



**Assessing the challenges that hinder the provision of services in Newcastle
Local Municipality**

**Dissertation submitted in fulfilment of the requirements for the degree of
Master of Public Administration at the University of Zululand**

Faculty of Commerce, Administration and Law

Candidate: Samukelisiwe Manyoni

Student number: 201610781

Supervisor and Co-Supervisor

DR NN Ndebele and Prof NN Jili

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DECLARATION

I, Samukelisiwe Manyoni, declare that this dissertation, "Assessing the challenges that hinder the provision of services in Newcastle Local Municipality": which is hereby submitted for the Master's Degree in Public Administration in the Faculty of Commerce, Administration and Law at the University of Zululand, is my own work and has not been previously submitted by myself or anyone for a degree at another university. All resources used or quoted are indicated and acknowledged by means references.

Student Signature

DEDICATION

This dissertation is dedicated to my late grand-mother Florence Simoto 'Paps' Mncube for her love and support, protection and also for teaching me that with God everything is possible.

ACKNOWLEDGEMENTS

- ❖ My greatest thanks go to Heavenly Father, for answering my prayers and for the opportunity to complete my Master's degree. I am forever grateful to God for being my pillar of strength.
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ABSTRACT

One of the major challenges facing South African municipalities today is the provision of services to the local communities in a sustainable manner. The main focus of this study is therefore to assess the challenges that hinder the provision of services in local government using the case of Newcastle Local Municipality. Qualitative research approach was employed in the study where data was collected using in-depth interview. Non-Probability sampling was used and Purposive sampling strategy was employed to select 1 key official of the municipality because they are the ones who are responsible to provide services to the local communities. Convenient sampling was employed to select 20 community members from different wards within the municipality included 2 wards councillors and 1 which in total makes 23 participants of the study.

The results showed that corruption is one of the factors that cause challenges in the delivery of services, which is the factor that is happening within the municipality. The result also shows that the employment of family and friend within the municipality also contributes a lot in the challenges that hinder the delivery of services to local communities. .

The findings show that the majority of the participants are not happy with the way the municipality render services to the community. The findings further reveal that the municipality does not involve people in local affairs so that they can take part in decision- making, and also that people with qualifications are jobless while the municipality is employing those who do not deserve because of the political party they follow. In conclusion, the study recommends that the municipality uses the prescribed criteria of employing public officials by the South African legislative framework, using merits and qualifications.

LIST OF ACRONYMS

AGSA	Auditor General in South Africa
ANC	African National Congress
CoGTA	Cooperative Governance and Traditional Affairs
DHS	Department of Human Settlement
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Services and Administration
IDP	Integrated Development Plan
KZN	KwaZulu-Natal
NLM	Newcastle Local Municipality
PSAP	Public Servants Association Perspective
PSC	Public Service Commission
SALGA	South African Local Government Association

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CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

Beyer,(2016) said that it is generally accepted that major challenges encountered by South African municipalities lie within the area of service delivery and that there is a very big capacity for social development programmes. The principles of democracy which were recognised by the acceptance and implementation of the Constitution of the Republic of South Africa (1996) after the birth of democratic government have formed new faith in and opportunities of a new beginning among the citizens of South Africa. The creation of three spheres of government in the effort to provide services to the people namely the National, Provincial, and Local spheres of government, is rooted in Section 40(1) of the Constitution of the Republic of South Africa(1996), which stipulates the creation of the three spheres of government in the effort to provide services to the people.

The sphere of local government is expected to deliver quality and maintainable services that are necessary for society to improve the standard of living of the people. The local government sphere as the closest sphere to the people has the responsibility of delivering infrastructure and services that are fundamental in improving the social and economic lives of the people. According to The White paper on Local Government, (1998) services to be rendered by the municipality include roads, electricity, water, sanitation, storm-water drainage, refuse collection and electricity. The Department of Human Settlement (DHS) has the responsibility of making sure that people have access to basic services and that the policy implementation by the constitution regarding service delivery is maintained and honoured (Tagg, 2012). Municipalities are failing to deliver services to the people because of malpractices, including corruption happening within municipalities.

Seokame (2015) states that the employment of family members and friends by municipal officials is one of the most significant factors causing the municipalities to be unable to deliver fundamental services to communities. Additionally, Atkinson (2017) reports that some of the issues that hinder the provision of services by

municipalities in rural areas include mismanagement of public funds, fraud and lack of acknowledgment of community representatives.

Thus, the above background is proof that all these factors have a bad outcome on the delivery of services to the people. Hence, this study intended to answer the following four broad objectives: firstly, to examine methods and procedures used to deliver services to the community in Newcastle Local Municipality; secondly, to assess challenges and obstacles that hinder the provision of services in Newcastle Local Municipality; thirdly, to determine the effect of service delivery challenges on the community in Newcastle Local Municipality; lastly, to come up with possible solutions to address service delivery challenges in order to enhance the provision of services in Newcastle Local Municipality.

1.2 BACKGROUND OF THE STUDY

After 1994, the democratic government had a responsibility to redress inequality in the country and ensure that every citizen has access to basic needs and services such as education, employment shelter and welfare, including those who were in a disadvantaged position during the apartheid era. The post- 1994 developing democratic South African state decided on a strong local government system and this is reflected in the Republic of South Africa Constitution, 1996 chapter 7, Section 152 providing local government objectives, and Section 153(a) mandating local government to “structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community”. According to Koma (2010) the local sphere of government is a public organisation which is accredited to manage and govern the affairs of a particular territory. Siddle and Koelble (2017) report that the South African local government, under the Constitutional consideration that was presented in 1996, is faced with a huge responsibility to pursue a developmental agenda and rebuild isolated communities which were left behind by the past inequalities.

However, Mtshali (2008) highlights that the country inherited the apartheid and Bantustan system which left South Africa with the unequal distribution of resources between urban and rural areas, with the majority of people who are living in rural

areas suffering from poorer provision of services than urban areas, and also having minimal or no services provided to them at all. On the other side, Madumo, (2015) opines that local government in South Africa has adopted the new system which aims at addressing the developmental dilemmas that emanated as a result of apartheid rule.

The history of South Africa reveals that South Africans, more especially black people, during the apartheid period did not have access to services and also did not participate in the matters that affect them as local communities. However, after 1994 those people were given an opportunity to enjoy the freedom of having to access to basic services and also had the right to participate in local affairs. The Public Servants Association Perspective (PSAP) (2015) was granted power in 1994 to deliver services to the people had previously been disadvantaged and had not been able to access basic services.

Even though people were given opportunities to access basic services after 1994 there are still factors that obstruct the delivery of services to the people, and this problem is still occurring in many municipalities. However, Ajayi and Vries (2019), argue that “far back as 1997 the South African government recognising the need to run an effective and efficient public service delivery system adopted the White Paper on Transforming Public Service delivery which generally referred to as the Batho Pele”. Although this policy clearly outlines the procedures, processes, behaviours and systems that are required to deliver cost- effective, high-quality services, public services still struggle with the basics (Mndlongwa, 2014).

Having implemented the new strategy on service delivery developments the government then set up and selected a few oversight departments to monitor its programmes, services and projects (Ajayi and Vries, 2019). This includes: the Public Service Commission (PSC),(1997), which has the responsibility of promoting the constitutionally approved values and principles governing public administration in the public services; The Department of Public Services and Administration (DPSA), (2016), with the role of establishing customs and principles to ensure that the state technology functions in the most favourable manner, and also to facilitate and support efforts to improve service delivery quality and access; and the Department of Planning, Monitoring and Evaluation (DPME) whose role is to facilitate, influence and

support effective planning, monitoring, and evaluation of government programs aimed at improving service delivery. the department overseeing Chapter 9 institutions, has a role in stimulating and protect the rights within the Bill of Rights which fall within their particular area; lastly, the Office of the Auditor General, which has the authority to audit national and provincial government departments as well as specified public entities, municipalities, and municipal enterprises on a regular basis.

All of these departments have the obligation to ensure that service delivery procedures and guidelines are being executed in a correct manner and that services are distributed equally to the people. However, each and every department mentioned above also has policies that they follow and all of these policies are governed by the constitution, which emphasises that they can each act within their particular area.

1.3 RESEARCH STUDY AREA

The study is located in the Newcastle Local Municipality. According to the community survey conducted by Statistics SA (2016), Newcastle Local Municipality (NLM) is the biggest contributor in terms of population growth within Amajuba District Municipality. Newcastle Local municipality is well placed to benefit from the regional economic growth considering its strategic location at the connection of major logistic, farming and manufacturing routes. The city is also rich in coal assets.

The purpose in conducting this study in the above-mentioned area is because the researcher had found out that there is no study that has been conducted in this municipality regarding the service delivery challenges which the researcher looked at in terms of the causes and the possible solutions to these challenges.

Figure 1.1 Map showing Newcastle



Source: <http://www.google.co.za/maps/place/newcastle>

1.4. PROBLEM STATEMENT

Section 152 (1) of the Constitution of the Republic of South Africa (1996) stipulates that one of the goal of local government is to make sure that the supply of the services to local communities in a sustainable way and that citizens are encouraged to participate in the matter of local affairs. “Many South African municipalities are struggling to manage and maintain their service infrastructure in a cost-effective and long-term manner” (Reddy, 2016). People within the municipalities find it challenging to participate in public affairs since the officials of government structures are unwilling and unable to be accountable for their disappointing performance regarding the inadequate provision of services. Longa (2018) conducted a study in which the author points out that the municipalities which are most affected are the ones that are severely hit by inadequate provision of basic services in general, but major towns and cities in urban municipalities, including metropolitan municipalities, are being equally affected by poor provision of basic services. To ensure the effectiveness of

the delivery of services in every community within the Newcastle Local Municipality, there should be some present and useful methods put into practice to help improving the delivery of services to the people. However, many people like old people. Whenever meetings are called by the Municipality cannot go, so they are not able to share their views and opinions. The system they use, like the calling of meetings, make them ineffective if some of the people are unable to participate in every decision-making process.

Nxumalo, (2019) reports that the dismissal of 223 workers in Newcastle Local Municipality in November 2019 caused service delivery to take a knock, which also led to the recent protest over the municipality. Thus, local community members of Newcastle Local Municipality continue to experience poor provision and right to use basic services such as electricity supply, sanitation, refuse removal and access to housing. Therefore, the study was directed at assessing the challenges that hinder the provision of services in Newcastle Local Municipality.

This research study was conducted to fill a gap in the literature. In this regard, there is a certainty that no study had been conducted before on the assessment of the challenges that hinder the provision of services in Newcastle Local Municipality. Therefore, this study is different from other existing papers in the sense that it was more likely to find out what the service delivery challenges are affecting the people.

Therefore, the study sought to assess the challenges that hinder the provision of services in Newcastle Local Municipality. The study also investigated the methods and procedures used by the municipality to provide services to the community. There was also an important need for the study to discuss the impact that the service provision challenges present within the local community.

1.5 RESEARCH AIM AND OBJECTIVES

The aim of the study was to assess the challenges that hinder the provision of services in Newcastle Local Municipality.

The following were the objectives of this study:

- ❖ To examine methods and procedures used to deliver services to the community in Newcastle Local Municipality.
- ❖ To assess challenges and hindrances in the provision of services in Newcastle Local Municipality.
- ❖ To determine the effect of service delivery challenges on the community in Newcastle Local Municipality.
- ❖ To come up with possible solutions to address service delivery challenges in order to enhance the provision of services in Newcastle Local Municipality.

1.6. RESEARCH QUESTIONS

This study sought to answer the following questions:

- ❖ What are the methods and procedures used to deliver services to the community in Newcastle Local Municipality?
- ❖ What are the challenges and hindrances in the provision of services in Newcastle Local Municipality?
- ❖ To what extent does Newcastle Local Municipality provide basic services to the people?
- ❖ What are the effects of service delivery challenges on the community in Newcastle Local Municipality?
- ❖ What are the possible measures that can be used to address service delivery challenges facing Newcastle Local Municipality?

1.7 RATIONALE OF THE STUDY

Dissertations on service delivery challenges are becoming more interesting in South Africa and other portions of the world. Due to the high rate of service delivery challenges amongst the municipalities in South Africa and because of the dissimilarities from apartheid, the post-apartheid government has devoted itself to

different specific goals and policies that are aimed at addressing past inequalities, including policies that would address service delivery challenges.

The researcher regards this research to be different from other studies that have been conducted on service delivery challenges in municipalities because it focuses mainly on analysing the factors that hinder the provision of services in Newcastle Local Municipality. Furthermore, no study has been conducted in this area with regards to the provision of services to the local community. This study is important because it was conducted with the motive of studying the factors that hinder the provision of services in Newcastle Local Municipality. It is also vital because the investigator hoped to obtain a better understanding of the issues faced by community members with regards to service provision in their area and, more importantly, to find ways and or strategies of improving service provision in rural areas. Understandings and findings discovered from the study will assist a variety of purposes and will hopefully contribute to the improvement the standard of living of the people of Newcastle municipality through the provision of decent services.

1.8 EMPIRICAL STUDY

The empirical breakdown of this study included an analysis of primary data that was collected from the local community members living Newcastle Local Municipality and key informants of Newcastle Local Municipality. The empirical portion of this study includes the following methodological areas: data collection method, target population, sampling procedure, sampling technique, and sample size. A detailed discussion on this section is the topic of Chapter 3, which is research methodology, where the researcher unpacks the methods that were used to collect data and how the data was analysed.

1.9 ORGANISATION OF THE STUDY

Chapter one: Orientation of the study

This chapter introduces the study by looking at the background following by the problem statement, objectives of the study, research questions, empirical study, rationale of the study and ethical considerations.

Chapter two: Literature Review

This chapter discusses what has been said by other scholars with regards to challenges of service delivery. It also details what previous authors have reviewed on the factors that hinder the provision of services in South Africa. It also looks at the legislative framework applicable to service delivery. This chapter also studies the effect of public participation with regards to service provision.

Chapter three: Research Methodology

This chapter details the study's research design and methods, as well as the population, sampling and sample selection strategy, data gathering and analysis, data collection and tools, and ethical consideration for data collection.

Chapter four: Data presentation and analysis

This chapter aims to give an analysis of the data collected during the targeted study participant's interviews.

Chapter five: Conclusion and Recommendations

This chapter summarizes the research, discusses the findings, consequences, limitations, and conclusions, and present recommendations for future research on the challenges that obstruct the provision of service of services in local government.

1.10 CHAPTER SUMMARY

In brief, the present chapter has focused on the introduction of the topic, the problem of the study, the aim/objectives of the study, research questions, the empirical study, and ethical considerations. It has stipulated what the problem was and what the researcher was intending to do. The following chapter focuses on the conceptualisation of challenges of service delivery in South Africa.

CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 INTRODUCTION

This chapter explores the literature around service delivery challenges in the municipalities where causes and possible solutions for the challenges will be outlined. It shows how South African literature on service delivery has drawn a link between the local community and challenges they face regarding the provision of services and also outlines the experiences of local community in the environment they are living in.

The term literature review refers to a serious analysis of a division of a published body of knowledge through classification, summary, and comparison of previous research studies, reviews of collected work of other authors, and theoretical articles (University of Wisconsin Writing Center, 2014). Literature review is an orderly, express technique for recognising, assessing and studying the present recorded work produced through distinct researchers, student and practitioners. Therefore, this chapter aims to review the existing literature on service delivery challenges where the researcher will be looking at the factors and possible solutions for service delivery. For the researcher to achieve this, various sources were reviewed including books, journals, government official reports on service delivery in local government and legislation that relates to local government and service delivery. The chapter begins by providing the conceptual framework, highlighting the concepts that are the foundation of this study, assessing the challenges that hinder the provision of services in Newcastle Local Municipality. Furthermore, the chapter provides the theoretical framework underpinning the study. Lastly, the legislative framework is provided.

2.1.1 Conceptualising public service delivery

Islam and Mahmud (2015) asserted that service delivery has become one of the most debated issues in municipal governance. The term “public service delivery” is described as a business component that refers to the interaction between the providers and consumers in which the suppliers provide services such as information or a project and the client gains or loses value as a result (Writer, 2020). Ngwenya and Khumalo (2020) explain public services as services which are provided by

government to people living within its jurisdiction either directly or by private financing. It can also be defined as any interaction with the public administration during which citizens or residents handle their affairs in the municipality they are living in and talk about what they need for their survival. These services should be offered in a way that is efficient, acceptable, dependable and friendly to local communities. Service delivery is defined by the Municipal Research and Services Centre, (2010) as the actual manufacture of a service, such as garbage collection and disposal, street lighting and roadways.

Humphreys, (2012) states that public services are those services which are funded by the money that is paid through taxation. All government provided services as well as services over which the government has a significant influence are considered public services. The government can either directly or indirectly provide public services. In the study conducted by Chen, (2014) service delivery refers to the distribution of fundamental services that citizens require for survival or rely on such as water, energy, sanitation, infrastructure, land and housing. Furthermore, service delivery is a customer- centred strategy that provides a dependable and accessible system. The researcher focused on services such as water, electricity and housing, roads and refuse removal, which are the main problems in most of the municipalities and are also essential for the survival of the people. The other purpose of choosing these types of services noted above is because these services has been the topic of many researchers but still, according to the extent of my knowledge, there is still a gap with regards to challenges of service delivery in the municipalities.

