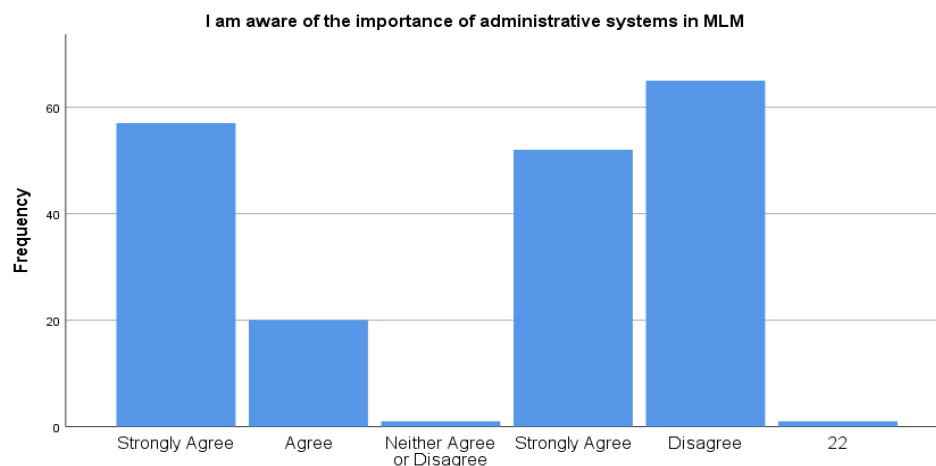


The above frequency table and pie chart display that 196 of the respondents indicated whether they were employed or not. Three (1.5%) of the respondents indicated that they had retired from their employment, while 5 (2.6%) did not indicate their employment status. Twenty-eight (14.3%) of the respondents were working in the public sector, while 33 (16.8%) were working in the private sector. Seventy-five (38.3%) of the respondents were unemployed and 52 (26.5%) were self-employed. The unemployment levels in many communities impact negatively on municipal budgets where the majority of communities may rely more on government subsidies. This is particularly the case with the human settlement which costs the local government a significant amount of funding annually (Mtembu and Maharaj, 2016:265).

Table 4.6: Displaying whether or not the respondents are aware of the importance of administrative systems in Madibeng Local Municipality

The importance of administrative systems

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	57	29.1	29.1	29.1
	Agree	20	10.2	10.2	39.3
	Neither Agree or Disagree	2	.5	.5	39.8
	Strongly Agree	52	26.5	26.5	66.3
	Disagree	65	33.2	33.2	99.5
	Total	196	100.0	100.0	



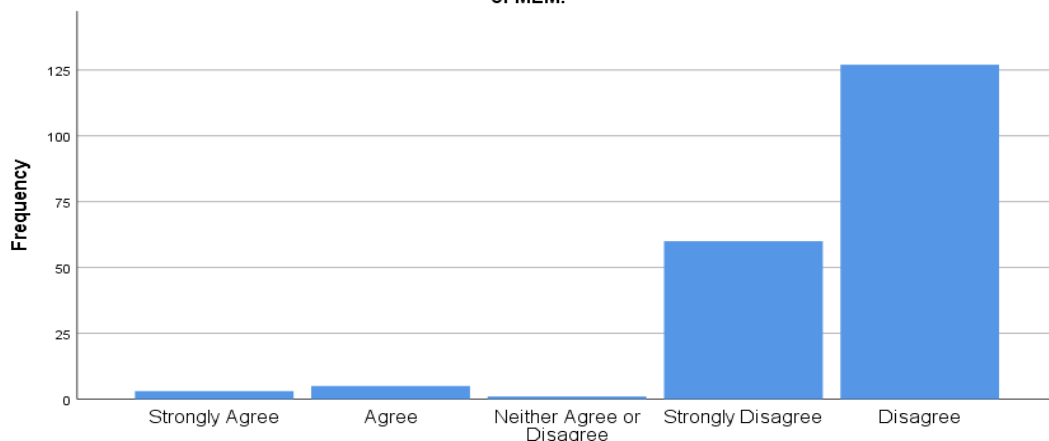
The above frequency table and bar graph display that out of 196 participants indicated whether or not they were aware of the importance of administrative systems in the Madibeng Local Municipality. The majority of the respondents 117 (52 + 65) disagreed that they were not aware of the importance of administrative systems in the Madibeng Local Municipality. The majority of the respondents make 59.7% (26.5% + 33.2%) of the total sample. The minority of the respondents 77 (57 + 20) disagreed that they were not aware of the importance of administrative systems in the Madibeng Local Municipality. The percentage of the minority is 39.3% (29.1 + 10.2%) which makes a total sample. 2 (0.5%) people were not sure.

Table 4.7: Displaying whether or not the municipal officials inform members of the community about changes in the administrative systems of MLM

Changes in the administrative systems

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	3	1.5	1.5	1.5
	Agree	5	2.6	2.6	4.1
	Neither Agree or Disagree	1	.5	.5	4.6
	Strongly Disagree	60	30.6	30.6	35.2
	Disagree	127	64.8	64.8	100.0
	Total	196	100.0	100.0	

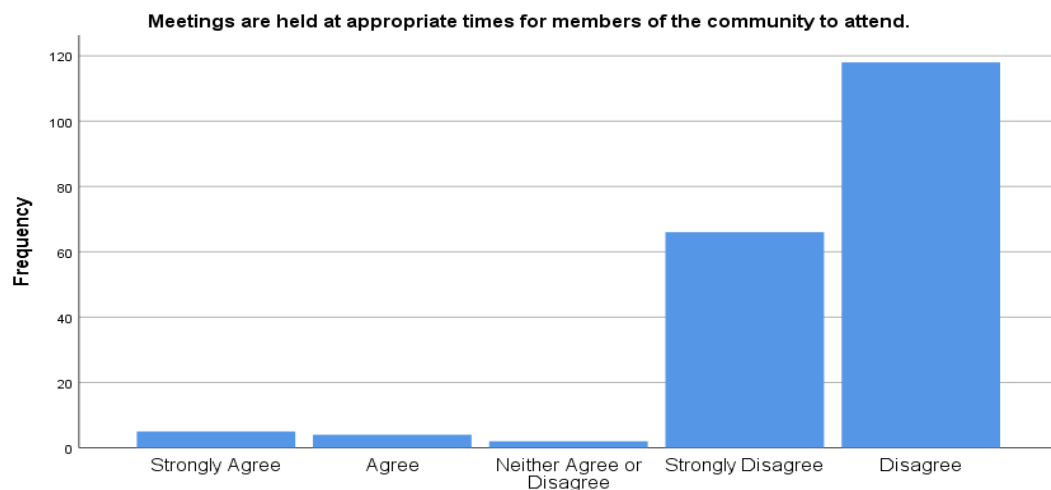
The municipal officials always inform members of the community about changes in the administrative systems of MLM.



The above frequency table and bar graph display that out of a total of 196 participants, indicated whether or not the municipality always informed members of the community about changes in the administrative systems of the Madibeng Local Municipality. Eight (3 + 5) participants agreed that the municipality officials always informed members of the community about changes in the administrative systems of the Madibeng Local Municipality. This makes 4.1% (1.5% + 2.6%) of the total sample. The majority of the respondents 167 (60 + 127) disagreed that the municipality officials always informed members of the community about changes in the administrative systems of the Madibeng Local Municipality. This makes 95.4% (30.6 + 64.8) of the total sample. Only 1 (0.2%) participant was not sure.

