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With the provisional title:

Examining the influence of civil servant's embeddedness in the provision of basic services in Msukaligwa Local Municipality

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Dedication

- I dedicate this study to my 47 years old Mother, Sbongile Magrieta Slabbert. Her unceasing support, encouragement, and vision of the significance of education made me a better and optimistic person. Today, I owe my achievements to her inspiration and words of motivation. May God continue to protect and bless her with many more years ahead.

- I also dedicate this study to my late father, who would have played a huge role in my education and life if he had been with us today.

- Lastly, I dedicated this study to my two siblings' namely, Nompumelelo Mkhatshwa (sister) and brother, Maqhawe Thomo. Their presence helped me to strive to become a better person.

Declaration and Authentication

I, Nhlanhla James Slabert, declared that this research report is hereby submitted to the University of Zululand, in the fulfilment of the requirements for the master's degree in public administration. It is the first time I have submitted this work, and it has never been brought forward for marking and examination to acquire any degree in this establishment or any other higher learning institution across the country and abroad. I also put forward the fact that this is my own work and that all the information provided and included herein has been thus recognized in accordance with the rules of the university.

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Extending good wishes and a healthy life to all of you.

Isifingqo

Lolu cwaningo luhlole umthelela wokugxila kwezisebenzi zikahulumeni ekuhlinzekweni kokulethwa kwezidingongqangi emiphakathini. Umphakathi waseWesselton ongaphansi kukaMasipala waseMsukaligwa esiFundeni iGert Sibande uqokwe njengesifundo socwaningo. UMthethosisekelo waseNingizimu Afrika, 1996, Isigaba 10 siqinisekisa ukuthi wonke umuntu unelungelo. Izinga lokuphila labantu kufanele lihlonishwe futhi livikelwe. Amanzi, imigwaqo engcono, kanye nezindawo zokuhlala ngaphansi koHlelo Lokuthuthukiswa Kokuvuselelwa Kwezimilo (RDP) kumele kufinyeleleke kulo. Ukuze kuvikelwe leli lungelo, amadolobhana ahlinzeka lezi zinsizakalo ezakhamuzini. Nokho, akubona bonke omasipala abakwazi ukusabalalisa izinsiza eziyisisekelo ngempumelelo nangokonga. Ngenxa yokungahanjiswa kahle kwezinsiza zikamasipala, izakhamuzi ziphila ngaphansi kwezimo ezimbi. Ngaphezu kwalokho, ilungelo nesithunzi somuntu siyakhula bese siphulwa, ekugcineni loku kuholela ebuphofini.

Umasipala Wendawo yaseMsukaligwa uthathwa njengomasipala ongasebenzi kahle esiFundazweni saseMpumalanga, ikakhulukazi, uMasipala wesiFunda i-Gert Sibande. Lokhu kudalwa yizinga eliphansi lokulethwa kwezinsiza ngenxa yezizathu ezahlukene. Lolu cwaningo lwenzelwe ukuchaza izinhlobo zokusebenzisana phakathi kwezisebenzi zikahulumeni kanye nemiphakathi yendawo yase-Wesselton kuMasipala Wendawo waseMsukaligwa. Lolu cwaningo luzama ukuthola umthelela wokuxhumana kanye nendawo lapho abasebenzi bakahulumeni besebenza khona ukuhlinzeka ngezidingongqangi kuMasipala Wendawo waseMsukaligwa. Ucwaningo luphakamise ukungenelela ukuze kuthuthukiswe ukuhlinzekwa kwezidingongqangi emphakathini wase-Wesselton ngaphansi kukaMasipala Wendawo yaseMsukaligwa. Ngaphezu kwalokho, lolu cwaningo luphinde lwahlola ukuthi abasebenzi bakahulumeni baziphatha kanjani uma benza imisebenzi yabo yansuku zonke yokusabalalisa izinsiza emiphakathini njengokwemiyalelo yoMthethosisekelo waseNingizimu Afrika wezi-1996 kanye nangokwemigomo ye-Batho Pele ekhuthaza ukuthi abantu baza kuqala uma abasebenzi bakahulumeni behlinzeka ngemisebenzi. Ucwaningo luphinde lwahlola ubudlelwano bababambe iqhaza ekulethweni kwezinsiza. Ababambiqhaza bahlanganisa izisebenzi zikahulumeni, osopolitiki kanye nemiphakathi abanesibopho sokuyisebenzela, isib., umphakathi waseWesselton otholakala kuMasipala Wendawo waseMsukaligwa. Izincwadi ezibuyekeziwe zembula ukuthi izimbangela zokungasakazwa kahle nokuhlangabezana nezidingo zabantu ziye zawukhungathekisa umphakathi waseWesselton. Ngenxa yalokho, umphakathi waphendukela

ekubhikisheni okunodlame ngethemba lokuthi uMasipala waseMsukaligwa ungaba nesinqumo esingcono.