Based on the above literature outline one can deduce that the delivery of services to the local communities is the responsibility of local government as the closest sphere to the people, and also that local government is given the mandate to collect tariffs and levies within the local community they govern in order to add to the funds they get from provincial and national government in order to render services to the people. However, there are still challenges that local community members faces with regards to being provided with services they need and that are for their survival.

2.2 LOCAL GOVERNMENT AND SERVICE DELIVERY IN SOUTH AFRICA

The objectives of local government are outlined in Section 152 of the Constitution of the Republic of South Africa, and include ensuring the provision of services to

communities in a sustainable way, as well as promoting social and economic growth and a safe and healthy environment (Constitution, 1996).

The Municipal Finance Management Act (MFMA 2003), which ensures sound and sustainable management of the fiscal and financial affairs of municipalities and their entities by establishing norms and standards and other requirements, holds local government responsible and accountable for the funds received and used. According to Ngwenya and Khumalo (2020) effective public service is defined by offering information, goods, and offers that are appropriate to the users' unique needs. In the same way, local government must encourage citizens and community groups to participate in the planning and implementation of municipal programmes.

Moreover, Helao (2015) said that 'one of the effects which came with the constitution was to make disadvantaged people realise that their rights regarding getting services should be taken into consideration'. Hence, there is local government, which is described by the South African Local Government Association SALGA (2016) as the main delivery arm to the people by which it has to ensure development in local communities and is fundamental to the entire changing of plans of the country. This means that local government is the sphere that is working with communities and attends to their needs. However, for the intention of good service delivery and the lessening of service delivery challenges, local government has a responsibility in ensuring decentralisation.

Government is constituted as national, provincial and local spheres and these spheres are distinctive, interdependent and interrelated, with local authorities operating as a single sphere with responsibility to administer and to render services that cater to the basic needs of communities. Local government consists of municipalities that cover the whole territory of South Africa and these municipalities are categorised into three categories: category A municipalities (metropolitan), category B municipalities (Local municipalities) and category C municipalities (District municipalities). Within this categorisation there are 8 metropolitan cities, 44 district municipalities, and 226 local municipalities (South African Government, 2017). However, the process supposed to be used by a municipality to deliver services to the public has resulted in impatience and community dissatisfaction, especially those who are poor.

In South Africa, the organisation of local governmental institutions has been considered under the concept of parliamentary, where a municipal council is assigned executive and legislative powers within the local framework. The executive purposes can be executed either completed by an executive committee or an executive mayor, even though there are some differences in the institutional arrangements to perform similar purposes.

If municipalities approve an executive committee, the mayor chairs the executive committee whose members are elected by the municipal council. Most significantly, the mayor elected by the municipal council is the one that appoints the members of the committee, under the executive mayor system. According to this planning, it is possible that the executive mayor system empowers the mayor more than the other system.

2.2.1. Municipal Council

According to Reddy, (2016) the main role of the council in the municipality is to implement the political mandate at a local level of governance, and the controlling of the administration. All powers regarding the functionality of a municipality are assigned in the municipal council. The council has legislative authority to make by-laws, and has the power to execute authority over those by- laws. The municipal council may also implement or manage any other matter as instructed by the national or provincial regulation.

2.2.2. Roles and Responsibilities of the Municipal Council

The Constitution limits the performance of certain tasks to the municipal council alone. This means that functions and duties may not be passed on to other as they are limited by the Constitution. Section 152 of the Constitution enshrined the objectives of local government are as follows:

- ❖ To provide democratic and accountable government for local communities
- ❖ To ensure the long-term provision of services to communities
- ❖ To promote social and economic development
- ❖ To promote a safe and healthy environment

- ❖ To encourage the community and community organisation involvement in local government issues.

Municipalities are also given development responsibilities under the Constitution. Section 153 state that a municipality must:

- ❖ Structure and manage its administration, budgeting and planning processes in order to prioritize the community's basic needs and promote the community's social and economic development.
- ❖ Take part in national and provincial development initiatives. The Municipal Government Structures Act, No. 117 of 1998, requires the municipal council to meet at least quarterly.

The Republic of South African Constitution (1996) also obliges the council to annually review;

- ❖ the Municipal Council's general powers and functions of the Municipal Council.
- ❖ the community's needs.
- ❖ its significances for meeting those needs.
- ❖ its processes for involving the community.
- ❖ its organisational and delivery mechanisms for meeting the needs of the community.
- ❖ its general routine in achieving the aforementioned constitutional objectives outlined above.
- ❖ The municipal council takes decisions on the exercise of all powers and the execution of all duties.

2.2.3. The Speaker

According to Van der Walt, (2014) A Municipal Council primarily serves two functions, namely the legislative and the executive. The Speaker presides over Council meetings and perform and exercise the duties and powers delegated to the Speaker which include

- ❖ Encouraging community and community organization participation in the municipality's decision making process.

- ❖ Creating mechanism to ensure and monitor community participation in decision-making process.
- ❖ Educating communities and community organizations on their rights and responsibilities to participate in and contribute to the municipality's policy development, planning and budgeting processes.
- ❖ Presiding over Council meeting.
- ❖ Carrying out the responsibilities and exercising the powers delegated to the Speaker by the Council.
- ❖ Ensuring that that the Council meets at least once quarter.
- ❖ Maintaining instruction during the council gatherings.
- ❖ Ensuring that the Council and Council committees follow the Code of Conduct for Councillors as outlined in Schedule 1 of the Municipal Systems Act .
- ❖ Ensuring that council meetings are conducted with the council's rules and orders.

2.2.4. Ward Councillor

The ward councillor, as a political representative elected by the people at a ward level has a responsibility:

- ❖ To carry out casework for constituents and serve as an advocate in resolving concerns or grievances.
- ❖ To communicate with local communities and respond to enquiries about:
 - community decisions that affect them
 - community opportunities
- ❖ To lead and champion the interests of the local community and as well as to effectively represent the ward and its constituents.
- ❖ Meeting and liaising with local interested parties on regular basis as well as involving and consulting them on key council decisions.
- ❖ To support and promote citizenship on local level, as well as encourage community participation in local governance.

- ❖ To know what his/her community needs are and which ones are priorities. A councillor does not decide on their own but consults with the community and takes their interests to the municipal council.
- ❖ To speak on behalf of the community whenever a community has an issue with service delivery or faces development challenges, a councillor has a responsibility to speak for the community and advocate for the resolution of the issue. A councillor has to ensure a better and improved life for all the people in his/her ward.
- ❖ The councillor is not only responsible for the ward, but also to serve on the council of the municipality. Municipal issues affecting all wards in a municipality are discussed and voted on for resolutions at the council. Not all residents can be present in those meetings. Therefore, a councillor votes on behalf of all the people in their ward.
- ❖ To monitor the performance of the municipality on behalf of the ward councillors to ensure accountability. While they may not instruct a municipal official on how to do their job, it is their responsibility to keep track of the work that officials do and make sure it is of acceptable standards. If a municipality has planned a project, but does not deliver, a councillor has to, on behalf of the residents in the ward, question that until there is accountability. If a community wants to march to the municipality to present a complaint or a memorandum of demands, a councillor has to assist the people to draft documents as well as direct them to relevant officials who can approve the march.

2.2.5. The Municipal Mayor

Section 225 of the Municipal Structures Act, 2000, identifies the Mayor's responsibilities as follows:

The municipal mayor is the head of the municipal council and acts as Chief Executive Officer of the Corporation. The Municipal Structures Act, 2000, Section 225, identifies the Mayor's responsibilities as follows:

- ❖ To preside over the meetings of the council.
- ❖ To serve as the council's leader .

- ❖ To act as the municipality's representative at official functions.
- ❖ To perform the functions of the Head of Council under this or any other Act.
- ❖ To carry out the duties of a council member as outlined in Section 224 of the Municipal Structures Act, 2001. The Mayor is also a member of county council and must attend all regular and special meetings of county council, as well as any standing committees to which he or she may be appointed.

2.2.6. The Municipal Manager

As the head of administration, the municipal manager is appointed by council. He or she is accountable and responsible for tasks and functions assigned to him or her, but not limited to the Local Government Acts which includes:

- ❖ Municipal Systems Act, No. 32 of 2000
- ❖ Chapter 8 of the Local Government
- ❖ Municipal Finance Management Act, No. 56 of 2003
- ❖ Other functions/tasks as provided for in legislation, as well as functions delegated by the Executive Mayor and Council

Administratively, the internal Audit division reports to the Municipal Manager as the accounting office. He or she is responsible for the municipality's income and expenditures, assets, and other responsibilities such as adhering to all applicable legislation. Subject to the policy directives of the municipal council, he or she ensures the establishment and development of an economically viable, effective, efficient and accountable administration, the implementation of the IDP and discipline of a personnel corps and the maintenance of sound labor relations.

Government institutions have the fundamental responsibility for delivering services that society needs to sustain and develop its welfare. For that to be successful, government institutions are required to group structures where suitably qualified people with experience will be responsible and account to the people regarding service delivery. According to the Local Governance Unit (LGU(2009), local government is required to have a significant impact on the daily lives of South Africans and should seek a new focus on improving the people's standard of living

and quality of life by providing services to the people. Thus, local government must have a strong leadership and clear vision which requires municipal officials to perform their responsibilities in an efficient, transparent, and accountable manner so that they will promote service delivery. Mnguni (2018) has stated that a failure of service delivery can be recognised and associated with an absolute incapability amongst municipal officials when they are unprepared to accomplish their duties and accountabilities assigned to them.

2.3 THEORETICAL FRAMEWORK

In order for this study to reach its objectives two theories were employed, namely, Ladder of Citizen Participation Theory, and social development theory.

2.3.1. The Ladder of Citizen Participation

The Ladder of Citizen Participation theory was proposed in 1969 by Sherry Arnstein. This theory is one of the extensive significant models in the field of democratic public participation. It theory argues that public representatives have a role to play in ensuring that the citizens play a significant role in the delivery of public service. However, the elected representatives seem to be depriving the citizens of power to this affects the delivery of public services. This theory further argues that levels of citizen control, power, and agency can be increased.

Arnstein's theory advanced a significant argument that remains as relevant today as it was in 1969. Jenkins, and Carpentier, (2013) stated that 'citizen participation in democratic processes, commonly understood as public participation, requires that in order for the government to achieve its objectives they must decentralise power, and move from using top down approaches'. In Arnstein's theory citizen participation is citizen power (Arnstein, 1969). If power is not decentralised, whether in the form of money or decision-making authority, participation merely allows power holders to claim that all sides were considered, but only some of those sides' benefits, thereby maintaining the status quo (Samana, Gupta, Narula, and Yamakawa nd, 2013).

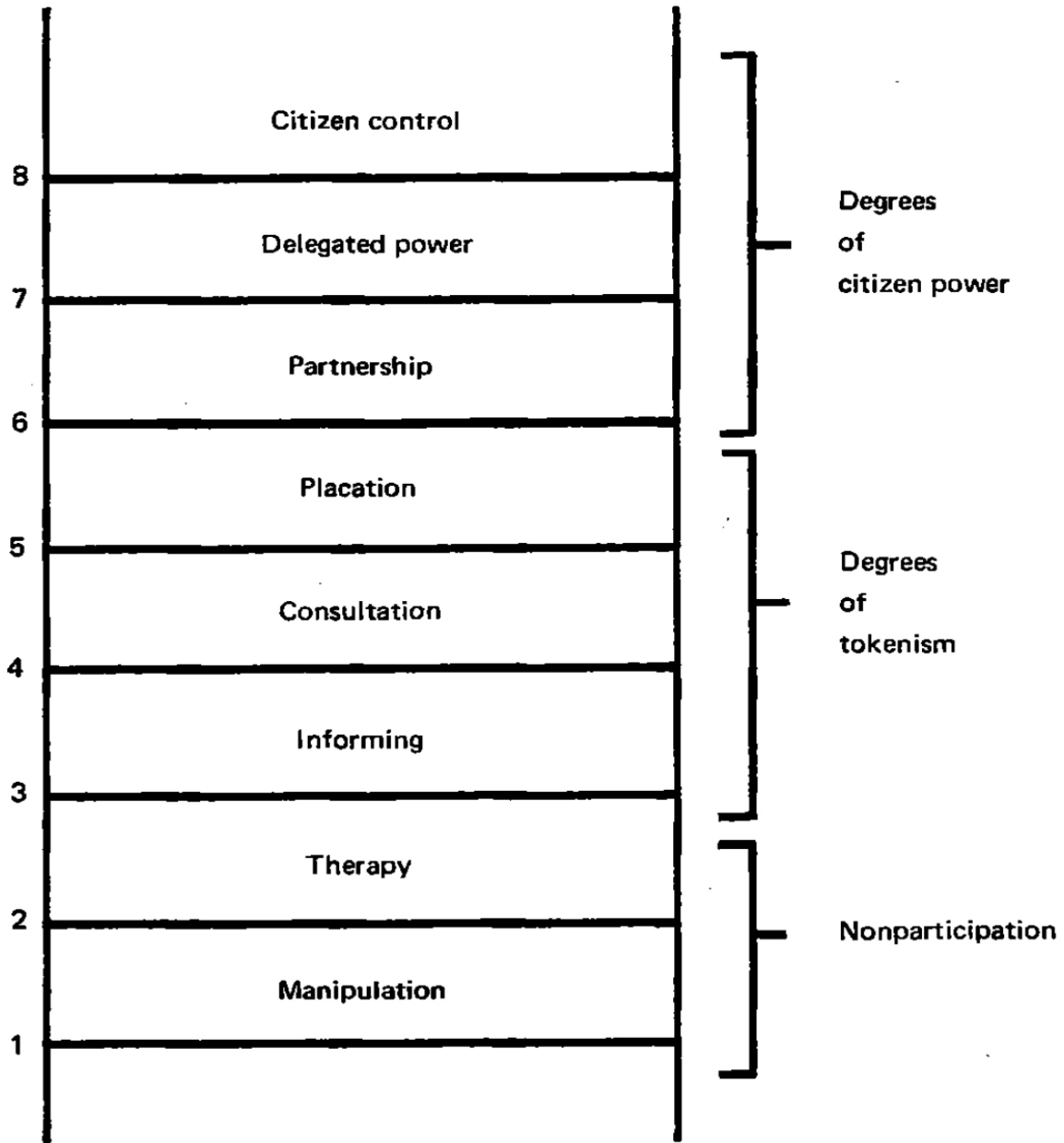


Figure 2.3.1.1 Arnstein's ladder of participation Source: Arnstein (1967, 217)

The above ladder shows different degrees of public or citizens' participation in the delivery of services. The section below briefly discusses each rung in the ladder of citizens' participation theory according to this theory (Arnstein, 1967).

❖ **Manipulation**

The first rung on the ladder above is what is called manipulation. Manipulation according to this theory is false beliefs that public representatives give hope to citizens making them believe they are being given a platform to participate in the government decision- making process. This has been intentionally manufactured to deny them voice.

❖ Therapy

Public participation as a therapy is when public representatives associate the powerlessness of the people with being mentally ill. They then create mock participatory programmes to convince the general public that they are the problem, they are hindering their own service delivery, and they are the ones making the wrong decisions, and not the public representatives.

❖ Informing

The theory of Arnstein acknowledges that informing “citizens of their rights, responsibilities, and options can be the most important first step toward legitimate citizen participation,” further highlighting that this type of public participation is a one-way street, where public representatives give information to the general public, without actually engaging them, or without opening room for constructive negotiation enabling public feedback. This can be done through the provision of superficial information using words that the general public cannot understand which is seen in politicians using legalistic jargon, which forces the general public to accept the information as true, and cannot be questioned.

❖ Consultation

As in informing participation, this theory argues that consulting the general public can be a significant step towards positive public participation. However, this theory also highlights that when consultation is not used simultaneously with other forms of participation it is still a sham, as it does not guarantee that public concerns and ideas will be taken into consideration come decision-making time. The commonly used methods of public consultation are community meetings, public hearings attitude surveys, etc. This theory argues that consulting the public is mostly done for ticking boxes that they have included the people in decision-making. The achievement from these consultation exercises is of public representatives being evidence that they are complying with the requirements of democratic governance of involving those people.

❖ Placation

This theory argues that placation as participation is when the public is given a certain level of influence but their participation is mostly tokenistic: what they are actually saying is not taken into consideration, and it does not change the important

decisions. Their involvement is mainly to demonstrate that the public was involved. Arnstein asserts "An example of placation strategy is to place a few hand-picked 'worthy' poor on boards of Community Action Agencies or on public bodies like the board of education, police commission, or housing authority. If they are not accountable to a constituency in the community and if the traditional power elite hold the majority of seats, the have-nots can be easily outvoted and outfoxed."

❖ Partnership

This rung contends that partnership in participation is when public representatives create an enabling environment for the public to negotiate impactful deals, decisions, share funding, or their proposals are partially fulfilled. Arnstein opines that at this rung of the ladder power is decentralised through working together between citizens and public representatives. They share planning and decision-making responsibilities through structures such as planning committees and policy boards, and they also share strategies to minimise deadlocks. However, this theory does highlight that in the majority of instances of partnership participation, the public representatives do not voluntarily decide to share power, rather it is forcefully demanded by the public through actions such as protests, campaigns, and community organising

❖ Delegated Power

The theory of participation as delegated power argues that it occurs when public representatives give up some level of control, decision-making authority, or funding to citizens. Arnstein states that on this rung of the ladder the public participation process is increased to the point where citizens hold a significant role, ensuring they are not only participating or playing a role but they are also accountable for the programme. This type of participation works better if public representatives start the bargaining process, rather than responding to the public's pressure.