Table 4.8: Displaying whether or not the meetings are held at appropriate times for members of the community to attend

<i>Meetings</i>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	2.6	2.6	2.6
	Agree	4	2.0	2.1	4.6
	Neither Agree or Disagree	2	1.0	1.0	5.6
	Strongly Disagree	66	33.7	33.8	39.5
	Disagree	118	60.2	60.5	100.0
	Total	195	99.5	100.0	
Missing	System	1	.5		
Total		196	100.0		

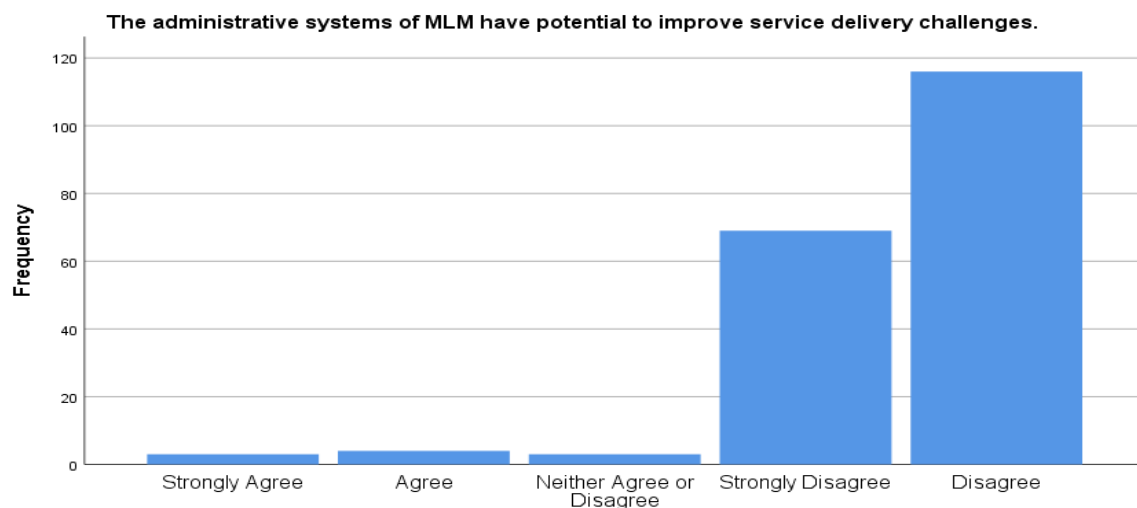


The above frequency table and bar graph display that out of a total number of 196 participants, 195 indicated whether or not the meetings were held at appropriate times for members of the community to attend. One hundred and eighty-four (66 + 118) participants disagreed that the meetings are held at appropriate times for members of the community to attend. This makes 159.7% (60.2% + 99.5%). Only 2 (1.0%) participants are not sure whether the meetings are held at appropriate times for members of the community to attend. Nine (5 + 4) participants agreed that the meetings are held at appropriate times for members of the community to attend. This makes 4.6% (2.6 + 2.0%) of the total sample.

Table 4.9: Displaying whether or not the administrative systems of MLM have the potential to improve service delivery challenges

Potential to improve

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	3	1.5	1.5	1.5
	Agree	4	2.0	2.1	3.6
	Neither Agree or Disagree	3	1.5	1.5	5.1
	Strongly Disagree	69	35.2	35.4	40.5
	Disagree	116	59.2	59.5	100.0
	Total	195	99.5	100.0	
Missing	System	1	.5		
Total		196	100.0		

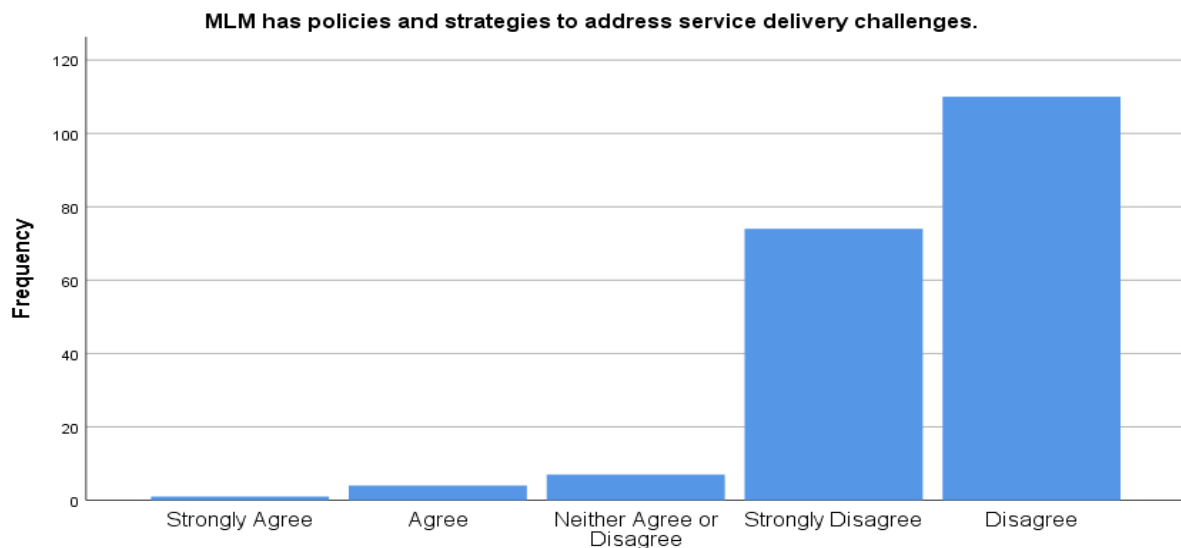


The above frequency table and bar graph display that out of a total of 196 participants, 195 indicated whether or not the administrative systems of the Madibeng Local Municipality have the potential to improve service delivery challenges. One hundred and eighty-five (69 + 116) respondents disagreed that the administrative systems of the Madibeng Local Municipality have the potential to improve service delivery challenges. This makes 94.4% (35.2% + 59.2%) of the total sample. Three (1.5%) are not sure and only 1 (0.5%) didn't answer the question. Seven (3 + 4) participants agreed that the administrative systems of the Madibeng Local Municipality have the potential to improve service delivery challenges. This makes 3.5% (1.5 + 2.0%) of the total sample.

Table 4.10: Displaying whether or not the MLM has policies and strategies to address service delivery challenges

Policies and strategies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1	.5	.5	.5
	Agree	4	2.0	2.0	2.6
	Neither Agree or Disagree	7	3.6	3.6	6.1
	Strongly Disagree	74	37.8	37.8	43.9
	Disagree	110	56.1	56.1	100.0
	Total	196	100.0	100.0	



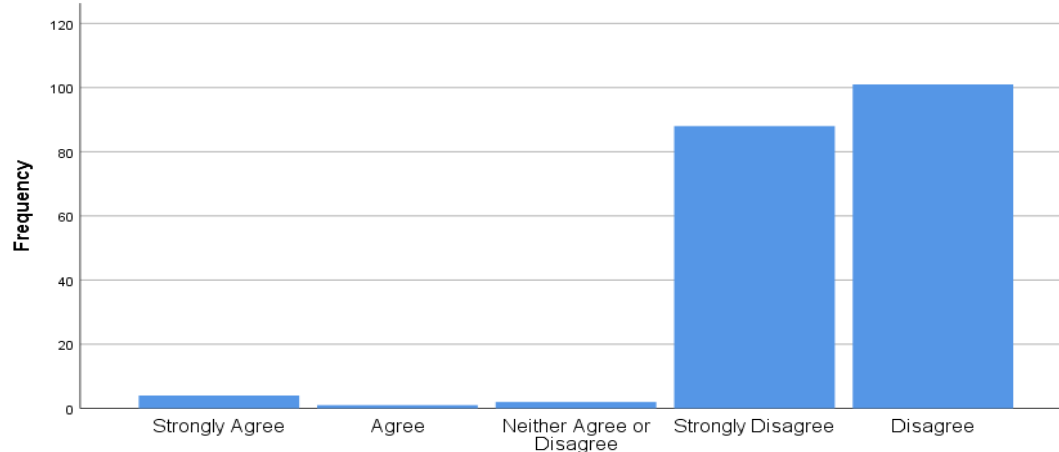
The above frequency table and bar graph display that out of a total of 196 respondents indicated whether or not Madibeng Local Municipality has policies and strategies to address service delivery challenges. Five (1 + 4) participants agreed that the Madibeng Local Municipality has policies and strategies to address service delivery challenges. This makes 2.5% (0.5 + 2.0%) of the total sample. Seven (3.6%) participants were not sure whether Madibeng Local Municipality has policies and strategies to address service delivery challenges. One hundred and eighty-four (74 + 110) respondents strongly disagreed that Madibeng Local Municipality has policies and strategies to address service delivery challenges. This makes 96.9% (37.8% + 59.1%) of the total sample.