Ulwazi lwaqoqwa kuzo zombili izikhulu zikamasipala kanye namalungu omphakathi ukuze kutholwe izisusa zokungalethwa kahle kwezinsiza. Indlela yophenyo esezingeni eliphezulu yamukelwa ehlanganisa izingxoxo ezingahleliwe kanye nohlu lwemibuzo ukuze kuqoqwe ulwazi nemininingwane kubabambiqhaza, okungukuthi, amalungu omphakathi, kanye nezikhulu zikamasipala. Lolu cwaningo luhlinzeka ngezincomo zokuthi kungaxazululwa kanjani ukulethwa kwezidingongqangi kuMasipala Wendawo uMsukaligwa. Lokhu kungabuye kubhekwe omasipala ezweni lonkana nakuba umasipala ngamunye, ngenxa yezibalo zabantu ungase uhlangabezane nezinselele ezihlukahlukene futhi ezingafani.

Abstract

This study examined the influence of civil servant's embeddedness in the provision of basic delivery of services to the communities. The Wesselton community under Msukaligwa Local Municipality in the Gert Sibande District was selected as the case study. The South African Constitution, 1996, Section 10 guarantees everyone the right to human dignity. The standard of living for humans must be respected and safeguarded. Water, better roads, and dwellings under the Rehabilitation Development Programme (RDP) must always be accessible. To safeguard this right, towns offer these services to the citizens. However, not all municipalities are able to distribute basic services successfully and economically. Because of poor distribution of municipal services, the residents live in poor conditions. Moreover, their right to human dignity is exacerbated and violated, which ultimately results in poverty.

The Msukaligwa Local Municipality is perceived as an underperforming municipality in the Mpumalanga Province, particularly the Gert Sibande District Municipality. This is attributed to its poor levels of service delivery due to various reasons. This study was undertaken to describe the types of embeddedness at play between the civil servants and the Wesselton local communities in the Msukaligwa Local Municipality. This study endeavored to establish the influence of connections and the environment in which civil servants' function to provide basic services at the Msukaligwa Local Municipality. The study proposed interventions to enhance the delivery of basic service provision to the Wesselton community under the Msukaligwa Local Municipality. Furthermore, the study

also examined how civil servants conduct themselves when they execute their daily functions of distributing facilities to societies as per the instructions of the South African Constitution of 1996 and according to the Batho Pele principles which advocates that people come first when civil servants provide services. The study further examined the relationship of stakeholders involved in the delivery of services. The stakeholders included civil servants, politicians and the communities whom they are obligated to serve, *e.g.,* the Wesselton community located in the Msukaligwa Local Municipality. The reviewed literature revealed that causes of poor distribution and meeting the needs of the people had frustrated the Wesselton community. Consequently, the community resorted to violent protest action with the hope that the Msukaligwa Local Municipality would be a better choice.

Data was gathered from both municipal officials and community members to determine motives for the poor delivery of resources. Qualitative investigation methodology was adopted which comprised of semi-structured interviews and questionnaires to gather data from the participants, namely, community members, and municipal officials. The study provides recommendations on how to resolve the delivery of poor services in Msukaligwa Local Municipality. These could also be considered by municipalities throughout the country although each municipality, due to its demographics, may experience varying challenges.

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CHAPTER ONE
OUTLINE AND INTRODUCTION OF THE STUDY

1.1 Introduction

The primary goal of local government is the provision of basic services to the communities which continues to play a crucial role in the lives of many constituents globally in the twenty-first century. ‘’The Constitution of South Africa, 1996 stipulates these services under Schedules 4 and 5-part B’’. The provision and upkeep of services to develop communities is the duty of this domain (DCLG, 2006). Local governments are authorized to make choices in this area of governance which is to enhance the quality of life of the citizenry within their areas of jurisdiction.

The local government sector comprises of 257 municipalities which are responsible for the provision of a wide range of essential services to enhance the quality of life and respect the dignity of the people in their communities. These services include tarred roads, electricity, recreational parks and gardens, cemeteries, community halls, libraries, water, and sanitation (Kanye 2014 in Shongwe, 2023). Metropolitan Municipalities comprise of 8 categories, Category B of twenty-five Local Municipalities, and Category C of a total of forty-four District Municipalities (Kgobe, 2020:57). Municipalities are answerable to the people and are mandated to provide services in a free and unbiased manner (Beyers 2015 in Shongwe, 2023) (Masuku, 2019:122). The promotion of social and economic growth must be addressed adequately according to local government officials (Beyers 2015 in Shongwe, 2023).