❖ Citizen Control

This theory by Arnstein argues that participation as citizen control is when the public can administer their own development or an institution of development is in charge of policy development and management. On this rung of the ladder the citizens are able to manage how the outside influence may interfere with them. In citizen-control situations, the public has full control, for example over how the institutional budget is allocated.

2.3.2 Social Development Approach

The theory of social development is defined by Midgley (1995:250) as “a process of planned change designed to promote the well-being of the population as a whole in conjunction with a dynamic process of economic development”, arguing that social development happens through a multidimensional process of desired change in a society and where socio-economic dimensions are integrated and corresponding for the betterment of the society (Midgley 2014:15).

This theory emerged from modernisation and the search for new understanding of socio-economic challenges and solutions. The search for solutions was triggered by the failure of neo-liberal socio-economic policies in countries with dissimilar levels of development (Jenson, Morel, and Palier, 2012). The challenges of development in developed and developing countries threatened social cohesion and political stability (Aall, and Crocker, 2019). In the light of these predicaments, a comprehensive government response is needed at national, provincial and local levels. The theory argues that this should be the main developmental agenda, especially at a municipal level.

The theory is aimed at giving guidance to developmental public representatives on how social development is changing in the national, provincial, and local context. This theory also focuses on the history, meaning and contextual realities of a community, and connects contrasting perspectives, with a need to develop a new nation based on democracy, and socio-economic development (Tikly, and Barrett, 2011). This theory is an exploratory device to show how social development theory can infuse the delivery of social services (Bebbington, and Larrinaga, 2014). The driving factor of this theory is the power of the general public and public representatives to bring about change in social conditions and the living conditions of the people. This allows communities and government institutions to explore new possibilities and ways of understanding their socio-economic situations, and taking action to manage those (Midgley 2014).

The social development approach, as noted above, is based upon views that result in working to develop the lives of the people and enabling them to access basic needs and services. It was adopted to correct the imbalances made by the past,. One can recall that during apartheid black people, or should the researcher say,

most of the people did not have access to services. They were disadvantaged, so the introduction of this approach was to take out the imbalances created by the apartheid system and to see that people have access to basic services.

This approach aims to look at people's welfare and also uplifts their standard of living, and ensuring that they have access to basic services.

2.4 SERVICE DELIVERY CHALLENGES FACING LOCAL GOVERNMENT IN SOUTH AFRICA.

Local government is tasked with the responsibility of delivering infrastructure and services to the people that are vital components of social and economic development. These services include refuse collection, roads, water, sanitation, storm-water drainage, and electricity. Beyer, (2016) argues that the major challenges facing South African municipalities, more especially in the rural areas, are with regards to service delivery and they are caused by the limited capacity of social development programmes. Also, with South Africa's income status, half of the citizens have no access to basic needs such as adequate nutrition, water, energy, shelter, healthcare, and education. Since 1994, the democratic governments of South Africa have sustained basic service provision to the poorer areas of many cities and towns, and rural areas. For the first time in South Africa many citizens who were disadvantaged have enjoyed basic services that were reserved for whites only but are now rendered to the people by the government such as electricity and sewage systems.

Government is constantly doing all in its power through productive programmes to address service delivery challenges. The large gap regarding service delivery challenges in provinces such as Limpopo, Eastern Cape, Northwest and KwaZulu-Natal is caused by the large number of poor households who are living in rural areas and are depending on a combination of maintenance agriculture, social grants and payments from family members working in the cities or mines. Furthermore, that gap has resulted in widespread dissatisfaction with service delivery, which is not limited to municipalities or wards with the worst service delivery backlogs (Managa, 2012). As Mnguni, (2018) states, a failure of service delivery can be recognised and

associated with an absolute incapacity amongst municipal officials when they are unprepared to accomplish their duties and accountabilities.

According to Popp, (2012) the needs of people living in rural areas seem to have been neglected by government in the efforts to recognize and cope with the problems of finances in the local government section. In rural areas such as Limpopo and KwaZulu-Natal the understanding of and responsiveness to the needs of the people has suffered from the relative lack of transparency by the government, information, and the low number of educated people. Challenges with regards to service delivery that is slow or sometimes not happening at all in some local community makes it difficult to attract business or industry to an area and also limits job opportunities for local community members. However, Mdlongwa, (2016) argues that public services still struggle with the basics although the policy that outlines the processes, procedures, behaviours, and systems requires the delivery of services to be cost -effective in all respects. Also, Mugambiwa (2016) contends that service delivery gaps continue to be an issue, resulting in protest that paint a negative picture of South Africa both locally and internationally.

Previous studies conducted by Fuo, (2015) and McGowan, (2017) about municipalities in South Africa observed that 'service delivery and the pressure to be among the decision-makers and the public is taking a huge knock because of the failure of public participation'. While Sithole and Mathonsi, (2015) allude to the fact that the core of public participation in South Africa is weak when considering the present boundary between local government and the public. This emphasises that there is a need to introduce new opportunities that should highlight public participation as an effective strategy used in encouraging delivery of services.

The above literature explains that when the community is involved in local affairs or in decision-making there will be a great collaboration between the public and its officials, therefore, making it easy to have sound communication and better a understanding amongst stakeholders for the development of their lives and service delivery. In South Africa the failure to have efficient service delivery due to unproductive public participation confirms that the community has not yet been involved and recognised in local affairs. Most of the challenges that are faced by the people in local government are poverty and unemployment which leads to limited

access to basic municipal services such as water, sanitation, and electricity, as well as a lack of good quality social services and transport services. However, municipalities must work specially with local community members responsible for addressing these kinds of challenges of rural poverty and rural development in other spheres.

2.5 PERCEIVED CAUSES OF SERVICE DELIVERY CHALLENGES IN THE MUNICIPALITIES

Local government evaluation is mandated by the Department of Cooperative Governance and Traditional Affairs (CoGTA) (2015) to identify the primary causes of inadequate service performance in municipalities across the country. The department also points out that a number of municipalities are facing challenges regarding service delivery continuously and some of the causes are not taken into consideration, like corruption, lack of funds and mismanagement of fund by municipal officials. The results also proved that not all the challenges experienced by local communities are relevant to all municipalities.

The study conducted by Masuku, (2013) points out that ‘challenges that hinder the provision of services in rural areas are municipal officials that do not relevant skills within the municipality, mismanagement of funds, corruption, political interfering, fraud, nepotism, and the level of poverty which is increasing each and every year’. Aminuzzuman, (2010) discovered that some serious issues regarding service provision at the local level include inadequate leadership and resources. He also revealed that poor public interaction between the local authorities and service receivers also has a negative impact which causes challenges in the provision of service delivery to the people.

Shaidi, (2013), Alexander, (2010) Thompson, (2010) and Mndlongwa,(2014) all investigated the causes of service delivery failures where they encounter that the lack of tools to access service delivery is the cause of service delivery failure Mkanyeza, Kwandayi and Ikobe, (2012), reporting on the social welfare challenges that are faced by the municipalities, discovered that not only basic services like clean running water, electricity, and roads are problematic, but that the social services also have challenges. Some of the causes of poor service delivery at the local level

include inadequate public participation, insufficient allocation of budget because of the central government requirements, a lack of political and administrative leadership, insufficient infrastructure, skill shortages, inadequate supply and delivery of municipal services, and lack of accountability from people responsible for delivering services to the people (Gwayi, 2010).

The study done by Ngwenya and Khumalo (2020) observes that most local municipalities experienced challenges in finance due to the mismanagement of funds by the officials in the municipality, because of the lack of management skills on the part of administrators and mismanagement of resources allocated for development of the people, hence, opening a gap for corruption, which is one of the biggest challenges presently facing post-apartheid South Africa. 'Corruption' can be defined as the abuse of any official power, either public or private, for personal gain and is an activity that can exist in different forms (Gebeye, 2012).

Appelbaum, Habashy, Malo and Shafiq, (2012) argue that most of the municipalities are facing challenges when it comes to operating and maintaining their services such as finances in a profitable and sustainable manner where they should render services to their local communities. These authors also mentioned other challenges relating to the delivery of services, including those relating to the general rendering of services to communities like water, electricity etc., procedures used to deliver services to the people and to appoint local councillors, loopholes and shortages in procurement procedures, and the lack of collaboration between municipalities and the business community.

Thompson and Nleya, (2010) and Ordaro, (2012) posit that corruption, lack of accountability, underfunding, and the ANC's policies which result in shortages of resources, price increases, decreased spending on maintenance and reduced government expenditure to deliver services to people are also the causes of service delivery challenges. Some municipalities lack adequate funds to carry out their constitutional mandate to improve service delivery, so they simply underspend the funds allotted to them due to a lack of leadership skills, which is primarily due to a lack of project management and financial management skills and this has prevented certain projects from being started or completed.

Municipalities' developmental responsibilities are outlined in Section 153 of the Constitution, which states that municipalities must:

(a) structure and manage its administration, budgeting and planning processes to prioritize the community's basic requirements and promote the community's social and economic development.

(b) take part in national and provincial development initiatives

Other factors that cause challenges in service delivery, as asserted by Idasa's local governance unit (2010), are the performance of municipalities and a shortage of the required skills in the organisation. If each official performs his or her duty with the intention of serving the interest of the people there will be no problems because each person will be accountable for his/her actions. Booyesn, (2012), Reddy, (2016) and Ndevu, (2019) illustrate how ineffective municipal officials and unqualified teams are appointed based on political favouritism and nepotism, limiting the efficacy and efficiency of local government service delivery. Looking at the international viewpoint, the World Bank, (2015) confirms that, focusing on the accountability in South Africa's' public service, one of the major reasons for service delivery issues is inadequate taxations which includes feedback and the checking of basic service delivery. Tax collected by the municipality from local communities, like payment of streets lights, water, and electricity is short as some of the people do not pay those levies, so there are some services the Municipality takes time to render because the money collected from these levies is not enough and they have to wait for other sources of income from other spheres.

Ward committees have been a key component of government as well civil society, with the important role of attempting to ensure that there is sound communication between government and the community, where government structures will have the capacity and resources required for them to fulfil what the community need from government through the ward committees. Ward committees play a pivotal role in the delivery of services to the people as they speak on behalf of the voiceless. It is pointed out by Sibiyi, (2012) that the other contributing factor to service delivery challenges is that most of the municipalities have ward committees but they are not fully operational, which results in poor communication with communities. Lack of

resources was identified as having a significant influence on the under-participation and under-representation of young people on ward committees.

Hlongwa, (2020) reports that ward committees form part of local government and are an important method of achieving the objectives of local government as stated in Section 152 of the Constitution, 1996. Ward committees should comprise 10 members or fewer for a ward, and have ward councillor monitors participating in democracy, distribute knowledge to the local community and helping with issues that the local community members usually experience.

According to Managa, (2012), due to the inadequate levels of staffing and the lack of competence of the municipal officials many municipalities are left with problems that are resulting in worsening service delivery challenges over the years that are leaving many communities with inadequate access to basic services. It is also causing a service backlog that has an effect on many poor communities that depend on the provision of basic services from government for their survival.

The issue of sound communication between municipalities and local community members is vital for the operation of delivery of services to the people. Problems with elected ward councillors and ward committees may contribute to the view that a municipality does not respond to a community's needs and members of the community just feel as if they are not important and will just feel they need to resort to protest action in order to be heard.

According to Manyaka and Madzivhandila, (2013) most municipalities are becoming known for poor service delivery, hopelessness, incompetence and high levels of corruption, despite the fact that several initiatives have been implemented to improve service delivery challenges. Additionally, a lack of horizontal merger and poor interdepartmental collaboration have hampered effective local development planning and thus contributing to delays in service delivery in municipalities.

2.6 LEGISLATIVE FRAMEWORK FOR LOCAL GOVERNMENT SERVICE DELIVERY IN SOUTH AFRICA

A legislative framework is vital because it guides human behaviour in the working environment, it ensures that activities executed are in line with the framework for the

benefit of the public and for a conducive environment for service delivery, and also because legislation is put in place to monitor the implementation of government's Integrated Development Plans.

A plethora of legislation, rules, regulations, by-laws, policies and programs govern service delivery in South Africa. For the purpose of this study, attention is focused on the legislative framework concerning service delivery at the local government level. However, the following pieces of legislation mentioned is observed in the light of its contribution to the challenges of service delivery and also the impact that leads to protests in South African municipalities. The legislation that the researcher focuses on is important because it monitors the implementation of government's social basic service delivery development plans.

The rights of citizens to basic services are protected by Section 27 of the Constitution of the Republic of South Africa. To accomplish this, the government must ensure that legislative and other efforts within the government's resources are managed to ensure that people's rights are established and successfully exercised. The Constitution of the Republic of South Africa (1996) will serve as the starting point in this regard, as it is the country's supreme law and the source of all legislation.

2.6.1 Constitution of the Republic of South Africa, 1996

The Constitution of the Republic of South Africa 1996 can be thought of as the fundamental ideas and rules of a country, state or social group that define the government's powers and responsibilities while also guaranteeing citizens certain rights. The Concise Oxford Thesaurus (Waite, 2002) stipulates that the Constitution is organic and the supreme law of a country which captures a bill of rights, rules, regulations and fundamental principles that creates a system of government and provides a basis against which the validity of all other laws is judged.

Even though the notion of human rights is centuries old, its content and scope continues to be debated today. People's socio-economic rights, such as the right to appropriate housing, food, health care, education, social security and water are outlined in Chapter 2 of the Republic of South Africa's Constitution of 1996.

The Constitution of the Republic of South Africa 1996 provides that the government is divided into three different, interdependent, and interrelated spheres national, provincial and local. This means that these realms must follow the ideals of cooperative governance and intergovernmental relations, which enhance the country's overall good.

From the above views the researcher can argue that the ideas of developmental local government, which assigned local government to render public services in a democratic, transparent and equitable manner must be taken into consideration. It could also be acknowledgment of Chapter 7 of the Constitution that local government as a sphere has to improve the status of developmental local government and of municipalities in consulting on new dynamic roles as instruments of service delivery.

2.6.2 White Paper on Local Government, 1998

The new democratic administration established in 1994 has a clear mission to achieve new developmental goals that would improve the lives of all citizens. The White Paper on Local Government is unique in that it covers all aspect of government rather than just one area (<http://www.local.gov.za>).

Local government, according to the White Paper on Local Government from 1998, is the sphere of government that provides essential public goods and services to residents, is the closest sphere to the people to respond to their needs and include people in local affairs, and is responsible for the delivery of essential public goods and services to residents. Another section of the White Paper on Local Government, published in 1998, discusses the concept of developmental local government which entails working with local communities to identify methods to meet people's needs and improve their quality of life. The following are the distinguishing qualities of developmental local government:

- ❖ performing municipal duties, powers and functions in a way that maximize the impact of local communities on social and economic development.
- ❖ democratizing development and generating social capital through community leadership and vision

The requirements of Section 152 and 153 of the Constitution of the Republic of South Africa,(1996), which deal with the delivery of public goods and services in a democratic, effective and efficient way , were cited in the White Paper of 1998 .As a result, a number of items of local government legislation were enacted. In this regard, the White Paper on Local Government, 1998, can be regarded as the connection between the Constitution of the country and all local government legislation passed to give effect to the objectives of the Constitution.

2.6.3 Local Government: Municipal Structures Act 117 of 1998

It has been noted earlier that local government is considered to be close to the people, so it has the fundamental role, along with all other related legislation to establish ways to ensure that citizens participate in the planning and decision-making processes of local municipalities.

The Municipal Structures Act 117 of 1998 was established in accordance with requirements relating to categories and type of municipalities; provision for an appropriate division of functions and powers between categories of municipality; regulation of internal municipal systems, structures, and office-bearers, and provision for appropriate electoral systems. Local government consists of municipalities that cover the whole territory of South Africa, and these municipalities are classified into three categories: category A municipality (metropolitan), category B municipality (Local municipalities) and category C municipality (District municipalities). They are categories with 8 metropolitan cities, 44 district municipalities, and 226 local municipalities (South African Government, 2017).

A municipal council may establish one or more committees required for the effective and efficient performance of any of its functions or the exercise of any of its powers under Section 79(1)(a). The reasons for the establishment of that committee is to take complains or helps the council with the grievances of the local communities and table them to the municipality so that people get the services they need.

The above mention committee has to note or write down services that people need under their authority and make recommendations to the Mayoral Executive Committee. Afterwards, those services will be tabled for consideration, depending on their nature, both directly and indirectly through municipal committee systems. As a

result, it is critical to examine the Municipal Electoral Act of 2000 to evaluate its role in the provision of public goods and services in light of the issues that South African municipalities face.

2.6.4 Local Government: Municipal Electoral Act 27 of 2000

It is stipulated by the Constitution in section (19) that every citizen is free to make political choices and choose a party that will administer to the needs and interest of the citizens. Local choice is legitimised by local elections, which is an expression of a political process.

Nelson Mandela Bay Municipality Council Agenda, (2012), points out that It is within the rights of the people to participate in affairs of municipal government matters and also have a say in what services they need and the process used by the municipality in trying to improve service delivery through many strategic different ways, such as public participation structures, proposals, communications and petitions to Council.