Table 4.11: Displaying whether or not the current political leadership and administration have established a fully functional governance system

Functional governance system

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	2.0	2.0	2.0
	Agree	1	.5	.5	2.6
	Neither Agree or Disagree	2	1.0	1.0	3.6
	Strongly Disagree	88	44.9	44.9	48.5
	Disagree	101	51.5	51.5	100.0
	Total	196	100.0	100.0	

The current political leadership and administration have established a fully functional governance system.



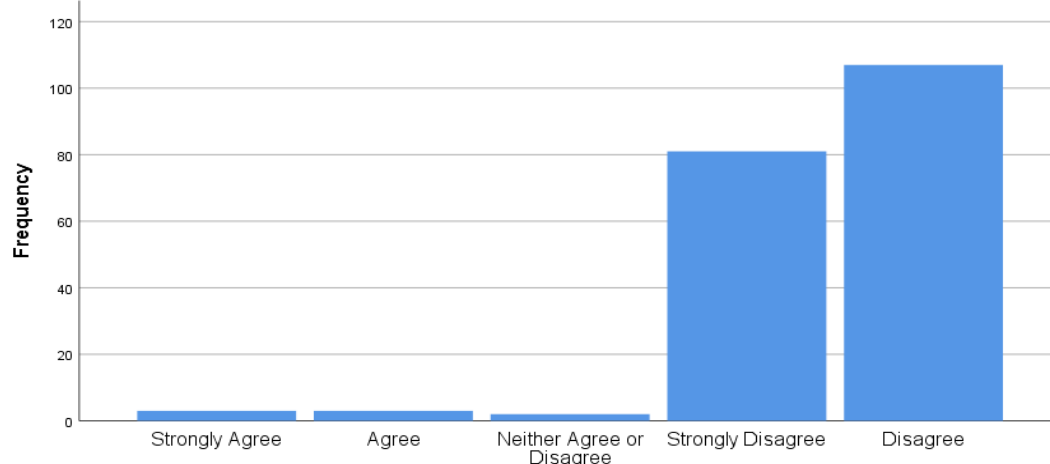
The above frequency table and bar graph show that out of a total of 196 respondents who indicated whether or not the current political leadership and administration have established a fully functional governance system. Two (1.0%) respondents were not sure whether the current political leadership and administration have established a fully functional governance system. Five (4 +1) respondents agreed that the current political leadership and administration have established a fully functional governance system. This makes 2.5% (2.0% + 05%) of the total sample. One hundred and eighty-nine (88 + 101) respondents disagreed that the current political leadership and administration have established a fully functional governance system. This makes 96.4% (44.9% + 51.5%) of the total sample.

Table 4.12: Displaying whether or not as a member of the community I am aware of changes in terms of administrative systems in my municipality

Changes in administrative systems

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	3	1.5	1.5	1.5
	Agree	3	1.5	1.5	3.1
	Neither Agree or Disagree	2	1.0	1.0	4.1
	Strongly Disagree	81	41.3	41.3	45.4
	Disagree	107	54.6	54.6	100.0
	Total	196	100.0	100.0	

As a member of the community I am aware of changes in terms of administrative systems in my municipality

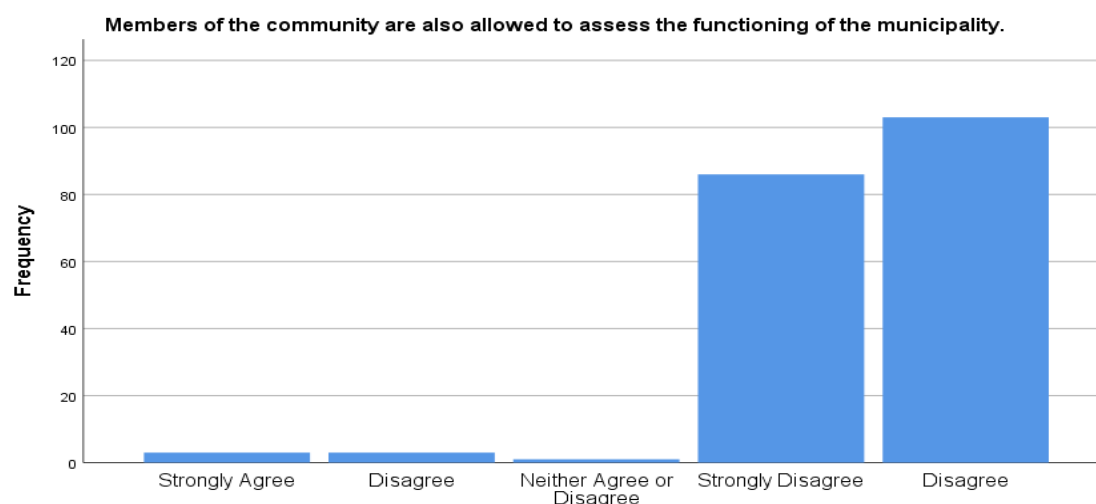


The above frequency table and bar graph display that out of a total of 196 participants indicated whether or not as members of the community they are aware of changes in terms of administrative systems in their municipality. Two (1.0%) participants were not sure whether as members of the community they were aware of changes in terms of administrative systems in their municipality. Six (3 + 3) respondents agreed that as members of the community they are aware of changes in terms of administrative systems in their municipality. This makes 3% (1.5% + 1.5%) of the total sample. One hundred and eighty-eight (81 + 107) participants disagreed that as members of the community they are aware of changes in terms of administrative systems in their municipality. This makes 95.9% (41.3 + 54.6%) of the total sample.

Table 4.13: Displaying whether or not members of the community are also allowed to assess the functioning of the municipality

Assessable to the functioning of the municipality.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	3	1.5	1.5	1.5
	Disagree	3	1.5	1.5	3.1
	Neither Agree or Disagree	1	.5	.5	3.6
	Strongly Disagree	86	43.9	43.9	47.4
	Disagree	103	52.6	52.6	100.0
	Total	196	100.0	100.0	



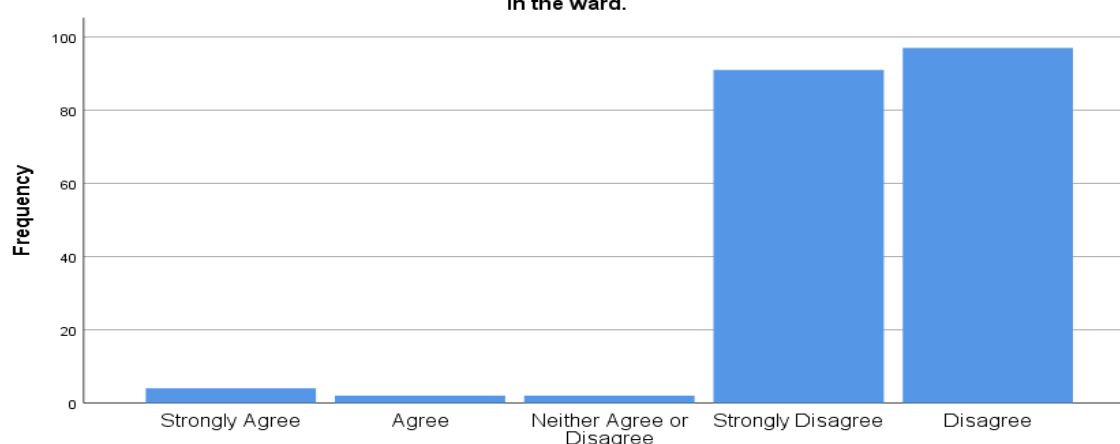
The above frequency table and bar graph display that out of a total number of 196 participants indicated whether or not members of the community are also allowed to assess the functioning of the municipality. One (0.5%) participant was not sure whether members of the community are also allowed to assess the functioning of the municipality. Six (3 + 3) participants agreed that members of the community were also allowed to assess the functioning of the municipality. This makes 3% (1.5% + 1.5%) of the total sample. One hundred and eighty-nine (86 + 103) participants disagreed that members of the community are also allowed to assess the functioning of the municipality. This makes 96.5% (43.0% + 52.6%) of the total sample.