The main objective that the study aimed to achieve was to scrutinize the encouragement of civil servant’s embeddedness in the delivery of basic service provisions to the communities in Msukaligwa Local Municipality. The significant and key role of local government is the delivery of effective and efficient basic services. Service delivery is defined as "the distribution of basic resources citizens depend on like water, electricity, sanitation infrastructure, land, and housing" by (Chen, Dean, Frant & Kumar, 2014:1).

‘’According to the Constitution of the Republic of South Africa (1996), “public administration should be administered by the democratic principles and values preserved in the South Africa constitution, which involves the following principles obtained from Section 195 (1) of the Constitution: (a) A high standard of professional ethics must be promoted and maintained; (b) efficient, economical and effective use of resources must be promoted; (c) public administration must be development-oriented; (d) services must be provided impartially, fairly, equitably and without bias; (e) people’s needs must be responded to, and the public must be encouraged to participate in policy-making and (f) public ad-ministration must be accountable” (RSA, 1996)’’.

‘’Several municipalities across the country are not functioning properly, especially the provision of basic services to the communities under their jurisdiction. Numerous difficulties amongst selected local municipalities continue to impede the provision of basic services to its citizenry. Several municipalities have failed to strategize, compile plans and a practical budget to address the basic mandatory needs of the communities. The inability of selected local municipalities to compile a budget which guarantees the delivery of sustainable services economically, effectively, and efficiently has resulted in the poor non-delivery of the basic services (Beyers 2016 in Shongwe, 2023)’.

According to the combined overall report based on local government audit findings (MFMA 2019/2020), approximately 70% of the municipalities across the country struggled to administer their finances; and the provision of basic services to their respective communities whom they are mandated to serve (RSA, 2020:36). The 2020 Auditor-General’s report outlined that one in five municipalities was unable to provide basic services which would result in placing the municipality under administration. The financial status of several municipalities is of deep concern, due to poor planning and financial management (RSA, 2021:84-86). As previously stated, approximately more than 70% of the municipalities are struggling to function properly, *i.e.,* failure to uphold the supply of basic services, and ensure that the budget is utilized as identified in the Integrated Development Plan (IDP). When local municipalities fail to provide necessary services to their citizenry in their area of jurisdiction, the inhabitants’ trust in the municipality

diminishes swiftly, and creates circumstances for violent service delivery protests (Kgobe, 2020:5).

‘’Violent service delivery protests have become problematic over several years in multiple South African municipalities. The Institute for Security Studies (2011:1) recorded one of the highest rates of public protests across the globe. Many concerns have been recorded, most of which have been classified as ‘service delivery protests’ (Parliament of RSA, 2009:02). This violent approach is considered a socio-economic phenomenon, which is exacerbated by extreme levels of poverty and inequality. Moreover, it has become increasingly violent. In February 2011, a person died because of a violent protest in the Wesselton township in Ermelo (Mpumalanga). The protestors claimed that they were unhappy with the poor provision of services; ever-increasing levels of unemployment including the processes to the nominate a ward councillor (Sapa, 2011:5)’.

Scholars, *e.g.* (Ibok, 2014), hold that some of the reasons for the poor delivery of services include ineffective and weak leadership qualities, dysfunctional governance processes, theft of council funds, corruption, and the execution of recruitment policies have contributed either individually or collectively towards ineffective local governance. Poor financial discipline and planning, including ineffective economic management are also factors which must be considered (Mantzaris, 2014). Some factors which affect poor, or unsatisfactory service provision include nepotism, corruption, fruitless expenditure, and maladministration.

‘’According to section 40 (1) of the Constitution of the Republic of South Africa of 1996, local government is distinct, interdependent, and interrelated with the national, and provincial spheres of government. This makes local government a distinct entity and is responsible for governing and providing services, *e.g.,* water, electricity, housing, roads, and sanitation, and encourages social and economic growth. A major concern is, however, the protestors who are explicitly adolescents including adults. All persons in a community are essential partners and have the right to demand how local government ensures the delivery of basic services as well as respecting the residents’.

Section 152 of the 1996 Constitution stipulates that municipalities should undertake a crucial role in economic and social development. Local government is suitably well-

defined as a sphere of government positioned within communities and well-placed to meet the local needs, interests, and expectations of the communities. Van der Waldt (2006) underscored that local government is at the coalface of public service delivery. This view was also expressed by Thornhill (2008:492) who posited that local government is frequently the first point of contact between the people and the government institutions. Therefore, it is also often argued that local government is the government closest to the people. The primary focus of local government is to identify the needs of the people; provide solutions; as well as the basic delivery of services.

The above discussion outlined the reasons for unsatisfactory basic service provision; implications thereof; and the role local government is expected to play in the provision of basic services. Civil servants are tasked with the primary responsibility to provide basic services to the people and ensure a good relationship between the civil servants and the inhabitants.