The Municipal Electoral Act, 2000 has a direct bearing on the direction and scope in which they render basic services to the people, especially in the local sphere of government where there are citizens. Therefore, municipal councillors make collective choices on governing and legislative issues that affect service delivery to communities, as well as conduct governing functions linked to the provision of public services to the community. They make decisions on how to organize development program and initiatives, how to raise funds for development, how to establish by-laws, and how to make policies. As a result, it is critical that appointed political office-holders and public officials carry out their responsibilities by taking responsibility for providing high-quality services for which they may be held accountable in public. In the municipality are taking collective decisions on governing and the legislative matters that govern service delivery to communities and also perform governing functions related to the rendering of public services to the community. The decisions they take include arranging development programmes and projects, collecting money for development purposes, passing by-laws and making policy. It is therefore fundamental that appointed political office-bearers and public officials perform their duties by showing responsibility for rendering services of such a high quality that they can account in public for their actions.

2.6.5 Local Government: Municipal Systems Act 32 of 2000

The main principles, instruments and processes of this act are designed to assist municipalities to move effectively forward in the development or upliftment of the social and economic lives of local communities and ensure that services that are rendered to the people are affordable to all. According to Chapter 5 of the Municipal Systems Act 32 of 2000, the act was passed to define the nature and procedure that must be followed in the creation and execution of a municipal IDP that is guided by community participation and needs. A municipality is required to conduct progressive planning action under Section 23(1)(a), (b) and (c) of the Act in order to ensure that it:

(a) Assist local government in achieving the objectives set forth in Section 152 of the Constitution

(b) fulfils its developmental responsibilities as mandated by Section 153 of the Constitution.

(c) through state organs, realizes the fundamental rights enshrined in Section 24, 25, 26, 27 and 29 of the Constitution of 1996

Furthermore, Section 29(a) and (b) of the Municipal Systems Act 32 of 2000 outline the steps a municipality must take draft an integrated development plan, including consideration and adoption of the draft plan. Different instruments, processes and procedures are established in Chapter 4 to allow:

(i) identifying and consulting local communities when creating the integrated development plan.

(ii) consulting the local community to participate in their development needs and priorities.

(iii) identifying and consulting state organs, such as traditional authorities and other role-players, when drafting the integrated development plan.

Currently, the Newcastle municipality has experienced protests due to the services that they do not get from the municipality which they are supposed to get. Also, there are workers that have been retrenched due to the fact that the municipality is not accountable for the municipality's finances. This is a clear case of slow service

delivery. If the municipality does not ensure Municipal Service Partnerships (MSPs) it will end up having problems in delivering services to the people because they should partner with people in order to know what people need and want.

Protests in communities include complaints about the poor quality of RDP houses, ineffective service delivery methods, and the slow speed of delivery and a lack of public consultation. This indicates that the municipality does not have an MSP agreement in place, as defined by Section 78 of the Municipal Systems Act of 2000. The Municipal Finance Management Act 56 of 2003, which will be examined shortly, is a key local government regulation that has a direct impact on service delivery to communities.

2.6.6 Local Government: Municipal Finance Management Act 56 of 2003

The Municipal Finance Management Act 56 of 2003 was enacted to protect the sound and long term financial management of municipalities and other local government institutions, to establish treasury norms and standards for the local sphere of government, and to provide for international best practices.

The Act establishes the procedure for a municipality's budget preparation. The mayor of a municipality must coordinate the processes for preparing the annual budget and reviewing the municipality's integrated development plan and budget-related policies under Section 21(1)(a) of this Act to ensure that the tabled budget and any revision of the integrated development plan and budget-related policies are mutually consistent and credible.

Furthermore, Section 21(2)(a) of this Act mandates that when a municipality prepares its annual budget, the Mayor must consider the municipality's Integrated Development Plan, with the municipality's annual budget being linked to the IDP because community needs are addressed in the IDP. When the IDP is not matched with the municipality's budget, the community-identified initiatives in the IDP will not be funded. As a result, the municipality's failure to relate its budget to its IDP could be seen as having a detrimental impact on service delivery.

2.7 BASIC PRINCIPLES AND APPROACHES REGARDING SERVICE DELIVERY

In order to achieve optimal service delivery, the White Paper on Local Government 1998 lays out the concepts and approaches to service delivery. Each municipal government should select a delivery system that is most appropriate for their type of municipality and takes into account all of the community's unique needs. The principles can be summarised as follows:

❖ Accessibility

All communities within the municipality should have access to the minimum level of service. The imbalances that exist regarding service provision should be addressed through the development of new infrastructure, and the rehabilitation and upgrading of existing infrastructure.

❖ Simplicity

People's services should not only be accessible, but also simple and straightforward to utilize. Municipalities should make sure that everyone in their communities has access to services that will meet their needs.

❖ Affordability

After ensuring that the services are accessible to everyone and simple to be used, services should be affordable. It is without a doubt that many services remain unaffordable for many South African citizens, hence in order for municipalities to uplift the standard living of the people they should strive to make services as affordable as possible.

❖ Quality

The services provided to the public should be of high quality and long-term in nature. In this sense, services should be appropriate for their intended use, as well as timely, safe, and available on continual basis.

❖ Accountability

The new South African state, which includes local government, postulates the values of a democratic government which include the principles of accountability and responsiveness. If ever the municipality deliver services to the people it remains its responsibility to be accountable for its actions.

❖ Integration

Each municipality should take a comprehensive approach to planning and delivering municipal services. The integration of municipal services necessitates that each municipality consider the economic and social consequences of service delivery with regard to overall municipal policy goals like poverty reduction and employment development.

❖ Sustainability

It is stipulated by the constitution that the provision of services to local communities should be sustainable, as the delivery of services is an on-going process.

❖ Value for money

Municipality services should account for value for money. Services that are rendered to the people should be services that provide value for money.

❖ Promoting of the new constitutional value

Not only is it permissible and necessary for all municipalities to adhere to constitutional ideals and requirements, but it is also critical for all municipalities to attain optimal sufficiency and support.

❖ Promotion of competitiveness

All municipalities should be aware that charging higher rates and increasing services charges in such sectors in order to subsidise residential consumers may have an impact on job creation and the competitive character of local companies and industry.

2.8 PUBLIC PARTICIPATION IN SOUTH AFRICAN LOCAL GOVERNMENT

Community participation within the local government of South Africa is included in the Constitution of the Republic of South Africa Act of 1996. Municipalities are then authorised to put plans into action, develop the people, and projects to be accepted by all the relevant citizens and encourage the involvement of every local government stakeholder or participant in all the local affairs and matters affecting them.

The White Paper on Local Government (1998) it highlights that public participation should improve rather than hinder the process of delivery of services. However, public participation during evaluation and monitoring could contribute towards the

sustainability of the development. In the same manner, local government has the obligation to also promote the involvement of citizens and community groups in the service delivery plans and delivery of municipal programmes.

Kimutai & Aluvi, (2018) stated that one challenge that hinders the effectiveness of public participation globally concerns sound communication problems between the local citizens and other stakeholders, and the level of illiteracy and ignorance of people about authorised government matters and meetings that are taking place within the local community. However, municipalities have a responsibility to be accountable to deliver essential services to people and businesses, to encourage community involvement, and to meet any difficult common, economic, and environmentally friendly issues related to sustainable systems of improvement of the lives of the people (Roche, 2014).

Nomdo, Masiya, & Khambule, (2019) report that citizen involvement has a huge contribution to make to the development or improvement of service delivery by local government. Municipalities must take into consideration an overview of public accountability procedures that already exist, for example, the public record for improving the attendance and involvement of municipal representatives in productive participation, particularly at the implementation stage of the policy process. Officials from the municipalities are advised to consider the public views and opinions seriously in the processes of local planning and policy-making, therefore, practical capability is as important as taking public needs seriously (Nomdo et al., 2019).

The moment service delivery plans that are put into action fail it brings about the knock-down of the relationship between citizens, policy makers and service providers. Thus, there increasing reports of protests that are raising questions about the level of community contribution in decision-making on matters affecting service delivery and their general understanding of the responsibilities of various spheres of government that are involved in the service delivery process. However, public participation as a principle is established by all government spheres in South Africa. Public participation helps build knowledgeable and responsible citizens who have a sense of ownership of all facilities and services provided for them by all the spheres of government. It is important to ensure that government addresses the real needs of communities accordingly.

2.9 THE EFFECTIVENESS OF PUBLIC PARTICIPATION

Effectiveness of public participation depends on the presence of all the benefits in the matter of standard of the living of the local community members (Wouter, 2019).

These are as follows:

- ❖ To increase community understanding and livelihood, by making the information accessible to everyone and also passing of that information in the language they understand.
- ❖ To improve honesty (openness when making decisions).
- ❖ To lessen any additional differences, disturbances, and mistakes which may occur, for example avoiding employing people who do not have skills – something which opens a gap to not be accountable for their actions, which then leads to corruption.
- ❖ To monitor appropriate progress. To elaborate, the existing policies may be implemented but it can happen that they are not achieving their objectives, meaning that those existing policies and processes need to be revised in order to ensure their effectiveness.
- ❖ To educate the community and give them awareness of and responsiveness to environmental matters.
- ❖ To use the information from and practical involvement of participants in enhancing plans and guidelines.

When the local municipality does proper planning and enabling of public participation that is directed productively to achieving its goal it will give a rise to improved decision- making and results for the community since they usually play their role with great knowledge and understanding of service delivery process.

2.10 PLATFORMS USED FOR CONSULTATION

2.10.1 Imbizo

The imbizo was chosen as the major tool of development communication by the South African government in light of its participatory approach to bridge the information gap and alleviate service delivery backlogs in rural regions. Imbizo has become an indispensable tool for communicating with local community members (Baloyi and Lubinga, 2017).

Imbizo is a Zulu word that meaning “calling” and refers to traditional leaders summoning people to tackle specific societal concerns of common interest. The practice of imbizo, according to Chaka (2014) is traditionally utilized to resolve difficulties that local communities encounter by involving local community members with servants or traditional authorities. However, the term imbizo is now more generally associated with government gatherings that allow citizens to engage in the resolution of local issues that directly touch their lives.

Participation through imbizo is an ideal way of involving local community affected by service delivery matters to participate and come up with solutions. Kondlo,(2010), Rasila and Mudau (2014) note that although imbizo was introduced as an approach to resolve local community matters some critics point out that there are still inadequacies that exist. Kondlo (2010) emphasises that imbizo appears to be pretence of the good deeds of the local government, but the reality is that it is a travesty which fools the people because it lacks appropriate participation practices by not bringing solutions to the problems that people are facing but rather brings lots of challenges.

Izimbizo are public communication platforms but they often fail to facilitate participation because people are mobilised to meet and listen to government officials rather than to participate. According to Baloyi and Luyanga, (2017) the imbizo process is rendered incomplete and ineffective if there is no follow- up to issues raised during previous meetings held. However, the purpose of this platform is to provide the chance for local community to air their grievances, but this platform keeps on failing people as it lacks a proper feedback mechanism and does not provide authentic community participation.

2.10.2 Public hearings

Public hearings are a form of liberal democracy that helps to ensure the participation of people in the solving of socially important matters. Public hearings are regarded as providing an open, independent and free discussion of socially important problems of the local communities. At the public hearings socially important problems are discussed thoroughly as those particular problems are essential for the citizens residing in the public structure. The fundamental purpose of the organisation

and conducting of public hearings is coordination of the interests of the state and a society with the interest of individuals. There are a number of reasons as to why a local government adopts a public hearing as the method of public participation. They are as follows:

- ❖ To communicate and clarify needs
- ❖ To increase community awareness about a particular issue
- ❖ To find a solution to a community problem or issue
- ❖ To gather information
- ❖ To note the grievances of the community
- ❖ To open public dialogue regarding a new project

2.11 SERVICE DELIVERY PROTEST IN SOUTH AFRICA

Ajayi and Vries, (2019) report that as service delivery instability has become the norm in South Africa, the government has implemented a number of strategic plans, policy, frameworks, programs, and mechanisms to analyse and monitor service delivery performance with the goal of improving service delivery over time. Protests about arising service delivery gaps have a significant economic impact in South Africa.

The South African government led by the African National Congress (ANC), has been experiencing disorder displayed in a variety of protests that are directed to the municipal level because of service delivery issues which are dominant nowadays.

Protests against poor service delivery are becoming a trend, with many communities identifying it as the only way of getting the attention of those in authority and the only language that public servants understand. Reddy, (2016) reports that service delivery protests was created throughout the apartheid era in South Africa when most of the black people were discriminated against and where they did not have access to basic services. Also, protest was developed as an approach for the people to express their dissatisfaction and frustrations with the lack of services as well as to target ethnically based structures.

According to Matebesi and Botes, (2017) service delivery protest means action that is done by a group of community members against a local municipality because of

challenges they face regarding inadequate provision of basic services, but also because of a wider range of concerns including government corruption, crime and unemployment.

If local communities are not happy with the service delivered to them they usually raise their concerns and grievances to the wards councillors, but what usually happens is that within the local municipalities there is a lack of sound communication or a lack of feedback. This therefore leads people to engage themselves in public protests, which generally leads to the vandalism of other municipal services which, in turn, increases unemployment, poverty and inequality among people.

Municipal IQ, (2017) stated that over 94 protests per year took place in South Africa between 2004 and 2016 regarding poor service delivery, where municipalities were not accountable for the service delivery lacking in many local communities. Hunter, (2015) raises the issue of the quality of services that local communities receive from their municipalities, noting that they are inadequate to satisfy their receivers. However, several protests have been observed to take place because local government have not kept their promises of delivering good services that the local community needs. The scope of service delivery protests has reflected the fact that the institutional places for citizen participation with the state have failed. The other thing that remains a problem is that the more service delivery protests increase the more it weakens local government's capacity to deal with the issues that hinder basic service delivery (Rinciman,2014).

The action of a municipality of not delivering service to the people has caused dissatisfaction within different communities, which then turns into the form of service delivery protests which have taken place across the country. This situation of protest has been particularly common in the rural areas (Mashamaite, 2014). In places such as rural areas more people are unemployed and unskilled, and that makes it difficult for them to understand the reasoning behind the failure of municipalities to deliver the vital services to the people. Thus, there are service delivery protests which are stimulated by the illiterate people as they do not know why there are inadequate local services or delayed service delivery, which is the responsibility that lies with the municipality.

Since the year 2004 a record tendency of protests across the country has been continually increasing over the issue of service delivery. The Mercury, (2018) point out that the protesters explain that they took to the streets because they are unable to speak to government and that government does not listen to them so the best language the government listens is through violence. Thompson and Nleya, (2010) explain the cause of protest that are taking place in the communities which includes scarce resources for delivery of services, no accountability, shortage of people with relevant skills to govern, and less funding. These are the main factors that worsened service delivery protests in local community.

According to Sosibo, (2011), because of the violence that arose in North West because of service delivery protests in 2009, police arrested 22 people for vandalising municipal properties. However, 5 of them were accused of the unnecessary use of police force which was used against people who were not in the protest, including incidents in the homes of local residents who were not actively participating. Citizens tend to develop a certain reasoning in expressing their dissatisfaction and frustrations with local government on how it is operating regarding the provision of services and the quality of services they get; they tend to show their dissatisfaction and their frustration in a tangible way because they feel that government does not want to listen to them nor talk to them (Rmjee and Donk,2011).

Pithouse, (2012) emphasises that most of the protests that take place in local communities are to do with poor service delivery .The author also points out that the service delivery issues that led to violent confrontations between the police and communities that included housing, lack of toilets, running water and housing, and also a variety of other municipal issues including maladministration, nepotism, fraud and corruption, and the failure of councillors and administrators to listen to residents.

Alexander, (2013) argues that service delivery protests are continuing to happen and they seems to emanate from poorer neighbourhoods, especially shack settlements and townships, rather than the better-off suburbs. However, government still needs to find a way to improve service delivery and address the issues that they face as government that have led them to delay the process of delivering services to the people. People are still engaging themselves in protest, which also leads to concerns

such as lack of jobs, poverty and high levels of inequality. It is pointed out by Macanda, (2016) that the most frequently claimed reason for the protests is municipalities' failure to supply services. Communities' concerns about the slow or non-existent delivery of housing and essential amenities in their localities have been emphasized in media reports. In many circumstances, communities may feel excluded from decision-making processes that affect them which may be a contributing factor basic service in their areas.

According to the South African Institute of Security Studies (SAISS) (2014), the reasons for the spate of service delivery protests back then included dissatisfaction with the delivery of basic municipal services, such as running water, toilets and electricity, high levels of unemployment, high levels of poverty, poor infrastructure, lack of houses, and empty and unrealistic political promises made during election times, especially in rural areas. The literature cited above shows that wherever people are not satisfied with the services municipality rendered to them, people tend to show their disappointment through resorting to protesting. It shows that lots of the local communities faces challenges of not getting services they need at the time they need them.

2.12 PERCEIVED WAYS OF IMPROVING SERVICE PROVISION IN LOCAL GOVERNMENT

The Rwandese Association of Local Government Authorities (RALGA), (2010) reported that the factors that were affecting service delivery in local government was that it was not able to produce empirical evidence of the strategies that can be implemented to improve service delivery in local communities. Therefore, this study wanted to identify strategies that can be used to improve service delivery in local communities. If local government are to implement good governance strategies in an effective manner and practices, particularly at sub-national levels, it will require public officials going beyond simple policy interpretation, execution and analysis of options for improving service delivery.