Table 4.14: Displaying whether or not councillors always inform the community of all programmes and projects that will be undertaken in the ward

Programmes and projects undertaken in the ward

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2	1.0	1.0	1.0
	Agree	3	1.5	1.5	2.6
	Neither Agree or Disagree	1	.5	.5	3.1
	Strongly Disagree	84	42.9	43.1	46.2
	Disagree	105	53.6	53.8	100.0
	Total	195	99.5	100.0	
Missing	System	1	.5		
Total		196	100.0		

Councillors always inform the community of all programmes and projects and projects that will be undertaken in the ward.

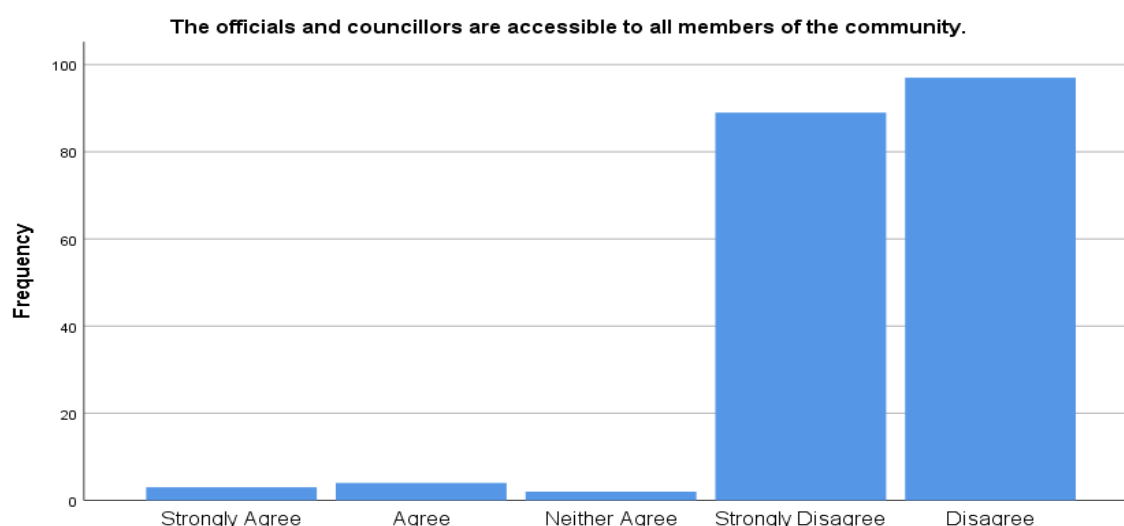


The above frequency table and bar graph display that out of a total number of 199 participants, 194 indicated whether or not councillors always inform the community of all programmes and projects that will be undertaken in the ward. Only 1 (0.5%) participants did not answer this question. One hundred and eighty-nine (105 + 84) participants disagreed that the councillors always informed the community of all programmes and projects that will be undertaken in the ward. This makes 96.5% (42.9% + 53.6%) of the total sample. Five (2 + 3) participants agreed that the councillors always informed the community of all programmes and projects that will be undertaken in the ward. This makes 3% (1.0% + 1.5%) of a total sample.

Table 4.15: Displaying whether or not the officials and councillors are accessible to all members of the community

Accessible to all members of the community

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	3	1.5	1.5	1.5
	Agree	4	2.0	2.1	3.6
	Neither Agree	2	1.0	1.0	4.6
	Strongly Disagree	89	45.4	45.6	50.3
	Disagree	97	49.5	49.7	100.0
	Total	195	99.5	100.0	
Missing	System	1	.5		
Total		196	100.0		



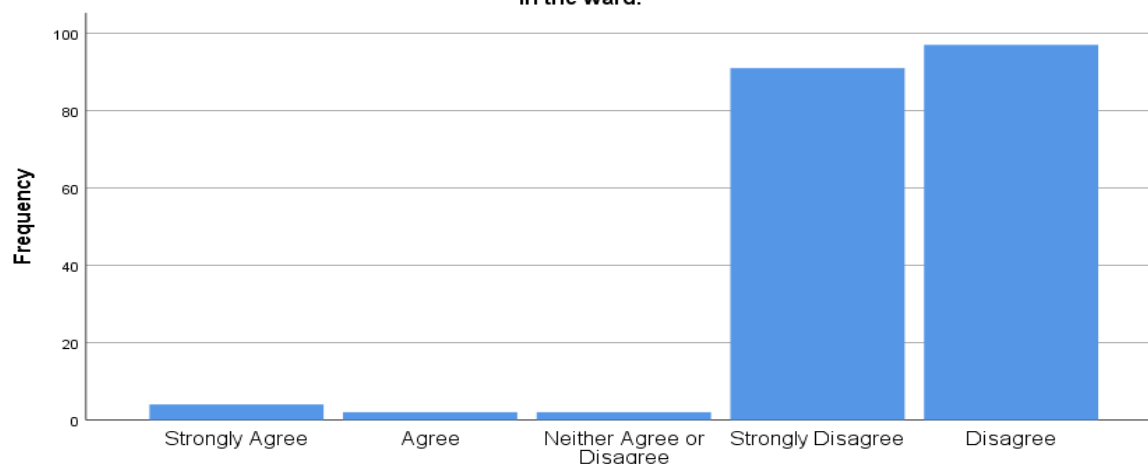
The above frequency table and bar graph display that out of a total number of 196 participants, 193 indicated whether or not the officials and councillors are accessible to all members of the community. Two (1.0%) were not sure whether the officials and councillors are accessible to all members of the community. One hundred and eighty-six (97 + 89) participants disagreed that the officials and councillors are accessible to all members of the community. This makes 94.9% (45.4% + 49.5%) of the total sample. One (0.5%) participant did not answer this question. Seven (3 + 4) participants agreed that the officials and councillors were accessible to all members of the community. This makes 3.5% (1.5% + 2.0%) of the total sample.

Table 4.16: Displaying whether or not councillors always inform the community of all programmes and projects that will be undertaken in the ward

Programmes and projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	2.0	2.0	2.0
	Agree	2	1.0	1.0	3.1
	Neither Agree or Disagree	2	1.0	1.0	4.1
	Strongly Disagree	91	46.4	46.4	50.5
	Disagree	97	49.5	49.5	100.0
	Total	196	100.0	100.0	

Councillors always inform the community of all programmes and projects and projects that will be undertaken in the ward.

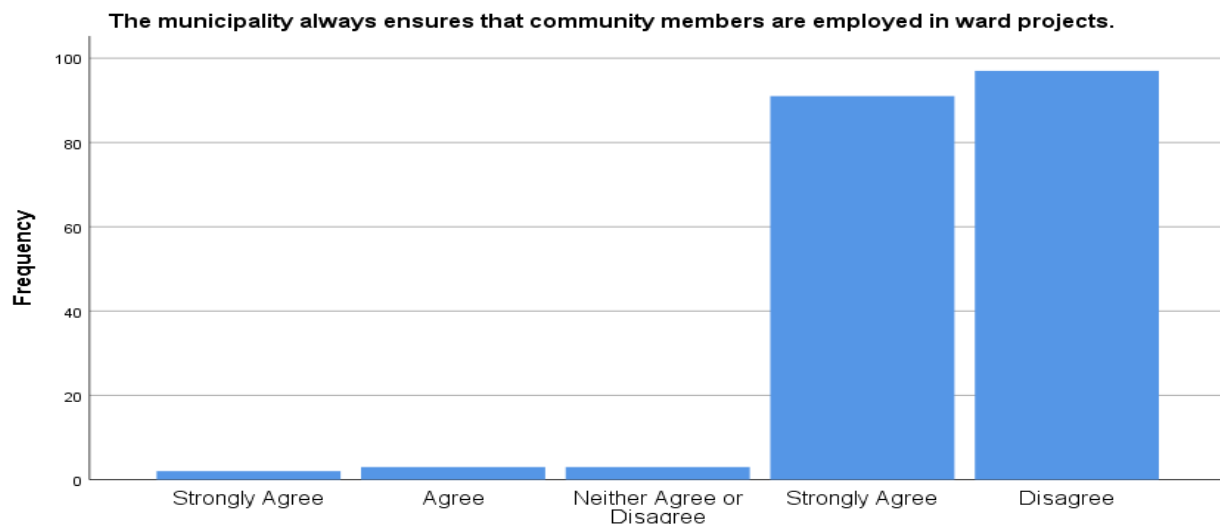


The above frequency table and bar graph display that out of a total number of 196 participants indicated whether or not the councillors always informed the community of all programmes and projects that would be undertaken in the ward. Six (4 + 2) participants agreed that the councillors always informed the community of all programmes and projects and projects that would be undertaken in the ward. This makes 3% (2.0% + 1.0%) of the total sample. Two (1.0%) participants were sure whether the councillors always informed the community of all programmes and projects that would be undertaken in the ward. One hundred and eighty-eight (91 + 97) participants disagreed that the councillors always inform the community of all programmes and projects that would be undertaken in the ward. This makes 95.9% of the total sample.