Lee, (2012) noted that in order for municipalities to improve service delivery, they should do more to encourage a culture of community participation as well as adopting more transparent and accountable governance. Also, the

acknowledgement of those 283 municipalities across the country should be taken into considerations where government looks at the different social and economic challenges and also the different capacity to respond to these challenges.

One ways of improving service provision in rural areas is that municipality should include or involve community members in their community affairs. Section 17(1) of the Local Government: Municipal System Act 2000 instructs municipalities to establish the necessary processes, mechanisms and procedures that will give rural dwellers an opportunity to participate in the local affairs that are affecting them. The Municipal System Act, 2000 section 17(2) further postulates that the municipalities must assure that community needs and demands are given more attention by confirming their responsibilities as follows:

- ❖ Sessions of continuous evaluation with members of community organisations and traditional leaders, conducted in their own language.
- ❖ Considering petitions and complaints submitted by members of the public.
- ❖ Provide feedback to the people any issues that affect the local communities.

Chan and Venter (2010) said that to improve the delivery of public services, particularly to local communities, the government must address the challenges that hinder service delivery in a more appropriate and proactive manner, while also focusing on macro-goals to change the country's infrastructure and ensure that all citizens have access to basic services and benefit from government services.

Municipalities need to put in place sound financial management measures as stipulated in the constitutional framework, by appointing qualified and capable officials with appropriate skills, including chief financial officers and internal auditors who will ensure that budget spending and more resources are transferred to local government. Also, municipal officials must be accountable for their actions and give feedback to local communities when they promise to deliver services to the people. Municipalities should ensure that services that are rendered to the people are services that are easily accessible and affordable to people, for example, by providing a clinic near their living area in a specific community, clean water and electricity for all local community members.

Government should ensure citizen participation in the affairs of the local authority in order for the people to be able to voice their opinions and be able to address what

they want, so that government will be able to render services that the community are in need of rather than services government thinks will be suitable for the people. Local community members identify themselves as key stakeholders in the local authority so they want their views to be respected if services rendered to them do not satisfy them. Also, each municipality should focus on ensuring the development of capacity to respond to the needs of the communities in their areas of jurisdiction.

The local government should make sure that the community is responsible with regard to usage of the council's assets and that citizen' complaints are addressed promptly. Officials in the public sector must identify and prioritise issues that are important for social and economic development, and citizens must be involved in the planning and implementation of solutions. The primary goal of public services is to provide services to citizens, not to further a political agenda. Implementing socio-economic policies at the sub-national level with excellent governance techniques and practices can improve service delivery and people's living standards. It can also increase accountability and transparency in the public service (Helao, 2015).

Reddy, (2016) and Ndevu, (2019) report that the appointment of uneducated municipal officials and unqualified staff based on political favouritism and nepotism is a hindrance to local government's effective and efficient functioning. However, for correcting this Ngwenya and Khumalo, (2020) conducted a study arguing that according to their tasks and responsibilities, local government should employ professional staff with knowledge to improve quality service delivery to all citizens.

According to South Africa Rural Development, (2004), for local government to improve service delivery it needs to take into consideration the following:

- ❖ Municipalities must come up with strategies for extending and sustaining available resources for delivering services to the local communities that are affordable and easily accessible. In addition, a new agreement with rural communities on the need of using appropriate and inexpensive technologies must be reached.
- ❖ Municipalities need greater invention which is necessary for the development and distribution of technologies in rural areas. Water harvesting, ground water delivery through boreholes for water; on-site sanitation choices, and non-grid

energy options are among the new advances. That will also help in improving service delivery in local government.

- ❖ It is noted by the SARD,(2014) that technical skills supporting infrastructure for delivering services to the people are rare in the country in general and even more so in rural areas. As a result, new service delivery institutional models in local government are required, allowing municipalities to impact local knowledge and capacities.

2.13 CHAPTER SUMMARY

The chapter has presented a literature review. The chapter gave a conceptualisation of public service delivery, and further elaborated on local government and service delivery in South Africa. It provided a theoretical framework where it elaborated on 2 theories underpinning service delivery and also the legislation and documents fundamental to local government, including the Local government: Municipal Structures Act 117 of 1997), and the White Paper on Local Government (1998). The chapter also documented perceived causes of service delivery challenges. The chapter also discussed the service delivery protests occurring in South Africa and, lastly, the ways of improving service delivery in local communities.

Many researchers has gone through the process of investigating the challenges that hinder the provision of services in local municipalities in South Africa, but none of them has specifically investigated the challenges that hinder the provision of services in Newcastle Local Municipality. Therefore, this researcher is trying to fill the gap in this regard.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 INTRODUCTION

The preceding chapter provided an in-depth literature survey, focusing on the conceptual framework, theoretical framework and legislative framework with regard to the assessment of the challenges that hinder the provision of services in Newcastle Local Municipality. This chapter provides the methodology that was used for data collection and data analysis from the targeted population of Newcastle Municipality. The sampling procedure is clearly articulated where target population, study area, sampling size and method are discussed. Data collection instruments and procedures are specified. The study's reliability and validity, as well as the ethical protocols used to ensure that the study had no detrimental consequences for the participants, are also discussed. The chapter also focuses on data analysis and provides the limitations of the study.

A technique is needed, according to Ajayi and Vries, (2019), to comprehend what really counts in measuring and identifying qualifying key performance indicators that are relevant to a service delivery setting. The term "research methodology" refers to a set of data collection methodologies that require preparation, organisation and execution in order to achieve truth, objectivity and validity (Brynard, Hanekom and Brynard, 2014). A set of particular strategies for selecting cases, measuring and observing aspects of social life, acquiring and refining data, analysing the data and reporting the results is referred to as research methodology.

3.2 RESEARCH DESIGN

According to Tight (2017) a research design shows reveals decisions about the priority accorded to various aspects of the research process. This is also the portion that lays out a structure for data gathering and analysis. The approach, the conceptual framework, the object to be researched, and the methods and procedure to be employed in the collecting and analysis of first-hand material are all part of a study design (Punch, 2009).

The research design of this study is descriptive. Descriptive research simply focuses on the specific details of a situation and asks "why" and "how" questions. According to Glass & Hopkins (2015) there is no manipulation of data when using this design.

The purpose of using descriptive research designs is because the researcher wants to describe peoples' visions, social beliefs, norms and perceptions, since the researcher seeks to identify personal experiences of local community members of Newcastle Local Municipality regarding the challenges in the provision of services.

The qualitative approach, the quantitative approach and the mixed method approach which is a blend of the qualitative and quantitative technique, are all methods for gathering data in a research study. The qualitative research method was applied in this study.

3.2.1 Qualitative approach

According to Sutton and Austin, (2014), qualitative research can assist researchers in gaining access to participant's thoughts and feelings, allowing for the formation of a better understanding. Maphazi, (2012) argues that qualitative research is any type of study that delivers results that are not based on statistical techniques or other methods of quantification.

An advantage of employing a qualitative approach is that it holds the ability to release the direct words, opinions and perceptions of the participants. The reason for using a qualitative approach in this study was to capture the perceptions or viewpoints of local community members, Councillors of the different wards, and key informants of the Newcastle Local Municipality regarding the challenges that hinder the provision of services in Newcastle Local municipality and to obtain more information on what causes these challenges.

3.3 RESEARCH METHODOLOGY

The study used a qualitative approach which dealt with respondents' spoken words pertaining to service delivery challenges. Data was collected in the form of in-depth interviews and unstructured questions just so as to gain perceptions about the first hand experiences of the local community members.

3.3.1 Target Population

According to Alvi (2016), the term "target population" refers to all the members who match the specific criteria for a research study. Therefore, the target population of

this study included local community members residing under Newcastle Local Municipality. There are 34 wards in Newcastle Local Municipality, but for the purpose and relevance of the study the researcher focused on 2 wards, namely Madadeni and Osizweni. Also, these wards have different sections which the researcher focused on In Osizweni the researcher focused on 3 sections - section 6 (22 045 people), section 9 (14 513) and section 12 (9420). These wards were targeted because they are mostly affected by service delivery challenges and service delivery community protects. The total population of the chosen wards in Osizweni is 45 978.

The study also included Madadeni which has 6 sections in total. However, for the purpose and relevance of this study only 3 sections were included. These are section 5 with a population of 22 043, section 6 with a population of 10 444, and section 7 with a population of 9124. These sections were also chosen for the same reasons stated above, i.e. because of being the most affected by service delivery challenges and service delivery community protects. The researcher wanted to assess how these challenges affect people living in different wards.

Considering the relationship between the amounts of time allocated to the completion of this study, the resources available and the data that was required, a total of 23 participants were selected as a sample of this study, including 1 key official from the municipality and 2 councillors from both sections.

3.3.2 Study area

The geographical area in which the study is conducted is referred to as the study location. This particular study was conducted in Newcastle Local Municipality which is the largest city in Amajuba and in the province of KwaZulu-Natal (KZN252). Newcastle municipality covers an area of 188 square kilometres and consists of 34 wards with a population of 450 360 people according to Newcastle City Council Centre for Cities (2020) with population growth rate of 1, 42% .

Figure 3.2: Map showing Newcastle



Source: <http://www.google.co.za/maps/place/newcastle>

3.3.3 Sampling method, size and frame

The basic goal of sampling is to ensure that the results are representative. According to Jennings (2001), the sample should be drawn in such a way that it is representative of the population from which it is drawn. The researcher employed non-probability sampling for this study, which means that not every person of the population had an equal chance of participation in the study (Alvi, 2016). Purposive and Convenient sampling was used in the study. The researcher employed convenient sampling for choosing the local community members as they are the ones who are the receivers of services, so the researcher wanted to hear from them what are the challenges they are encountering regarding service provision within their areas. The researcher also chooses any person who was ready and easy to

approach at the moment she was collecting data. Those are the people who are activist in local affairs and look after the interest of the community.

In purposive sampling the participant is asked to participate having a purpose in mind (Alvi, 2016). Purposive sampling was employed to select key informants of the municipality because they are the ones who are responsible to provide services to the local communities, so the researcher reasoned that by involving these key informants the information regarding service delivery challenges in Newcastle Local Municipality would be rich.

Because of the time, how broad the study was, and the size of the population of Newcastle Local Municipality, the sample was randomly selected from the above mentioned sections of Osizweni and consisted of 23 participants from all the selected sections, including 1 municipal official and 2 councillors that were available from the targeted sections as it is the person that local community members give their grievances to. The respondents were of the ages of 18 to 35 years, comprising both females and males who have voted before, ward committees who are knowledgeable about what is happening in the local communities and ordinary local community members. Additionally, there was 1 municipal key informant who was the head of department of Technical services in Newcastle Local Municipality. The reason for targeting this official is because this department is the one responsible when it comes to Improving access to basic services and also collecting adequate and reliable data for Infrastructure planning, management and operations, which means the members of the department know what the challenges of service delivery are.

3.4 EXPERIENCE SURVEY

According to Jili, (2019) experience survey is an exploratory research technique in which people who are knowledgeable about a study subject are asked to participate. The researcher was able to meet a total of 3 respondents and conducted the experience survey in order to test whether the tools employed (interviews) in the study produced reliable results or not before the instrument was used for the whole sample. The experience survey was done by the researcher over a period of two weeks (06 January 2021 – 21 January 2021).

3.5 DATA COLLECTION PROCEDURE

According to Brynard, Hanekom and Brynard, (2014) data collection is the process of gathering data that will be analysed and interpreted only for the purpose of the study utilizing various instruments. The researcher undertook a process of arranging a meeting with the councillors of the wards highlighted above for permission to conduct research and, because the research was for academic purposes, the researcher was given permission to conduct research in the wards and also in the institution (Newcastle Local Municipality).

The study was introduced through information sheets and verbal introductions, which ensured confidentiality and anonymity while also providing details about the study's purpose and relevance. When the researcher interviewed people of the local community, the same technique was used. The participants were paid a visit at their homes. In addition, the researcher was equipped with the necessary skills for approaching and communicating with the participants.

3.6 DATA COLLECTION INSTRUMENT

3.6.1 Interviews

"Interview is a qualitative research technique that entails conducting serious individual interviews with a small group of respondents to examine their views on various phenomena" (Powell, 2010). The researcher in the study used interview as an instrument for collecting data where there were open-ended questions and structured in English, However the participants also asserted that the researcher should explain some of the questions into IsiZulu. The researcher posed questions to the participants and the participants answered and also added on what they knew out of the question and also added their views with regards to service delivery challenges. This technique is more collaborative and very easy to use and was very flexible and convenient for the respondents to use.

Interview were utilised to gather data with the goal of learning more about the participant's beliefs, activities, values, personal perspectives and attitudes of those involved, namely, the local community members in receiving the services and key informants as they are the ones who distribute services to the people.

According to Patton,(2002) the small size is intentionally chosen from among those who are more aware and skilled about the research event. The researcher conducted an interview with a tape recorder, but the researcher first obtained permission from the participants to record what they had to say about problems that hampered the provision of services in their municipality. However, the researcher did make some notes in order to review the responses.

3.6.1.1 Advantages and disadvantages of in-depth Interview

In-depth interviews are a type of qualitative data collecting that involves one-on-one interaction with participants. It can take place both in person and over the phone. However, in order for the final results to be useful and dependable, the interviewer must be highly competent in order to avoid data loss (Communications for Research, 2021).

3.6.1.1.1 In-depth interview advantages

- ❖ Interviewers can build rapport with participants to help them feel more at ease, which can lead to more insightful responses particularly when dealing with delicate subject. This simply means that whenever the interview process takes place the interviewer can explain everything for the participant, which makes it easy for the participant to understand the questions and instructions and also be able to answer the questions asked to him/her by the interviewer.
- ❖ In order to gain a better understanding of attitudes, perspective and motivation, interviewers have more opportunities to ask follow-up questions, probe for additional information and also circle back to crucial topics later. To emphasise this, using in-depth interview helps a lot in generating rich data or information because, as the interviewer asked the question to the participants there are important points that the participant notes which the interviewer will go back for some clarity about those particular points.
- ❖ Interviewers can study the tone, behaviour and word choice of the participants to gain a deeper understanding. To clarify this, when using in-depth interviews it is easy for the researcher as he/she is near either that person or speaking to the phone with the particular participants. The researcher is able to hear on the phone that the participant is now not comfortable with the questions he or

she is being asked. Also, through face-to-face, the interviewer is able to see the behaviour of the particular participants in response to the questions being asked.

- ❖ When compared to some of the other data collection methods accessible, the interviewer generates a greater quality of sampling.
- ❖ There are none or only a few of the potential disruptions or peer pressure dynamics can occur in focus groups.
- ❖ Another advantage of conducting an in-depth interview is that it requires fewer participants to obtain interesting and relevant information.

3.6.1.1.2 Disadvantages of In-depth Interview

- ❖ The first disadvantage of using in-depth interviews is that they are time-consuming in every respect as the interviewer must translate, transcribe, organise, analyse and also report. In short, using this method to collect data is wasting time because one finds out that most of the targeted people are illiterate and the researcher has to translate the question into the language participants understand in order to find out more information.
- ❖ This method is costly. When the researcher is using In-depth interviews as a method to collect data the researcher has to first go to the person to make an appointment and once he/she has got the appointment data they have to go back again for getting information.
- ❖ Another disadvantage of using this collection of data method is that if you opt to avoid bias, you may find that the vetting process takes longer.
- ❖ To eliminate bias, participants often expect an incentive to participate which must be carefully chosen.

3.7 DATA ANALYSIS AND INTERPRETATION

Data analysis and interpretation is the stage where the researcher reports the results of the investigation (Lincoln, 2012). Field notes collected during dialogues with participants were subject to thematic analysis to make sense of the collected data and to understand material that was not clear. Themes were coded in relation to the research questions, concepts and theories.

The researcher sorted questions according to the objectives of the study. She further focused on the main themes that were developed from the different perspectives of selected participants.

The researcher created headings to represent the recurring topics and organised the group's ideas to form categories for future discussion. These themes were used in conjunction with the responses from the data collected from local community members and key informants to derive important answers to the study's overall research goal and objectives.

3.8 VALIDITY AND RELIABILITY OF THE STUDY

It is required that every research adhere to canons that serve as benchmarks against which the project's trustworthiness can be assessed (Tshishonga, 2015). The interpretation of data is used to determine the validity of acquired data by determining the level to which the study results correctly represent what is really going on in South Africa in terms of service delivery difficulties. The researcher had to determine how trustworthy the findings were.

3.9 LIMITATIONS OF THE STUDY

The study was limited to Newcastle Local Municipality and only selected areas within its rural community were focused on. The findings of this study can therefore not be generalised to local government.

The following factors hampered this study:

1. The study was limited to two wards: Osizweni and Madadeni.
2. Only Newcastle residents' perceptions were used to recommend solutions to the problem.

3.10 ETHICAL CONSIDERATIONS

"Research ethics relates to what is right and wrong when conducting research. The right and wrong of scientific research should conform to the generally accepted norms and values", (Brynard et al, 2014). All research that comprises human participants and the process of data collection and study requires ethical

authorisation to ensure that the research adheres to general ethical principles and standards (Jili, 2019). The researcher and the research study should adhere to the following general principles:

- ❖ Honesty
- ❖ The protection of the participant
- ❖ The right to be informed about the purpose of the study
- ❖ Confidentiality

Several ethical requirements had to be considered by the researcher during the investigation. All participants in the empirical component of the study who were part of the sample were notified of their rights. An informed consent form was requested to be signed by each participant. Participants were also informed of their right to confidentiality, as well as their ability to resign from the study at any time without consequences and that their participation would be entirely voluntary. The data would be presented in such a way that respondents' identities would be hidden. At the request of the respondents the research findings and conclusions would be made public.