Table 4.17: Displaying whether or not the municipality always ensures that community members are employed in ward projects

Employed in ward projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2	1.0	1.0	1.0
	Agree	3	1.5	1.5	2.6
	Neither Agree or Disagree	3	1.5	1.5	4.1
	Strongly Disagree	91	46.4	46.4	50.5
	Disagree	97	49.5	49.5	100.0
	Total	196	100.0	100.0	



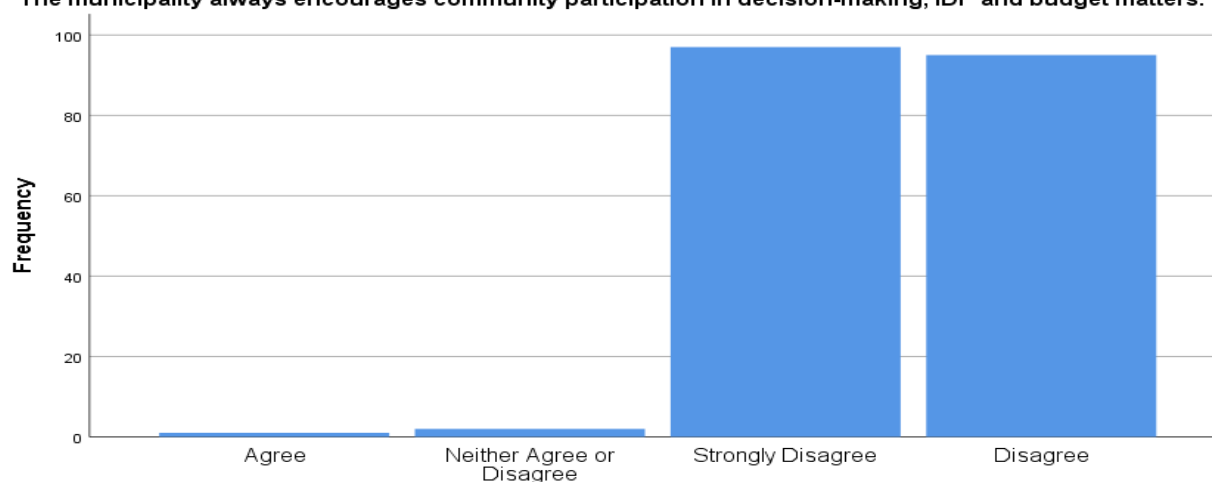
The above frequency table and bar graph display that out of a total of 196 participants indicated whether or not the municipality always ensured that community members were employed in ward projects. Three (1.5%) participants were not sure whether the municipality always ensures that community members are employed in ward projects. Five (2 + 3) participants agreed that the municipality always ensured that community members were employed in ward projects. This makes 2.5% (1.0% + 1.5%) of the total sample. One hundred and eighty-eight (97 + 91) participants disagreed that the municipality always ensured that community members were employed in ward projects. This makes 95.9% (46.4% + 49.5%) of the total sample.

Table 4.18: Displaying whether or not the municipality always encourages community participation in decision-making, Integrated Development Plan and budget matters

Participation in decision-making, IDP and budget matters

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	1	.5	.5	.5
	Neither Agree or Disagree	2	1.0	1.0	1.5
	Strongly Disagree	97	49.5	49.7	51.3
	Disagree	95	48.5	48.7	100.0
	Total	195	99.5	100.0	
Missing	System	1	.5		
Total		196	100.0		

The municipality always encourages community participation in decision-making, IDP and budget matters.

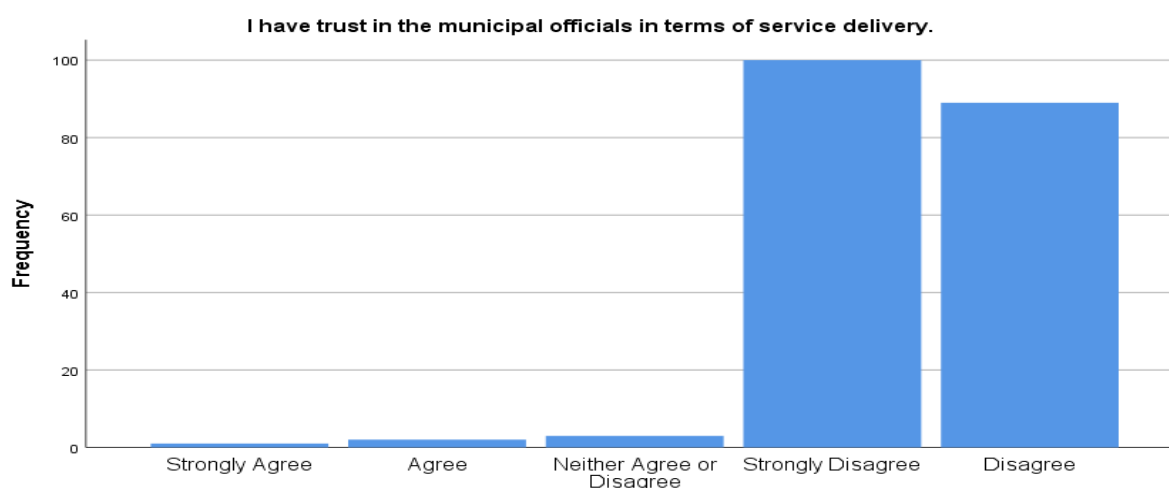


The above frequency table and bar graph display that out of a total number of 196 participants, 195 indicated whether or not the municipality always encourages community participation in decision-making, IDP and budget matters. Only 1 (0.5%) did not answer this question. One hundred and ninety-two (97 + 95) participants disagreed that the municipality always encouraged community participation in decision-making, IDP and budget matters. This makes 98% (48.5% + 49.5%) of the total sample. Three (1 + 2) participants agreed that the municipality always encouraged community participation in decision-making, IDP and budget matters. This makes 1.5% (0.5% + 1.0%) of the sample.

Table 4.19: Displaying whether or not the community have trust in the municipal officials in terms of service delivery

Trust in the municipal officials

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1	.5	.5	.5
	Agree	2	1.0	1.0	1.5
	Neither Agree or Disagree	3	1.5	1.5	3.1
	Strongly Disagree	100	51.0	51.3	54.4
	Disagree	89	45.4	45.6	100.0
	Total	195	99.5	100.0	
Missing	System	1	.5		
Total		196	100.0		



The above frequency table and bar graph display that out of a total of 196 participants, 195 indicated whether or not they have trust in the municipal officials in terms of service delivery. Only 1 (0.5%) participant did not answer this question. Three (1 + 2) participants agreed that they have trust in the municipal officials in terms of service delivery. This makes 1.5% (0.5% + 1.5%) of the total sample. Three (1.5%) participants were not sure whether they have trust in the municipal officials in terms of service delivery. One hundred and eighty-nine (100 + 89) participants disagreed that they have trust in the municipal officials in terms of service delivery. This makes 96.4% (51.0 + 45.4%) of the total sample.

4.3 SUMMARY

This chapter presented the findings of the study. It began with the review of the case context of Madibeng Local Municipality. In line with the research objectives and key research questions, the chapter presented findings through the SPSS technique. Generally, the findings highlighted the challenges that confronted the service delivery practices of the municipality. The next chapter discusses the research findings.

CHAPTER FIVE

DISCUSSION OF THE RESEARCH FINDINGS

5.1 INTRODUCTION

Post-1994 in South Africa, the government promised good living. After 25 years of democracy in South Africa, communities from different municipalities still lack basic services such as water, sanitation, roads, lack of housing, jobs and live in poverty.

5.2 DISCUSSION AND PRESENTATION OF FINDINGS

The participants of the study were required to provide answers to several variables and the responses from the participants were computed by SPSS. These variables comprise the gender, age, education, and employment of the participants. The participants were asked to rate how service delivery is provided by the Madibeng Local Municipality. The researcher combined some of the questions to make one statement.

5.2.1 Age, race group, educational background and employment status of the participants

All the participants of this study were Black community members living in two townships and two rural areas that fall under the Madibeng Local Municipality. Generally, the majority of the people that are unemployed in South Africa are the youth who are the future of the country. Different presidents of South Africa have promised job creation for the youth. That is a worrying factor when one looks at the high rate of the unemployed in the country. In this study, the majority of the participants are the youth who are unemployed and have a secondary education living within the Madibeng Local Municipality. Nowadays, secondary education does not have value because employers prefer people with higher education from reputable colleges and universities. The participants that are working in the public and private sectors are very few as compared to the number of unemployed youths within the Madibeng Municipality.

5.2.2 The importance and the changes of the administrative systems within the Madibeng Local Municipality

The researcher integrated questions from Tables 4.6 and 4.7. He is of the view that those two questions refer to the administrative systems of the Madibeng Local Municipality. The majority of local municipalities in South Africa are collapsing due to poor management of administrative

systems. One may argue that the administrative systems of municipalities are good but the people or employees who are employed are not qualified or do not have relevant qualifications to perform their duties to a maximum level, as a result, some of the local municipalities are under administration. In terms of the awareness of the administrative systems, the majority of the participants (57.9%) indicated that they are not aware of the administrative systems of the Madibeng Local Municipality. It was a worrying factor for the researcher because after 25 years of democracy in South Africa there are still people who do not perceive the administrative systems of their municipalities as important to them. One may argue based on the above statement that the employees working at Madibeng Local Municipality are not informing the community about the importance of the administrative system. The minority of the participants (39.3%) were of the view that they are aware of the administrative systems of their municipality.

The community has the right to be informed when there are changes that are taking place in their municipality because that municipality is providing service to them. In terms of the administrative changes, the majority of the participants disagreed that the municipal officials inform them when the municipality is doing administrative changes while the minority (4.1%) agreed to this question. It is very strange looking at the questionnaire and finding out that the minority are aware of the changes whereas the majority are not. According to the Batho Pele (2014) principle that talks about consultation, public servants should make sure that they stay in touch with the people that they service, what service they need, how they would like their services to be delivered, and what they are dissatisfied about. One may argue that the Madibeng Local Municipality is different from what the principle of consultation talks about because the communities are complaining that the municipal officials are not keeping in touch with them. This shows that the municipality is not doing enough to inform the community about the importance of administrative systems.

5.2.3 Meetings are held at appropriate times for members of the community to attend

The majority of the participants (93.9%) are disagreed that the meetings were held at appropriate times to attend. One may conclude that the meetings are held at night/ and during the week which is not a good idea for the community to attend, the reason might be crime or some members of the community are at work. Sometimes they are not interested because during the meetings, the councillors are not addressing the challenges that they face in their wards, or

some of the items that are appearing in the agenda are not being addressed. If those are the reasons, there is no need for the community to attend the meetings. The minority of the participants agreed that the meetings were held at appropriate times for them to attend.

5.2.4 The Madibeng Local Municipality has policies and strategies to address service delivery challenges

The local government has good policies that are implemented by the National Council of Provinces to govern municipalities. Some of the employees that are employed by the municipalities are wrong people who do not possess relevant qualifications. There is a famous term that is used by academics and people who understand the politics of “cadre deployment”. A political party that wins the local government elections deploys its members even if they are not fit to implement the policies. In this study, the minority of the participants are of the view that the Madibeng Local Municipality has policies and strategies to address service delivery challenges. This is a small percentage (2.5%) that agrees with this question while the majority of the participants are disagreeing with this question. If the municipality had policies and strategies that were addressing service delivery challenges, the community was not going to embark on service delivery strikes. The communities that fall under the Madibeng Local Municipalities are not receiving the good services that they were promised in 2015 before the local government elections. This is one of the local municipalities that are failing the people that voted them into power. One may argue that this municipality is under the administration of illiterate employees who do not have strategies that will address the challenges of service delivery. The percentage from the questionnaire speaks for itself.

5.2.5 The current political leadership and administration have established a fully functional governance system

In some municipalities, the current political leadership and administration have established a fully functional governance system. For example, the Johannesburg Metropolitan Municipality has improved the administrative system that is fully functional. Post 2015, the City of Johannesburg has been under the administration of the African National Congress that was operating with a dysfunctional system. The Democratic Party administration is busy cleaning the mess that was created by the previous political party. In this study, the majority of the community or participants (96.4%) are disagreeing with this question. This shows that the Madibeng Local Municipality under the leadership of the African National Congress have not established a functional governance system. Post-democracy, the Madibeng Local

Municipality has been under the political leadership of the African National Congress. The minority of the participants (1.5%) are agreeing with this question.

5.2.6 Councillors always inform the communities of all programmes and projects that will be undertaken in the ward and ensuring that community members are employed

Questions from Tables 5.16 and 5.17 were combined by the researcher since those questions talk about the programmes and projects that are taking place within their wards. The councillors are elected by the community living in their areas to represent them at the municipality. In terms of informing the communities about all the programs and projects that are undertaken by the municipality in their ward, the minority of the participants (3%) are of the view that they are informed about the programmes and projects. One may argue that those who are always informed are closer or belong to the same political party as their councillors. On the other hand, the majority of the participants disagreed that their councillors always inform them about all the programs and projects that are undertaken in their wards. Looking at the high percentage of those who are disagreeing with the question, one may conclude that there is a lack of communication between the communities and the councillors who represent the municipality in their wards.

In terms of ensuring that the community members are employed in ward projects, 1.5% of the participants are not sure whether they are employed in the projects that are undertaken in their wards. On the other hand, the majority of the participants disagreed that they are not employed on the projects wards that are undertaken by the municipality. One may assume that those who are employed in the ward projects are related or members of the political party that the councillors belong to. This creates a problem for the government because it increases the rate of unemployment. The government said that all projects that are undertaken in different wards, local communities must be the first to be employed.

5.2.7 The officials and councillors are accessible to all members of the community

The government has good policies that are not being implemented by the people that are employed in different departments. According to the principle of Batho Pele (2014), all citizens have the right to equal access to the services that they are entitled to. One may argue that there is a link between the above question and this question because if the communities are disagreeing that the councillors are not informing them about the programs and projects that are undertaken and employing them in those ward projects, this shows that there is a huge gap

between the councillors and their communities in the wards. The majority of the participants are totally disagreeing that the officials and councillors are not accessible to all members of the community. This is a major concern because before the councillors' assume work they take an oath that they will serve the community.

5.2.8 The community have trust in the municipal officials in terms of assessing the functioning and service delivery of the municipality

The researcher combined the questions from Tables 4.15 and 4.19. He is of the view that those questions are related, hence they are referring to the services that the communities are assessing at the Madibeng Local Municipality. The communities have no trust in their municipalities due to poor service delivery. The service delivery strikes in South Africa are perpetuated by poor services deliveries whereby the communities are arrested and at times are shot at by the police force. In 2015 at the Mothutlong Township within the Madibeng Local Municipality, a young man was killed by the police during the service delivery strike. During that strike, the community had valid reasons for striking because no one can live without water or should be subjected to drinking dirty water. In this study, the majority of the participants agreed that they have no trust in the municipal officials in terms of service delivery. Sometimes you will hear the senior citizens saying that it was hard during apartheid but services were better as compared to the current government. The minority of the participants agreed that they have trust in the municipal officials in terms of service delivery.