This study complied with the ethical research requirements of the University of Zululand. The researcher waited to be granted an ethical clearance letter before the data was collected, and an ethics clearance letter with number UZREC171110-030 PGM 2021/35 can be seen in the annexed documents. Usually, the important application of research ethics is based on the protection of the research participants' safety. According to Pickard, (2013) ethical research methodologies and strategies include acquiring access to conduct research in the field, informed permission, anonymity and protecting participants. In order to conduct research in the targeted location, the researcher wrote to the Newcastle Local Municipality Council requesting permission to conduct research. The letter included the study's motivations, the principal investigator's contact information and the supervisor's and co-supervisor's information.

3.11 CHAPTER SUMMARY

The methodology and tools utilized in this investigation are described in this chapter. To achieve the goals an adequate methodology was adopted as well as appropriate

data gathering and analysis tools. Interviews were the most common data collecting methods. The most essential are the principles of conduct which addressed issues of ethics and processes. The local community members and the local municipality both were given informed consent for this study

The following chapter will analyse and evaluate the obtained data in order to present the research findings and construct a normative model that might be applied in a municipal setting to address the causes of service delivery.

CHAPTER FOUR: DATA PRESENTATION ANALYSIS AND INTERPRETATION

4.1. INTRODUCTION

The researcher provided the research design and technique utilised to collect data for this study in the previous chapter. Interviews with open-ended questions were performed between the researcher and the participants using a qualitative technique. The participants for this study include local community members, Councillors of different chosen wards and key informants of Newcastle Local Municipality. The

interpretation and analysis of this data is presented in two sections. Elo, Kääriäinen, Kanste, Pölkki, Utriainen, & Kyngäs, (2014) stated that researchers who employ qualitative research methods have to develop their skills, such as personal critical evaluation, ability to sample, ability to analyse, constant personal reflection, ability to interpret correctly, creativity, systematic inscription, data collection and having improved personal assessment.

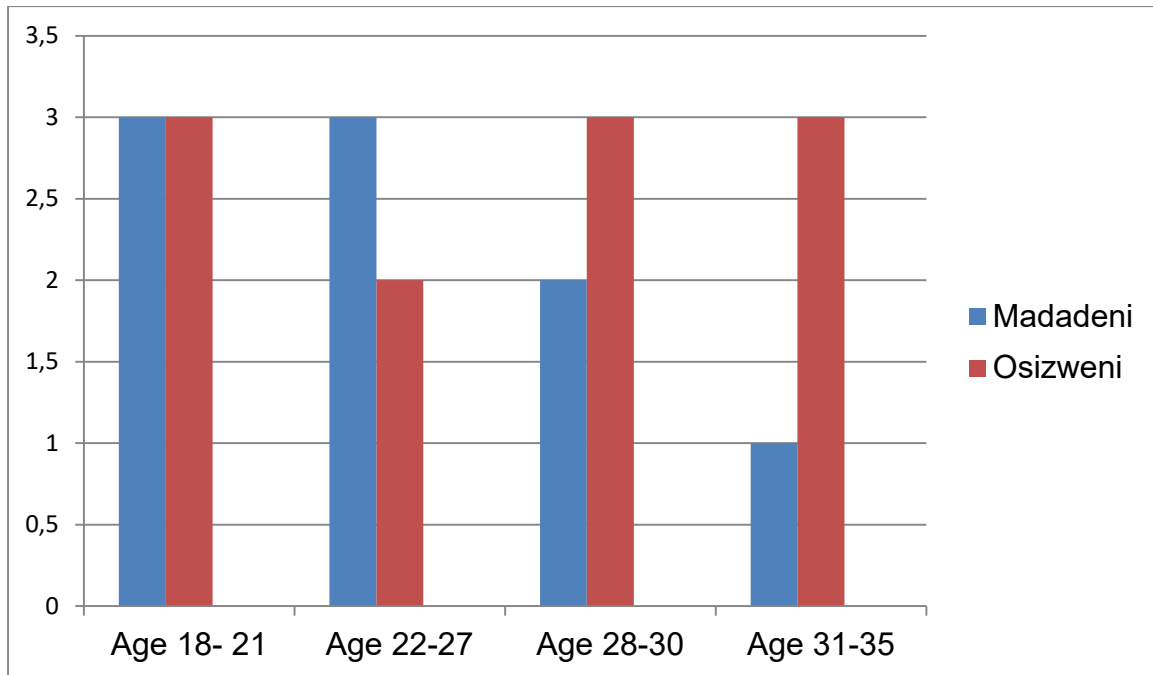
Section **A** analyses demographic information for both wards, Osizweni and Madadeni. Section **B** analyses and interprets data using themes that were created based on the research objectives of this study (namely, analysing the challenges and causes that hinder the provision of services in both Madadeni and Osizweni), and the procedure and methods used by the municipality in rendering services in these two wards. Moreover, it analyses the effect that comes with the challenges that hinder the provision of services and it provides the possible measures or solutions to the problem of those challenges, including the extent to which the municipality should deliver services to the people.

The graphs were used for interpreting the collected data and are presented individually based on the participants' views and opinions and their categorised gender and ages.

Section A – Demographics of the participants

As the researcher has stipulated in Chapter 3, 23 participants participated in the interviews to collect data. Out of the 20 participants excluding 1 municipal official and 2 councillors nine participants are from Madadeni and eleven participants are from Osizweni.

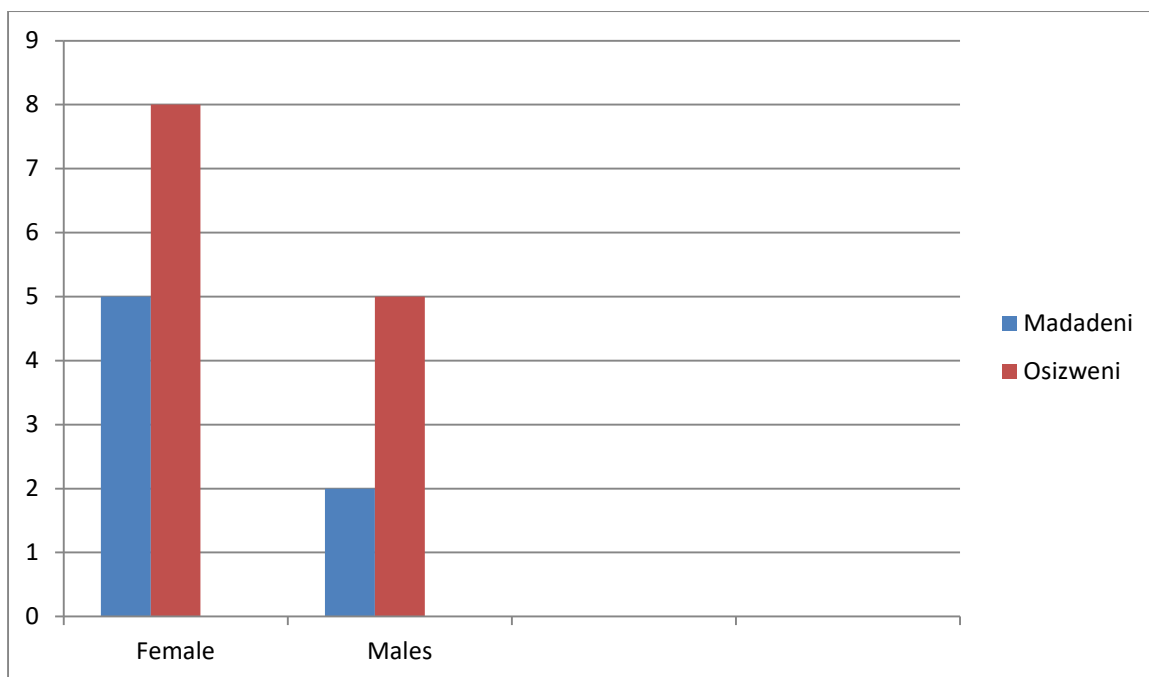
Figure 4.1: Participants' age distribution



Source: Authors Creation

Figure 4.1 above indicates the ages of the participants. It shows that participants aged 18-21 from both section participated equally in the study which implies that young people are the ones that were available when the researcher was collecting data. That leads the researcher to conclude that as these participants are in the majority because of the pandemic of COVID-19 which restricted every student and some workers from going to school and work.

4.2 Gender of the participants from both sections



Source: Authors Creation

Table 4.2 indicates blue colour for males and maroon for males that the majority of participants were females from Osizweni, this may imply that females are the ones who see that their municipality is not operating well, hence there are the challenges hindering service delivery. Figure 4.2 also shows that males from Madadeni participated more than males from Osizweni. This may indicate that services are rendered better in Madadeni than in Osizweni and there are more concerns expressed by people about what is happening in their municipality in Osizweni than in Madadeni.

The above statement shows that females participated more than males and females are the ones who are concerned with what is happening in their municipality and the young ones are the ones who participated most in both sections. Therefore, the researcher can conclude by saying that the challenges of service delivery not only affect young people but all people are affected. It may be just that others are ignorant of what is happening within their municipality.

4.3 Section B: Themes related to objectives of the study

Since the study used structured interviews, the qualitative responses were analysed by means of extracting themes from the responses of the participants. Structured

interview questions were used to discover challenges that hinder the provision of services facing South African society at large and also to point out the worries of local community members as to what causes those challenges in South African municipalities. The question that was asked to the participants was also intended to investigate the local community members' thoughts about protests happening associated with poor service delivery.

In order to understand why challenges existed the researcher had to identify the opinions of local community members as the receivers of services and what causes these challenges. The participants from both sections were asked what they think the challenges are and the causes of those challenges.

4.3.1 Perceived challenges and causes hindering service provision

The first objective of the study was to investigate and understand the challenges that communities residing in Newcastle Local Municipality are facing with regards to service delivery as well as the causes contributing to these challenges. Participants from both Madadeni and Osizweni wards pointed to different challenges and causes of these challenges as hindrances to service delivery in Newcastle Local Municipality.

4.3.1.1 Corruption and Nepotism

When the participants from both wards were asked about the challenges and causes of the challenges hindering service provision within Newcastle local community (NLM), about 6 of the participants indicated corruption and nepotism as challenges hindering service provision.

3 participants in Madadeni and two from Osizweni gave their reasons for challenges as corruption which is taking place in the municipality and at the end of the day no one is held accountable for such failure to deliver services to the people. 3 of the participants pointed out that nepotism is high in the municipality, and they revealed that some of the municipal employees do not have the required qualifications and skills but are employed based on their political connections, meaning that people with skills and qualifications end up jobless.

1 of the participants indicated that municipality does not care about the people whether their needs are taken care of and there is no one held accountable for their actions. Reddy (2016) found that the lack of public accountability, disregard for law and order is in fact the main source of dysfunctionality within municipalities.

1 participant indicated that

“There a high rates of corruption where people hire their relatives and people with no skills leading to poor planning and management when it comes to ensuring services are delivered to the community.”

Another participant alluded to the fact that *“Corruption at the municipal level is on another level. It the causes of the challenges that is counted to lead to a hindrance in the provision of services and the improvement of the standard of living of the people.”*

Another respondent responded on the issue of corruption and nepotism and expressed that:

“Poor management taking place in the municipality is another reason of the challenges, people who are leaders in the municipality who are not experienced they only get positions because of the political parties they support.”

This is also supported by Gebeye, (2012) who stated that “corruption is one of the issues that the South African government faces”. It is the misappropriation of any public or private office for personal gain. Because officials are more interested in advancing their own interests than the interests of the public for whom they are responsible this type of behaviour may result in poor policy implementation or service delivery.

According to Jili, (2012) putting unqualified person in municipal jobs because they are friends or family members of a councillor’s family is also corruption and it results in poor service delivery since these people do not perfume or lack information. Also the slow delivery of basic services to underprivileged populations is due to nepotism.

According to the National Planning Commission (2011) leadership that is devoted and dedicated, capable and committed and self–sacrificial may accomplish

accountability and the fight corruption. From these results one can argue that participants in this study struggle to find employment and getting services they need due to the fact that there is a lot of corruption and nepotism happening within the municipality that leaves people unemployed and increases the rate of unemployment in NLM.

4.3.1.2 Lack of funding allocated for services

According to Cele (2015) municipalities fund their project with revenue gathered from local inhabitants' such as tariffs from service use. The municipality relies on provincial and national financing programs as well as private sector support to provide services to the public. Financial security is a key resource not only for the poor and its lack imposes specific limits on low income populations (Sekoboto and Landman ,2019). Another two participants point out that the other challenge is that the municipality has a shortage of funds allocated to them to render services, which may be too little to render services. Each year there is a budget speech taking place where each and every municipality is given money to render services to the people, but some municipalities are still facing financial difficulties. They are drowning in debt, for example to Eskom, and hence they are unable to provide services to the people.

“There are financial difficulties in the municipality due to poor budget plans or the small amount allocated to the municipality by the District or Provincial government.”

The other participant noted that

“It is seems as if the budget allocated for rendering services in the municipality is less than the needs of the people.”

Devarajan and Widlund (2007) retain that service delivery dysfunction stems from a lack of political incentives to provide residents with high-quality social services and that financial transfers alone are insufficient to enhance service delivery.

Findings in this section suggest that municipalities are facing financial difficulties, which is why they are unable to render services to the people, and hence are challenges regarding the provision of services. Also, there is poor budget planning

and the money allocated to local government is too little to render all services to the people.

4.3.2 Effectiveness of procedures and methods used by NLM in rendering services

The second objective of the study sought to investigate and understand the procedures and methods used by Newcastle Local municipality. Respondents were drawn from both Madadeni and Osizweni wards. The questions were used to determine the methods and procedures used to improve service delivery to the people and if they are available. The rate at which Newcastle municipality usually improves the standard of service delivery was probed on following questions:

- ❖ What do you think are procedures and methods used by the municipality to deliver services to the local community?
- ❖ Are these procedures working?

The participants in this study indicated that the municipality is doing all it can to render services to the people although there are still challenges. The Municipality is calling meetings, arranging iMbizo so that they can talk to the people and hear their grievances. Also it is indicated by the participants that there is a Facebook page and a local newspaper which the municipality use to communicate with people, by telling them and what is happening and what is going to happen in their municipality. However, one participant pointed out that not all of them have a smart phone to stay updated through social media and the local newspaper is not distributed free of charge. The researcher noted that municipality, by doing such communications with local communities, is granting an opportunity to anyone who may like to voice out their opinions and views.

The Department of Human Settlement has the responsibility to make sure that people have access to basic services and that the policy implemented by the constitution regarding service delivery is retained and honoured and that services are distributed in an impartial, transparent and equitable manner towards people (Tagg, 2012). The Constitution of the Republic of South Africa (1996) also spells out that everyone has a right to basic services, which is one of the laws that must be

followed by the municipalities with regards to the provision of services which ensures that service should be rendered to people equally and in a sustainable manner.

The Social development approach was introduced in order to address the formerly downgraded Black community, to provide fair treatment, thus saving them socially, economically and politically. It strengthens the importance of the welfare system. This approach was created in response to the perceived need to uplift the standard living of people and their access to basic needs and services Nicholas(2010). Although this theory was introduced still there are still challenges that hinder the delivery of services as there are still people who are not getting the services they need. For example, the researcher has observed that in the targeted sections there are people who do not have RDP houses but other have them. This show that the introduction of this theory has not done its job because it means some people are getting fair treatment whiles others are not.

Participants agreed that the municipality must guarantee that the systems in place is capable of accommodating each and every member of the local community in terms of providing basic services.

1 participant from Osizweni indicated

“The Municipality usually call out the meetings so that we can come together to voice out our complains, announcements via radio stations and Facebook page that is part of their strategies and methods they are using.”

The participants were further requested to explain if these method and procedures are working or not. Participants are of the view that these methods and procedure are not working at all. The Municipality is doing all this calling of meetings with people just to shut people up. The following responses from the two participants were provided:

1 participant stated that

“The Municipality comes to us and promising us things that they will do or they are planning to do, but they end up not doing those things. These methods are not working because sometimes they come and render services

we do not need or fix whatever is already there while maybe in some wards they are in need of those services, for example water.”

Another participant provided an example of services the community requires:

“As much as there are these procedures and strategies but people do not get services they need for example water which we do not have even if they are bringing them they are not clean they make us sick, so no procedure and method does work.”

With specific reference to the participants, the above responses show that the municipality must be aware that not everyone has access to smartphones to stay updated on what is going on and going to happen in the municipality and the distribution of a free local newspaper. Also, it is known by the municipal officials, ward committees, Councillors, community and other stake holders that when they need to have proper delivery of services to communities, they should work together in every decision-making process about matters within the municipality. The community may come with new procedures and strategies that could work for everyone and be accessible to everyone. The health of the people is important, as observed by the participant above. The Municipality should ensure that everyone is safe and healthy. Osborne & Strokosch (2013) agreed that the involvement of the local communities in decisions affecting service delivery makes them be more combined with the local government and encourages essential solutions to avoid challenges.

People can never be satisfied with whatever they have or are given, so to avoid that the municipality should provide services that are mostly needed in a certain ward. Public engagement must increase so that the municipality knows what people need and also distribute accessible information to everyone, which will improve competence in the provision of services to the people. This process of community involvement has, although in a minor manner, given rise to improved efficiency in service allocation.