5.3 SUMMARY

Based on the responses, it is clear that the Madibeng community is not happy and has no trust in the Municipal officials on the service delivery that it is receiving. The study also showed that unemployment in these communities is high and educational levels are low. The next chapter will make recommendations and present the conclusions of the study.

CHAPTER SIX

GENERAL CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

This chapter begins with the recapitulations of research objectives and key questions that were raised by the study. It proceeds to discuss the alignment between the research findings and research objectives. Finally, it concludes with the proposals of recommendations of the study and the general conclusion.

6.2 RECAPITULATIONS OF RESEARCH QUESTIONS AND OBJECTIVES

The research objectives and questions of the current study are tabulated in Table 6.1 below.

Research Objectives	Research Questions
<ul style="list-style-type: none">• To identify factors that may increase efficiency in service delivery in Madibeng Local Municipality;• To evaluate progress made by Madibeng Local Municipality in aligning its operation with local government legislation;• To review the relevancy of community participation strategies of Madibeng Local Municipality to enhance local democracy and improve service delivery;• To examine the role of various municipal stakeholders that help the municipality to increase its capacity for service delivery;• To suggest recommendations that may contribute to service delivery improvement more broadly in local government and specifically in Madibeng local municipality.	<ul style="list-style-type: none">• What are the factors that may increase efficiency in service delivery in Madibeng Local Municipality?• What is the progress made by Madibeng Local Municipality in aligning its operation with local government legislation?• What is the relevancy of community participation strategies of Madibeng Local Municipality to enhance local democracy and improve service delivery?• What is the role of various municipal stakeholders that help the municipality to increase its capacity for service delivery?• What recommendations can be suggested to contribute to service delivery improvement more broadly in local government and specifically in Madibeng local municipality.

6.2.1 RESEARCH OBJECTIVE ONE AND RESEARCH QUESTION ONE

The findings of the study established that, while Madibeng has formulated various mechanisms (including community participation, IDP forums, stakeholder) that are intended to improve service delivery systems, there are still key factors that the municipality should address as a matter of urgency. These include the mitigation of political tensions between different political affiliations within the municipal council. The political tensions/intolerances in the South African communities/municipalities have severely deteriorated the government's endeavours for social cohesion. This has also been widely observed in the national parliament's sittings. Furthermore, financial constraints and mismanagement in the Madibeng Municipality were highlighted as critical factors that delay or militate against efficient service delivery in the communities.

6.2.2 RESEARCH OBJECTIVE AND RESEARCH QUESTION TWO

There is significant progress that has been made by the Madibeng Municipality to align its operations with local government legislation. This is evident with the amount of effort that has been dedicated by the municipality towards policy implementation. While these policies including, Local Government: Municipal Systems Act 32 of 2000, Local Government: Municipal Structures Act 117 of 1998, Local Government: Municipal Financial Management Act 56 of 2003, have not fully yielded positive results, the municipality is in a positive trajectory towards the successful implementation of these policies.

6.2.3 RESEARCH OBJECTIVE AND RESEARCH QUESTION THREE

Community participation remains an important aspect of local government. It promotes communication between communities and their municipalities in the endeavours for addressing service delivery requirements and other community needs. In the case of Madibeng Municipality, community participation strategies and policies are in existence. Financial and human resource constraints are often affecting the effective implementation of community participation strategies in the municipality. For example, the findings revealed that the municipality often relies on the services of volunteers who are not remunerated to facilitate community participation processes – such as mobilising communities to attend and participate in the meetings convened by the municipality.

6.2.4 RESEARCH OBJECTIVE FOUR AND RESEARCH QUESTION FOUR

The findings of this study reflected that local government is generally a multifaceted institution in terms of its functional areas, whose success depends on various stakeholders who facilitate different service delivery programmes of the institution. This is relevant considering the multitudes and diversity of the South African communities. To succeed with the service delivery mandate, municipalities must be constituted by many stakeholders.. Madibeng has relevant structures and stakeholders that are inconsistent with local government legislation, such as the Local Government Structures Act, 117 of 1998. However, despite the existence of such stakeholders, the elements of service delivery failure were detected by the findings of the study. This will require the municipality to tighten its internal systems so that these stakeholders may benefit the municipality to achieve its constitutional mandate of service delivery without any failure.

6.2.5 RESEARCH OBJECTIVE FIVE AND RESEARCH QUESTION FIVE

The researcher of the current study conducted quantitative surveys with the citizens of the Madibeng Local Municipality. In general, the findings revealed that despite challenges that are commonly experienced by other municipalities, the municipality has over the years created reasonable structures (internal and external personnel) and formulated adequate service delivery policies. However, the challenges of such structures and policies are a grave concern for the citizens. The study therefore proposed a series of recommendations which may help to address the challenges that are experienced by the municipality. These challenges are discussed in the next subtopic of this study.

6.3 RECOMMENDATIONS

Based on the findings of the research, the study submitted recommendations which are discussed below.

6.3.1 RECOMMENDATION ONE: CAPACITY BUILDING IN THE MADIBENG LOCAL MUNICIPALITY

In light of the maladministration and service delivery failures which are evidenced by many protests, the study recommended a capacity-building initiative that is relevant to develop human capacities for officials dealing with service delivery programmes in the municipality. The training programmes should focus on customer care, information technology,

communication, and project management. The study anticipates that the deliverables of these programmes may help to turn around service delivery outputs in the municipality.

6.3.1 RECOMMENDATION TWO: MONITORING AND EVALUATION AS ELEMENTS OF GOOD GOVERNANCE IN THE MADIBENG LOCAL MUNICIPALITY

In consistent with emphasis for quality control in the public sector, the municipal council should prioritise monitoring and evaluation to ensures that community participation strategies yield positive results for service delivery. This recommendation arises from observation that the municipality did not have a clear community participation strategy for mobilising maximum participation of citizens in its governance affairs.

6.3.2 RECOMMENDATION THREE: REVIEW OF INTERNAL AND EXTERNAL OVERSIGHT MECHANISMS IN THE MADIBENG LOCAL MUNICIPALITY

The internal and external oversight structures in municipalities, including Audit Committees (AC), Standing Committees on Public Accounts (SCOPA), Auditor-General, (A-G), Public Protector, Human Rights Commissions and other relevant institutions, should play key roles to regulate normality, ethical conduct and professionalism in local government. This will promote quality and sustainable service delivery in the local government sphere.

3.6.3 RECOMMENDATION FOUR: INNOVATIVE ELECTRONIC SYSTEMS FOR COMMUNITY PARTICIPATION

The current context of global governance places a huge emphasis on e-Governance towards improving service delivery and community lives. To this effect, most countries have heeded this call and rejuvenated their communication mechanisms with their constituencies. Owing to communication breakdowns and inefficient service delivery systems that are currently used by the Madibeng Municipality, the study recommends that the entire local government sphere prioritises the implementation of electronic versions of community participation. This will help to speed up service delivery and electronic communication within the municipal area of jurisdiction.

3.6.4 RECOMMENDATION FIVE: RECOMMENDATIONS FOR FUTURE STUDIES

Considering the government's 2030 vision of the National Development Plan, service delivery and active communication between communities and public institutions, are regarded as key drivers of this vision. The recent trends in local government demonstrate huge gaps between

citizens and the government. The study discovered that this state of affairs is mainly attributed to the unkept promises of service delivery and 'better life for all'. The researcher recommends that future studies be conducted to solicit more innovative and progressive service delivery and community participation strategies in local government.