The Local Government: Municipal Systems Act 32 of 2000 stipulates that municipalities must utilise communication resources such as local newspapers and radio stations and the official website of the municipality in order to give information

about the affairs of the municipality to the community. The researcher found out that the municipality fails to ensure that the community are updated about every activity and issue that is happening in their municipality, for example distributing local newspaper for free so that those who are not on social media like old people and those without smart devices could get updates. However, this study contends that the municipality is failing to provide proper communication sources to be used as the medium of communication in information distribution as this is required by the Act.

4.3.3 Perceived effect of challenges of service delivery on community members of NLM.

The third objective of the study sought to investigate and understand the effect that comes with the challenges in provision of services that effect local communities in Newcastle Local Municipality. Participants from both Madadeni and Osizweni wards pointed out different effects that come with challenges that hinder service delivery in Newcastle Local Municipality.

This section involved looking into the participants' point of views with specific reference to what they experience regarding the challenges within their municipality's facilitation of public participation programmes in their communities. The participants were asked the following question:

- ❖ What effect do these challenges have on the communities?

Participants from both sections had diverse views concerning the effect that comes with the challenges. When participants were asked about the effect of such challenges, the participants alluded to the problem that there is a scarcity of jobs, hence the level of unemployment is high and the crime rate is too high. The community also pointed to the corruption happening in the municipality and that it is not taken into consideration. Participants even have a unique view when comparing Newcastle municipality with other municipalities. Newcastle is also rich in coal assets, hence there are more jobs opportunities for coal mining in the area, but still the unemployment rate is very high. This has a bad effect which comes with the challenges. Participants believe that crime is a problem in their neighbourhood because the majority of people are unemployed and the municipality is slow to provide services or projects that will empower them.

These above-mentioned responses show that the Newcastle municipality has not looked at the unemployment statistics in order to reconsider opening jobs for those deserving people who are skilled and have qualifications.

3 participants, two from Osizweni and 1 from Madadeni, indicated:

“The effect that comes with these challenges in the community is that because of corruption happening in the municipality a lot of skilled people are unemployed, which increases the level of unemployment, which leads to crime. If more people are not working and there are no job opportunities people tend to commit crime in order to feed themselves and their families.”

Another participant from Osizweni said

“There are lot of protest taking place within our communities and people end up vandalising some services rendered by the municipality. Strikes now are the only language that our councillors understand and we will continue striking until our voices are heard.”

The last participant from Madadeni alluded to the fact that

“Some councillors are being attacked because people think that they are the ones who are misusing the money by doing things for themselves.”

According to the results provided by the participants, it can be concluded that when people are not working they commit crime, because when posts are advertised they apply but they are not hired. The availability of job opportunities may be a useful tool for attending to the effect that comes with the challenges within the municipalities. It is also useful and in their best interest to put people first and serve them as they are the voters. Municipality is accountable to make sure that people get services. This is asserted by Section 152 of the Constitution concerning the objectives of the local government. Also, the above-mentioned comment concurs with Section 40(1) of the Constitution which stipulates the creation of the three spheres of government, one of which is the closest sphere to the people, i.e. local government, which has the duty of delivering infrastructure and services that are fundamental to improving the social and economic lives of the people. However, it is the responsibility of each and every municipality to make sure that every member of the community has access to basic

services. It should be noted that these theories disagree with the findings of the study and also the constitution, as the municipalities are still not following the laws or abiding by the constitution to serve the people. The researcher can conclude by saying if the municipality works together in the upliftment of the lives of the people and also serve the people as the constitution requires, challenges that hinder the delivery of services can be avoided.

From the above insight it is clear that when people are not getting services they tend to commit crime as they expect municipality to render services to them. They also expect that there will be job opportunities as Newcastle Local Municipality is located in a place to benefit from regional economic looking at the link of major tourism, logistic, farming and industrial routes.

4.3.4 Measures for curbing challenges of service delivery in NLM

The fourth objective of the study sought to investigate and understand the solutions to be used in curbing challenges that communities residing at Newcastle Local Municipality are facing with regards to service delivery. When respondents were asked about what measures or solutions could be brought in order to curb the challenges and the causes that might hinder the provision of services in Newcastle Local Municipality, the majority believed that public participation would be useful. The following question intended to define what those solutions are which can be brought in to assist in avoiding challenges, if they are available:

- ❖ What measures do you think can be used to avoid challenges and the causes of the challenges?

This study discovered that for service delivery to improve there should be sound communication between local community members and the municipality. Participants feel that there is no sound communication between them and the municipality, which then means that their problems are not solved. Participants feel that if the Municipal Manager comes directly to speak with local community members on issues that impact them.

On the same note, 1 participant from Madadeni said that

“Community involvement should include everyone, meeting held must be about local community members sharing their views and giving our complaints and grievances to ward councillors and not about ward councillors telling local communities about the services to be provided without hearing the views and complaints we have to say.”

Another participant from Madadeni noted that

“If the municipality can improve proper infrastructure such as health care centre, where it must be available in each local community that will improve accessibility of services and that will improve the lives of us as voters. Also it will be easy for the service provider to provide basic services to the community such as near clinics.”

Another participant from Osizweni reported that

“The Municipality can employ people who are qualified to deal with service delivery to the people that will reduce the level of poor provision of services” and that they suggested that the elected councillors be an outsider, which will also minimise the corruption and the nepotisms that are occurring in the municipalities.

Another participant from Osizweni reported that

“Another way of improving service provision is that local communities must be directly consulted in the projects or any matters that are involving them’. The municipality must stop deciding on what services need to be delivered without hearing the complaints and views of citizens.”

1 of the activists in the other section expressed the view that

“Service delivery will improve if local communities would have public representatives from all spheres of government and have review meetings with rural communities and respond clearly to their complaints and grievances and also reports that if the community itself can hold someone accountable where they must make regular follow ups to those given responsibilities by electorates.”

The responses from the participants reveal that there is a lack of communication between them and their municipality. So in order for service delivery to be delivered

equally among people there should be sound communication between local community members and the municipality. According to the views of the participants the municipality must also involve people in decision-making and also hear their opinions and views. Also, the researcher discovered that there are still wards which has no good infrastructure (as the participants noted), which means that the municipality is not serving the people. There will still be problems with regards to delivering services to the people while there are no qualified people in the organisations. As the other participants noted, there are people with qualifications who are still struggling to find jobs because there are people within the municipality who employs their friends and family, thus, increasing the level of corruption. At the end of the day there is no one being held accountable for that. The frequent monitoring of things in and outside the municipality will also help to avoid challenges of service delivery, something which is believed to minimise corruption.

The literature has highlighted that these findings are consistent with existing literature that the ever-increasing backlog in service delivery may give the impression that the administration has failed to design a policy that addresses the problem (Lefuwa, 2016).

4.3.5 Extent to which services are provided to the people in NLM

4.3.5.1 Quality of services rendered to the people

The fifth objective of the study sought to investigate and understand the extent to which services are rendered to the people by NLM. Respondents from both Madadeni and Osizweni wards have different views with regards to this question. When participants were asked about the value or quality of the services rendered to them, most participants had different experiences. The question posed in this objective was:

- ❖ How responsive is the municipality regarding service delivery to the local community?
- ❖ How is the quality of services rendered to the local communities?

2 participants from the two wards reported that:

“We can scale the services that we are getting by 4 out of 10 the reason for that is because municipality is taking their time to deliver services we need by the time we need them. Another thing is that the quality of services that they are rendering they are not of good quality, one can say they are fake

Another participant stated that

“If we can be asked to give the scale to services given to us I would say 0 out of 100. The reason for that is just that the municipality do not come back to us and check the services that they have given us are still good or what, so I for one I don't bother myself to go and report some issue. I have I fix them myself.”

Another participant noted that

“They come to promise us services that they will give us at their time while we are still waiting for those services they will come with shoddy materials to build us toilets for example we have toilets that leaks and they are falling down, If the heavy rains comes that will be the end of us having toilets.”

1 participant said that

“I will make the example of water there are places within the sections and wards that still do not have water waiting for water carts to come and provide them with water. When that water cart arrives they provide people with dirty water which makes them sick.”

The responses from the participants reveal that the quality of services rendered to them is not of a good quality. They are being destroyed in a short period of time - they do not last longer. The literature has highlighted that “housing should be acceptable to the people where they will feel respected and safe and it must be affordable and accessible. People's homes should also be liveable and well-located in terms of economic and other opportunities” (Charmaz, 2011). Macanda (2014) revealed that most houses in some places in rural areas are located where a lack is some social facilities and infrastructural services. This is said to be the problems on the poor municipalities' involvement and low funding for these projects. The Social Development Approach as per Nicholas (2010) sought to correct the imbalance of

the past. If one can recall, black people were living in the houses that are not of good quality, besides which they were having houses categorised for them which were not safe and liveable in as the Constitution stipulates. The findings of the study disagree with the theory as the services people get are not of as good a quality as required by the theory.

The responses from the participants reveal that services are rendered to them but they are not of good quality. They noted that those responsible for rendering services to them are just giving them services that they will not use themselves, which means they are not serving people to the best of their interest. This section has tried to show that even if services are rendered to them those services do not satisfy their needs.

4.4 DATA ANALYSIS AND FINDINGS OF THE INTERVIEWS FROM NEWCASTLE LOCAL MUNICIPALITY (COUNCILLORS)

4.4.1. The role of the councillor in the provision of services in Newcastle Local Municipality

The councillors that were available and that the researcher was able to interview were only 2 and they both answered this questions in the same way. They said that they are the councillors of a certain ward and they noted that their role is to take the grievances and complaints of the local community members to the municipality because they are close to the people. Councillor No. 1 noted that

“My role as councillor is to contact with relevant stakeholders like the mayor and municipal manager and the finance department and report what is needed by the members of the community and see that the budget for the particular year allows us to provide services people need, for example RDP houses’ toilets if local community members need them.”

Councillor no. 2 said that

“I as the councillor play an important role in the local area. First of all, people that I govern bring their issues to me then I take those matters to the municipality as they are not able to go themselves to report issues they have

with regards to services they need. The other thing I as a councillor do is go to the people to check what people that voted for me need.”

From what has been reported by the councillors the researcher can conclude by saying that the councillors in the local community are playing a pivotal role as local community members are taking their complaints to them. Also, they are believed to bring transformation to the local community, so one can say the councillors are the middle man between the local community members and the municipality. The ward councillor represents the people in the municipal council and is required to report back regularly to the people. Also, they serve as a channel of communication and contact between communities and municipalities (Bolini & Ndlela, 1998).

4.4.2. Perceived challenges faced by local community members regarding service delivery

This question intended to determine the challenges that hinder the provision of services in Newcastle Local Municipality as per the councillor that was voted by the people. This section involved a question that looked for the responses from the councillor with specific reference to what they think and know what causes these challenges.

Councillor two said that

“In my area the challenge that my people face is that they are in need of RDP houses and the process of building the RDP houses was supposed to be done by the previous councillor.” Another issue we encounter is that people want the process to be speeded up not knowing that we are not the ones who are responsible to rendering services to them, we are just there to take people’s complaints and grievances to the municipality.”

Councillor one alluded to the fact that

“The problem is that municipality is giving away tenders to people who are not deserving, so we as councillors have no power to appoint people who get tenders.”

The responses from the participants who are councillors reveal that in most of the wards the challenge they mostly faced is that of shortage of resources, for example RDP houses, and also that the councillors that are put in the offices tend to not finish the projects that they have started, which ends up being the problem of those chosen, because people blame those in the offices at that time. Hence, there are challenges because of the municipality giving tenders to people who are not deserving. However, giving tenders to those who do not deserve brings a lot of challenges within the municipality as those people end up not finishing whatever project they have started and that gets blamed on the local councillors and also results in the rise in inadequate and insufficient service delivery to communities.

4.4.3. Alleged causes of service delivery challenges

The 2 councillors were asked about the causes of the challenges hindering the provision of services. According to one it was indicated that the availability of funds seems to take a knock when it is time to deliver services to the people. It was further elaborated by one councillor that

“I think the causes of the challenges are lack of funding and increase of population cause by migration where everyone needs different kinds of services. Sometimes funds the municipality receives from the provincial and national government is not enough for the municipality to render services that people need at that time.”

Councillor no.2 provided other issues that seem to cause the challenges which occur in service delivery:

- System errors failure
 - Local community members do not consult for inquiries
 - People do not attend local community meetings

The answers provided by the participants show that NLM always has little or no funds to render services to the people. This may be due to the corruption taking place within the municipality and not holding people accountable for their actions. Also, NLM is faced with the challenge of a huge population growth which then makes

it hard to give everyone services at the time they are needed. They have to go back to those new people coming to live in the community and arrange something for them, which also takes time.

Another response from the councillor no.2 points out that people do not attend meetings when the municipality calls them and they do no consult as they think they will fix whatever is broken by buying whatever they need by themselves while the municipality ensures that the local citizens are always consulted before taking decisions on certain issues. This is asserted by The White Paper on Local Government, (1998) which states that any method of consultation is said to be important and relevant for ensuring wholeness and representativeness. Consulting of stakeholders serves as an excellent procedure for inspiring and shaping policies for government. This study, therefore, observed that the municipality must encourage people to attend meetings in order for them to come take decisions that are good for both the people and the municipality. That needs the community members and the municipality to work together.

In support of this, the Promotion of access to information Act, (2000) stated that there is a need for the promotion of the right to have information, proving that local government is further required to stipulate times of mayoral meeting plans in every local stage of communication so that the local citizens avail themselves of such consultations and gatherings.

4.4.4. Possible solutions to mitigate service delivery challenges in Newcastle Local Municipality

This section was included to discover if there are any solutions available that could be brought forward that will help to alleviate service delivery challenges within the municipality. When respondents were asked about what possible solution could be used

Councillor no.1 stated that

“In order for the municipality to be able to alleviate service delivery challenges, the municipality needs to hire more professional people and qualified people in bidding for tenders, because it happens that the

municipality gives their friends tenders and they end up not finishing whatever project they are doing because they know that they will not be held accountable.”

Another councillor noted that

“The Municipality must come to local communities in order to hear from people what they need and when they need those particular services, because people end up vandalising their homes thinking that they are the ones who are delaying the processes of getting what people need.”

“The Municipality must ensure that they invite the ward committees when they draft the municipal budget because, as ward committees are close to local community members he or she could inform people on how the money is allocated and also arrange workshops for the ward committees who will be able to educate people on how the municipality works.”

The literature has highlighted that ward committees are local structures that provide a substantial route for citizens to have their voices heard at the local level, particularly when there are few other options for citizens to participate in local affairs (Shaidi, 2007).

According to the above insight the researcher can conclude by saying that the municipality can work together with local community members in trying to mitigate service delivery challenges as they would come up with different strategies that might help the municipality. Also, the municipality should make a thorough investigation of the people they are employing, who may also take accountability for their actions.

Based on the replies of the participants, the provincial government should divert funds from other spheres to the local sphere so that it can provide services to the people without difficulty. To address these issues direct communication between local community members and the municipality is required which requires local community members to be involved in local affairs and express their opinions, rather than the municipality making decisions on their behalf without allowing them to speak.

However, the finding of this study shows that the possibility of the municipality doing thorough investigations of the bidders and the increase of funds by the national government will minimise the maladministration of financial resources and also the municipality rendering services those local communities do not need at that time. Also, the issue of the system or method that municipality is using should be amended to cater for everyone as they vote for them.

4.5 DATA ANALYSIS AND FINDINGS OF THE INTERVIEWS FROM NEWCASTLE LOCAL MUNICIPALITY (KEY OFFICIAL)

4.5.1 Major role in the provision of services in Newcastle Local Municipality

This question was intended to determine what role is played by the official in the process of delivering services to the local community. The official is the head of Technical services.

4.5.2 Challenges faced by local community members as per the official

This section intended to determine the challenges that hinder the provision of services in Newcastle Local Municipality as per the key official responsible for rendering services to the people. It involved finding out the response from the official specific reference to what they think and know what causes these challenges.

The official pointed out that

“Slow reform channels of communication by the service delivery department which is caused by shortage of staff and space are what causes the challenges that are faced by local community members regarding service delivery.”

The researcher deduced that even in the municipality that should be rendering services to the people they have a shortage of staff and space which means people with skills and qualifications for these jobs are scarce. This is also asserted by Fuller Housing Centre, (2014) considerable percentages of South Africans are unable to provide for themselves due to high levels of unemployment and relatively low average wages. This is also argued by (Nengwenkulu, 2009) who claims that a lack of skills is not the only issue contributing to the sluggish delivery of public services,

but there must be other factors that contribute to the slow service delivery. Therefore, municipalities need to create job opportunities for people to be able to have services when the municipality does not give them services. Also, the researcher assumes that this is caused by the lack of funds as they have to employ and pay the workers hence, they say there are shortage of staff and space.

4.5.3 Perceived causes of service delivery challenges

When the participants were asked about the alleged causes of challenges with regards to service provision within NLM, the official indicated that the municipality should serve people to the best of its ability to ensure proper delivery of adequate services.

The head of technical services pointed out that

“The causes of the service delivery challenges in the municipality are shortages of resources, which every municipality is currently facing.”

From what has been said by the respondent the researcher can conclude by saying that the problem of scarce resources in South Africa still exists but municipalities must try by all means to work with the available resources at hand.