6.7 LIMITATIONS OF THE STUDY

In this study, the researcher experienced challenges in terms of reaching the key informants of the study. At its commencement, the research was designed to be a mixed methods study, however; the lack of participation by municipal officials of the Madibeng Municipality in the qualitative surveys forced the researcher to change the methodology into a quantitative research. For this reason, the study has only reported quantitative findings that were extracted from quantitative surveys with community members. Despite the absence of qualitative findings, the researcher managed to draw valid conclusions for the study.

6.8 GENERAL SUMMARY OF THE STUDY

This study reported in this research investigated the role of community participation in enhancing service delivery in the Madibeng Local Municipality in the North West Province of South Africa. The main aim was to explore the extent to which effective and efficient community participation strategies can promote local democracy and quality service delivery in this municipality. The findings reflected different perceptions of the communities about the commitment of the municipality in the promotion of service delivery and community participation. The essence of these perceptions is that the municipality has achieved reasonable strides towards improving community lives. However, there were noticeable gaps that the municipality should address.

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ANNEXURE 1: LETTER OF INFORMED CONSENT

UNIVERSITY OF KWAZULU-NATAL

SCHOOL OF MANAGEMENT, IT AND GOVERNANCE

Dear Respondent,

Masters of Public Administration Research Project

Researcher: Ezrom Lebodi (031 260 8150/8070)

Supervisor: Prof T Nzimakwe

Research Office: Ms. P Ximba (031 260 3587)

I, Ezrom Lebodi, a Masters student, at the School of Management, IT and Governance, of the University of Kwazulu Natal. You are invited to participate in a research project entitled is service delivery effective in Madibeng local municipality. The aim of this study is to:

- To investigate poor service delivery within selected municipality (Madibeng) in North West Province,
- To investigate factors which influence poor service delivery within the municipality,
- To ascertain whether or not communities are satisfied with the service delivery that they receive from their municipality.

Through your participation I hope to understand the reason that causes the community to embark on a poor service delivery protest in North West. The results of the research project are intended to contribute to service delivery at the local municipality and how the municipality must deliver services to the community.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in these questionnaires. Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management, IT and Governance, UKZN.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The survey should take you about 10 to 15 minutes to complete. I hope you will take the time to complete/answer these questionnaires.

Sincerely

Investigator's signature_____ Date_____

CONSENT

I.....(full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

SIGNATURE OF PARTICIPANT

DATE

.....

ANNEXURE 2: RESEARCH INSTRUMENT

**UNIVERSITY OF KWAZULU-NATAL
SCHOOL OF MANAGEMENT, IT AND GOVERNANCE**

QUESTIONNAIRE FOR MUNICIPAL OFFICIALS OF MADIBENG LOCAL COMMUNITY

**ENHANCING SERVICE DELIVERY AND LOCAL DEMOCRACY THROUGH
COMMUNITY PARTICIPATION IN MADIBENG LOCAL MUNICIPALITY (MLM)**

Date of Interview	Questionnaire Ref No.	Ward/Area/Community

DEMOGRAPHIC DETAILS

Please indicate your answer/s by making a cross (x) in the appropriate box

1. Gender

Please indicate your gender

Male	1
Female	2

2. Race Group

Please indicate your race group

African	1
Indian	2
Coloured	3
White	4
Other	5

3. Age

4. Educational Background

No education	1
Primary Education	2
Secondary Education	3
Tertiary Education	4

Please indicate your age (in years)

Please indicate level of education

Other	5
-------	---

18 - 25	1
26 - 35	2
36 - 45	3
46 - 55	4
56 - 65	5
66 <	6

5 Position at work

Please indicate department in which you work in the municipality

Cooperate Services	1
Community Services	2
Public Safety	3
Human Settlement	4
Local Economic Dev	5
Technical Services	6
Office of the Municipal Manager	7
Budget and Treasury Office	8
Office of the Mayor	9

6. Perceptions of the municipal functionaries regarding the administrative systems of MLM in discharging its service delivery obligations efficiently and effectively.

1	Strongly agree					
2	Agree					
0	Neither agree or disagree					
-1	Strongly disagree					
-2	Disagree					
		1	2	0	-1	-2
6.1	I am aware of the importance of administrative systems in my municipality.					

6.2	The municipal council always makes an effort to inform all municipal functionaries of changes in administrative systems					
6.3	Meetings are held at appropriate times for most officials to attend.					
6.4	The current administrative systems have potentials to improve service delivery.					
6.5	The municipality has policies and strategies to address service delivery challenges.					
6.6	The administrative systems have made governance in the municipality easy.					
6.7	The current political leadership and administration have established a fully functional governance system.					
6.8	I am aware of changes in terms of administrative systems in my municipality.					
6.9	Members of the community are allowed to assess the functioning of the municipality.					
6.10	The officials and councillors are accessible to all members of the community.					
6.11	The councillor always informs the community of all programmes and projects that will be undertaken in the ward.					
6.12	The municipality always ensures that community members are employed in ward projects.					
6.13	My municipality always encourages community participation in decision-making, IDP and Budget processes.					
6.14	I have trust in the municipal officials in terms of service delivery.					

ANNEXURE 3: ETHICAL CLEARANCE



08 June 2016

Mr Ezrom Lebodi (9804226)
School of Management, IT & Governance
Westville Campus

Dear Mr Lebodi,

Protocol reference number: HSS/0583/016M

Project title: Enhancing Service Delivery and Local Democracy through community participation in Madibeng Local Municipality

Full Approval – Expedited Approval

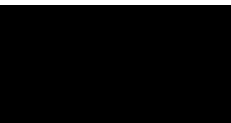
With regards to your application received on 18 May 2016. The documents submitted have been accepted by the Humanities & Social Sciences Research Ethics Committee and **FULL APPROVAL** for the protocol has been granted.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

Please note: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.



Dr Shenuka Singh (Chair)

/ms

Cc Supervisor: Professor Tl Nzimakwe
Cc Academic Leader Research: Professor Brian McArthur
Cc School Administrator: Ms Angela Pearce

Humanities & Social Sciences Research Ethics Committee

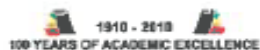
Dr Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

Postal Address: Private Bag X54001, Durban 4000

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Website: www.ukzn.ac.za



Founding Campuses: Edgewood Howard College Medical School Pietermaritzburg Westville

ANNEXURE 4: PERMISSION TO CONDUCT THE STUDY



Madibeng
Local Municipality

PO Box 106
BRITS
0250
Tel: 012 318 9100
Fax: 012 318 9203
e-mail:
registry@madibeng.gov.za

Reference	SP/LEBODI EZROM
Contact Person	FS LAMOA

Civic Centre
53 Van Velden Street
BRITS

06 APRIL 2016

Enquiries: Mr. FS Lamoia
Manager (*Acting*): Office of the Municipal Manager

Dear Sir

Attention: Mr. Ezrom Lebodi

E mail: lebodie@ukzn.ac.za

Attention: Prof T Nzimakwe
e mail:Nzimakweth@ukzn.ac.za

Dear Sir

**RE: ENHANCING SERVICE DELIVERY AND LOCAL DEMOCRACY THROUGH
COMMUNITY PARTICIPATION IN MADIBENG LOCAL MUNICIPALITY (MLM).**

Your Letter dated 07 October 2015 requesting authorization of conducting research in the above mentioned heading is acknowledged.

Madibeng Local municipality confirms to accommodate you to your research. You will be working closely with the office of the Municipality Manager.

Thanking you in advance for your cooperation.

OF THE MUNICIPAL MANAGER (*ACTING*)

ANNEXURE 6: EDITORIAL CERTIFICATE

EDITORIAL CERTIFICATE

Author: Mr Ezrom Lebodi

Document title: Enhancing Service Delivery and Local Democracy through
Community Participation in Madibeng Local Municipality

Date issued: 15/10/2021

This document certifies that the above manuscript was proofread and edited by
Prof Gift Mheta (PhD, Linguistics).

The document was edited for proper English language, grammar, punctuation, spelling and overall style. The editor endeavoured to ensure that the author's intended meaning was not altered during the review. All amendments were tracked with the Microsoft Word "Track Changes" feature. Therefore, the authors had the option to reject or accept each change individually.

Kind regards



Prof Gift Mheta (Cell: 073 954 8913)