4.5.4 Perceived methods or procedures used by Newcastle municipality to deliver services to the local community

The participants who were the municipality officials gave their diverse views concerning the methods and procedure used by the NLM regarding the provision of services. The official just gave the structure in which they are working when he pointed out that

“The service delivery department receive issues and take them to community services and technical services, then technical services deals with water and sanitation, storm water and electrical services then lastly community services deals with cemeteries cleaning, traffic and fire units.”

The researcher did not get too much information from this question but only was told the structure that the municipality is working according to. What the researcher can assume is that it start from the community where local community members lay out

all their problems and councillors take those issues to the municipality, then those issues are put on the table to the relevant department and the municipality goes down to the communities and fixes those issues.

4.6 SOLUTIONS TO MITIGATE SERVICE DELIVERY CHALLENGES

With regards to this part the researcher wanted to get some knowledge on what Newcastle municipality has done to mitigate service challenges and how it has responded to service delivery problems reported to them. One respondent said that

“What can alleviate the challenges will be that the provision of internal services be approved by availability of budget and representing spaces and community fully to human resources.”

He also said

“Filling of service delivery challenges are an on-going process and appointment of the panels for service providers.”

The participant further said that

“Service delivery challenges are a moving target and therefore there will never be enough strategies to employ to mitigate challenges that are occurring, rather challenges can be managed and there is nothing they can do to solve service delivery challenges.”

The researcher found out that as much as the municipality is trying to mitigate service delivery challenges occurring in their municipality there is not much they can do, as rendering services to people is an on-going process which sometimes they outsource. Maletle, (2014) points out that processes interact with one another to produce an output, and the outcome of internal processes determines whether the organization performs well. Therefore the researcher can conclude that the municipality can only be able to manage challenges occurring within the municipality if they are working together with the community and are able hire more professional people who are able to serve the people and also be accountable for their work.

4.6 CHAPTER SUMMARY

This chapter was centred on the data interpretation and analysis, in which the researcher made deduced conclusions and analysed the meaning of the data acquired. This is an important chapter in the research since it demonstrates the skills the researcher has developed as a result of needing to master his or her work and manage time. The qualitative data analysis technique which analyse data required through interviews was also considered as biographical information and data analysis and interpretation. The five research objectives were analysed with regard to Newcastle Local Municipality.

The researcher's conclusion and recommendations the analyses of the topic are presented in the next chapter. The findings from the study project will be presented, as well as answers to the issues and problems that have been identified.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The stud's major goal was to analyse the obstacles that the Newcastle Local Municipality faces in providing services. In-depth interviews were used to obtain data which were then analysed qualitatively based on how they were gathered. The study is concluded in this chapter which also includes recommendations for the municipality to consider in order for ensuring efficient service delivery. The study's findings are reported under each of the research goals listed below. The study's objectives were as follow:

- ❖ To examine methods and procedures used to deliver services to the community in Newcastle Local Municipality.
- ❖ To assess challenges and obstacles that hinder the provision of services in Newcastle Local Municipality.
- ❖ To determine the effect of service delivery challenges on the community in Newcastle Local Municipality.
- ❖ To come up with possible solutions to address service delivery challenges in order to enhance the provision of services in Newcastle Local Municipality.

5.1.1 To examine methods and procedures used to deliver services to the community in Newcastle Local Municipality

To address this objective a question on "What are the methods and procedures used to deliver services to the community in Newcastle Local Municipality" was asked. This question was used to determine the procedures and methods that are used within Newcastle Local Municipality. Newcastle Local Municipality. The White Paper on Local Government, (1998) emphasised the setting of service standards. In terms of the methods and systems the study intended to determine the main methods of communication.. It appears from the results presented in Chapter 4 that the following channels of communication are used by NLM when updating people with regards to getting services:

- ❖ Arrangement of public meetings via Imbizo
- ❖ Social media platform (Facebook)

- ❖ Local Newspaper
- ❖ Local community radio

These channels of communication are used by Newcastle Local Municipality when facilitating the provision of services to the people. These are the most used programme in NLM but they still need to be added to, and other alternatives made available as most of the people have no access to these programmes. This research question aimed at assessing the usefulness of the procedures regarding the improvement of service delivery to local communities within NLM.

The research objective was achieved and good results were found when the researcher asked the participants questions based on the methods and procedures used to deliver services to the local communities which are Madadeni and Osizweni. The researcher can conclude by saying that without effective and efficient channels of communication there will be poor service delivery.

5.1.2 To assess challenges that hinder the provision of services in Newcastle Local Municipality

This objective aimed at assessing the challenges that hinder the provision of services to the people by Newcastle Local Municipality. Also this objective further pursued the causes of the challenges while the municipality is trying to provide services to the people. To address this objective the question on “What are the challenges that hinder the delivery of services within NLM” was asked. The study discovered that Newcastle Local Municipality is trying by all means to deliver services to the people as it is their responsibility. The municipality has many duties to accomplish regarding giving people services they need and at the time they need them. However, the results have shown that Newcastle Local Municipality is somehow failing to provide some of the essential services needed by the community. This is however due to a lack of financial resources which is caused by corruption and mismanagement of funds.

The results also showed that one of the major challenges confronting the municipality is nepotism. The researcher discovered that nepotism happening within the municipality has a huge impact because those who deserve and are qualified to be working are not employed because they do not support a certain political party.

That shows that there is no transparency between municipality and the public. The participants also pointed out the issue of corruption as a cause and also the challenge of unavailable financial resources and failure to render services to the people.

The researcher can conclude that every time there is corruption, nepotism, or incompetent officials there will be challenges that will be a barrier to service delivery.

5.1.3 To determine the effect of service delivery challenges on the community in Newcastle Local Municipality

The third objective of the study aimed at examining the effect that comes with the challenges that hinder the provision of services in Newcastle Local Municipality. To address this objective the question “what effect does the challenges of service provision come with” was asked.

This study further sought to determine the good and bad impact that comes with the challenges to the local communities. The study discovered that the level of crime is increasing as most of the people are not working, so people, in order to bring food to the table to feed their families, commit crime. The study also discovered that these challenges that hinder the provision of service come with an increase in the rate of unemployment as people who are qualified are not employed because the municipality employs people in accordance with the political party the applicant supports. Also, the study discovered that these challenges lead to protests which leads people to vandalise the services people already have. Participants even pointed out that some of the councillors are being attacked because people blame them for not getting services as they think they are the people who misuse money for themselves.

Therefore, this study concludes by saying that the inability of the municipality to render services to local communities then has an absolute negative impact on service delivery within local communities.

5.1.4 To come up with possible solutions to address service delivery challenges in order to enhance the provision of services in Newcastle Local Municipality.

To address this objective the question “What can be done to avoid challenges that hinders the provision of service in NLM” was asked. This question was used to investigate the solutions and measures to be used by the municipality in curbing the challenges that hinder the provision of service delivery. The results of this study revealed that part of the reasons for the occurrences of challenges within the municipality with regards to delivering services to the people is noted to be corruption, nepotism, unskilled labour and also the shortage of funds. However, participants noted some of the measure that could be used in order to avoid challenges like working together with the municipality in delivering services to them.

The study also finds that the municipality needs to increase the level of involving people in decision-making that affects the people. It is clear that when the community does not get involved with the municipality their needs may not be properly taken care of with and thus when they have extreme needs from the municipality the municipality fails to satisfy them all. Mohamed & Kiruthu (2019) report that for the accomplishment of the process of public involvement there must be a well-organised way to determine it. To conclude, the researcher can attest from what was observed that most of the people within NLM are not employed because there are not many job opportunities in Newcastle, and even if there are, they want experience so that leaves many people unemployed. Also, the municipality needs to come up with new methods of communicating with the public because it seems as if those they have are not working.

5.2 RECOMMENDATIONS

Based on the above findings, there is no doubt that poor service delivery has arisen and is thus causing challenges in the municipality. The following section attempts to provide recommendations that could assist towards addressing the issue of challenges that hinder the provision of services to the people.

- ❖ The findings of the study suggest that the municipality should do a thorough investigation before employing people, as the current practice has given rise

to negative perceptions of corruption and nepotism which are challenges in the delivery of services. Nepotism and corruption also affect the unemployment rate, thus leaving people unsatisfied with the municipality. It is therefore recommended that the municipality should revisit the criteria used in employing people within the municipality. The study further recommends that the municipality uses the criteria of employing public officials prescribed by the South African legislative framework, using merits and qualification, aligned with Affirmative Action, the Employment Equity Act, and many other legislative provisions consistent with the Republic of South African Constitution, 1996.

- ❖ The findings point out that the procedures and methods used by the municipality to communicate with the people are not working as some of the people have no access to some of the communication systems used by the municipality. Also, people have different views about whether the municipality is doing enough to ensure that people are getting messages that the municipality is passing to them, as some of them are not attending meetings due to the reasons noted by the participants in the previous chapter. It is then recommended that municipality introduce new systems of communicating such as the use of a community radio station, the distributing of a weekly newspaper with all the updates of what is happening within the municipality to, and the use of open door policy by the public representatives and public officials to ensure that there are clear communication lines between citizens and the municipality as an institution of government.
- ❖ The findings of the study revealed that the challenges that hinder the provision of services come with effects that are not good within the affected sections. These issues include the rate of crime, the high level of unemployment and protests within the municipality, which is not good for the municipality as people vandalise what they already have. Therefore, it is recommended that in order for the municipality to avoid these effects occurring it should create more jobs opportunities in order to prevent crimes that the participants noted. Also, on the issue of protest it is recommended that the municipality should render services as per the needs of the community they serve at the time they need them in order to avoid people protesting and ending up destroying what they have.

- ❖ According to the findings obtained in this study, it is noted that the municipality, the community and the councillors understand that effective public involvement can lead to adequate service delivery if all the processes are monitored. Therefore, the study wants to recommend that public involvement in the decision -making and local municipality affairs should always take place within Newcastle Local Municipality in response to the important role it plays in service delivery. The above-mentioned stakeholders should bear in mind that they cannot have knowledge about sufficient service delivery without executing effective public participation. The standard procedure is that the community let the municipality know about their needs.

5.3 CHAPTER SUMMARY

This study aimed at assessing the challenges that hinder the provision of services within Newcastle Local Municipality. The study sought to involve the two sections in Newcastle, namely Madadeni and Osizweni, in the data collection process. Three categories were involved to ensure the possibility of data collection in this study. Those categories were twenty-two community members, two ward councillors, and one municipal official. Data collection was done by means of interviews with the above mentioned participants. The results obtained by the study were sufficient for the research objectives to be achieved.

The ineffectiveness of investigating of people employed by the municipality was indicated by the most participants, which emphasises that it is important for the municipality to look into that in order to avoid challenges like corruption in order to improve service delivery in municipalities. Only one participant indicated that adequate service delivery has not been hindered by not involving people in decision-making by municipality, rather it was because some people are not attending meeting due to some reasons. Community engagement should be central in the provision of the service delivery process to avoid protests and unnecessary vandalism of services which already exist and also to lower the level of crime.

The study was intended to assist the municipality and reduce the level of failing of the available methods and procedures for the improvement of service delivery and curbing of service delivery challenges.

5.4 FUTURE STUDIES

- ❖ Because of the limited scope of this research, the researcher could not focus on all the sections within NLM regarding service delivery. Hence, the researcher recommends further studies to be conducted on a similar research topic to go beyond the current study limitations. Therefore, further research should not be limited to only a few wards but rather to all the wards within Newcastle Local Municipality.

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7. APPENDICES

All questions that must be included should emanate from the research objective because that is what the study is aiming to achieve.

Interview schedule with Newcastle Local Municipality key informants and Councillors

1. What is your major role in the provision of services in Newcastle Local Municipality?
2. What are the challenges that hinder the provision of services in NLM?
3. What are the causes of the challenges that hinder the provision of services in NLM?
3. What methods or procedures is Newcastle municipality using to deliver services to the local community?
4. What do you think needs to be done by Newcastle municipality to mitigate these challenges?

All questions that must be included should emanate from the research objective because that is what the study is aiming to achieve...

Interview schedule with Newcastle local community members

1. What do you think are the major challenges and obstacles that hinder the provision of services in your area?
2. Do you think methods and procedures used to deliver services to the community in Newcastle Local Municipality are effective to satisfy the needs of the people?
3. What effect does these challenges come with in the local community?
4. What can be done to avoid challenges that hinder the provision of service in Newcastle Local Municipality?

Thank You !!!!



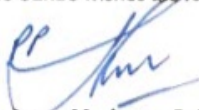
ETHICAL CLEARANCE CERTIFICATE

Certificate Number	UZREC 171110-030 PGM 2021/35		
Project Title	Assessing the challenges that hinders the provision of services in Newcastle Local Municipality		
Principal Researcher/ Investigator	S Manyoni		
Supervisor and Co-supervisor	Mr N.C Ndebele	Dr N Jili	
Department	Public Administration		
Faculty	Commerce, Administration and Law		
Type of Risk	Medium Risk – Data collection from people		
Nature of Project	Honours/4 th Year	Master's <input checked="" type="checkbox"/>	Doctoral <input type="checkbox"/> Departmental <input type="checkbox"/>

The University of Zululand’s Research Ethics Committee (UZREC) hereby gives ethical approval in respect of the undertakings contained in the above-mentioned project. The Researcher may therefore commence with data collection as from the date of this Certificate, using the certificate number indicated above.

- Special conditions:**
- (1) This certificate is valid for 1 year from the date of issue.
 - (2) Principal researcher must provide an annual report to the UZREC in the prescribed format [due date-17 February 2022]
 - (3) Principal researcher must submit a report at the end of project in respect of ethical compliance.
 - (4) The UZREC must be informed immediately of any material change in the conditions or undertakings mentioned in the documents that were presented to the meeting.

The UZREC wishes the researcher well in conducting research.


Professor Mashupye R. Kgaphola
University Research Ethics Committee
Deputy Vice-Chancellor: Research & Innovation

17 February 2021

CHAIRPERSON
UNIVERSITY OF ZULULAND RESEARCH ETHICS COMMITTEE (UZREC)
REG NO: UZREC 171110-030

17-02-2021

RESEARCH & INNOVATION

UNIVERSITY OF ZULULAND

Researcher: Miss S Manyoni

Supervisor: Dr NC Ndebele

Co-supervisor: Prof Nokukhanya N Jili

Research Dean/Officer: Prof Irrshad Kaseeram

INFORMED CONSENT

Dear Sir/Madam

You are kindly requested to complete the interview schedule for academic purposes, as I am doing my Master's in Public Administration. I am undertaking a study entitled "Assessing the challenges that hinder the provision of services in Newcastle Local Municipality". You will not be required to give your name or your contact details, therefore your response will remain anonymous. This study does not intend to cause any harm now or in the future, and your privacy and confidentiality will remain. You may refuse to participate or withdraw from the project at any time you want.

Your participation in this study will be of great importance. Should you have any queries you should feel free to contact myself (researcher) or my supervisor using the following contact details.

Miss S Manyoni (Researcher)

Dr NC Ndebele (Supervisor)

Prof NN Jili (Co-Supervisor)

Smanyoni3@gmail.com

NdebeleN@unizulu.ac.za

JiliN@unizulu.ac.za

Cell Number: 0717398677

Office Number: 035 902 6615

INFORMED CONSENT DECLARATION

(Participant)

Project Title: Assessing the challenges that hinder the provision of services in Newcastle Local Municipality

I Samukelisiwe Manyoni from the Department of Public Administration, University of Zululand has requested my permission to participate in the above-mentioned research project. The nature and the purpose of the research project and of this informed consent declaration have been explained to me in a language that I understand.

I am aware that:

1. The purpose of the research project is to fulfil the requirements for Master's in Public Administration
2. The University of Zululand has given ethical clearance for this research project and I have seen/ may request to see the clearance certificate.
3. By participating in this research project I will be contributing towards understanding the role of community participation in the Ward Demarcation Process.
4. I will participate in the project by responding to research questions and assisting with relevant documents needed for the study.
5. My participation is entirely voluntary and should I at any stage wish to withdraw from participating further, I may do so without any negative consequences.
6. I will not be compensated for participating in the research, but my out-of-pocket expenses will be reimbursed.
7. There may be risks associated with my participation in the project. I am aware that
 - a. the following risks are associated with my participation: None
 - b. the following steps have been taken to prevent the risks: None
 - c. there is a 0% chance of the risk materialising

8.The researcher intends publishing the research results in the form of a Master’s Dissertation and Journal articles. However, confidentiality and anonymity of records will be maintained and my name and identity will not be revealed to anyone who has not been involved in the conducting of the research.

9. Any further questions that I might have concerning the research or my participation will be answered by Dr NC Ndebele (Supervisor) and Prof Nokukhanya N Jili (Co-Supervisor) Tel: 035 902 6615 and Email: NdebeleN@unizili.ac.za and JiliN@unizulu.ac.za

10.By signing this informed consent declaration I am not waiving any legal claims, rights or remedies.

11. A copy of this informed consent declaration will be given to me, and the original will be kept on record.

I, have read the above information / confirm that the above information has been explained to me in a language that I understand and I am aware of this document’s contents. I have asked all questions that I wished to ask and these have been answered to my satisfaction. I fully understand what is expected of me during the research.

I have not been pressurised in any way and I voluntarily agree to participate in the above-mentioned project.

.....

.....

Participant’s signature

Date