1.2 Background of the study

A study conducted by Masuku and Jili (2019) revealed that local government is deemed to be a sphere of influence of the national control, which is awarded full permission to provide services to the communities. Mabizela and Matsiliza (2020:1-5) asserted that the primary obligation of municipalities is to guarantee successful and competent provision of essential services to South African communities, *e.g.,* clean water, full access to electricity, human friendly shelter and appropriate sanitation. Matsiliza (2020:1-5) holds that there is an inequitable allocation of basic services in the urban and rural areas respectively. The former areas enjoy better basic services compared to the latter. Scholars have suggested that this dilemma could be due to the capacity of municipalities, delivering essential services could be a challenge. Several municipalities throughout the country have inadequate capacity to distribute essential services to the communities. The current circumstances, especially in rural areas, experience a serious backlog in the provision of basic services (Matsiliza, 2020:1-5). According to Matsiliza (2020:6), the municipalities face various difficulties which impede the delivery of services across the country, *e.g.,* insufficient technical skills, as well as a gap in appropriate leadership and management skills. Municipal officials and ward councillors are in direct contact with

societies, *i.e.,* they work together with the members of the community to enhance the standard of living of the communities under their jurisdiction. Local government agencies must organize and plan approaches for acquiring suitable human and financial resources to enhance the lives of the communities (Mabizela & Matsiliza, 2020:5-6).

‘’A report written and edited by Mabizela and Matsiliza (2020:6-9), concurred that municipalities experience substantial disputes and difficulties with the mismanagement of finance, corruption and failure to comply with mandatory financial regulations to govern at the local sphere of government. The failure of several South African municipalities to manage funds has resulted and in the process thereof the collapse to maintain themselves and provide the delivery of basic services to communities in their areas of jurisdiction’’.

These challenges were identified as the major difficulties in the delivery of services by the Msukaligwa Local Municipality, which is in the Gert Sibande District Municipality (GDM). The factors in the provision of poor service were identified as the following: The municipality is accused of mismanagement and maladministration scandals in recent years (The South African, 2020). Throughout the Covid-19 pandemic, *i.e.,* 2020 to 2021, this local municipality was involved in the Personal Protective Equipment (PPE) scandal.

The Msukaligwa Local Municipality’s administration was singled out to have been influenced by selected politicians, and failure to differentiate between their functions and those of the political structures. Political interference in local government administration undermines the autonomy of a municipality and its departments. Significant political principles have appointed municipal officials without adhering to the prescribed methods and procedures to recruit, select and appoint staff. The deployment of selected politically connected, underperforming, and unskilled persons who have and still are appointed in supervisory and strategic positions also led to poor delivery of services including the proliferation of funds (City Press, 2020).

Political commitment and responsible provision of basic services should be the key and adopted principles within a municipality. In October 2020, community delegates from the Msukaligwa sub-region marched to the head offices of the municipality in Ermelo to voice their disappointment and frustrations of the procedures adhered to, to appoint staff.

Another challenge that continues to disrupt the distribution of basic services to the Wesselton community is sabotage and disruption of public services. The angry protestors demolish basic structures, *e.g.,* schools, roads, community halls, oxidation ponds, social services offices and clinics during the violent protest actions.

The Auditor-General (AG) declared that countrywide, the municipalities lost between 15 to 30% water in a year. Approximately 84% of the authorized municipalities to distribute water to various communities suffered a loss of R9.82 billion due to water which was expected to be allocated to the needy communities. It was also highlighted that selected municipalities described the failure to deliver potable drinking water in Rand; while others remained unaccountable for not revealing how they had lost water (RSA, 2022:43-45). Dumping refuse continues to be a problem in most municipalities. Numerous neighborhoods dump thrash in dams which are expected to supply clean, quality water to the communities. The trash also destroys the water infrastructure, *e.g.,* piping, conduits and plants which are meant to treat the water.

Many service backlogs and marches in the country are caused by lack of public participation in the decision-making process. For example, the Constitution of 1996, and Municipal Systems Act, 2000, including other regulatory frameworks, mandate local councils to include societies in all decision-making processes (Mamokhere & Meyer, 2023). However, the public participation process is generally not executed adequately. Hence, the needs of the community are not considered in local administration financial and the Integrated Development Plans (IDPs) (Asha & Makalela, 2020; Mathebula, 2016). Several scholars have contended that public participation is employed to fulfil rather than legitimate attempts towards good governance. Participatory democratic system methods are proposed to increase decision-making and solve conflicts during the developing process (Mautjana & Makombe, 2014; Ragolane & Malatji, 2021).

Transparency is a foundational tenet of South African politics and public administration. Chapter 10 of the 1996 Constitution stipulates that public servants are responsible for their conduct when providing essential services. Furthermore, Section 152(1)(a) of the 1996 Constitution prescribes that local government is mandated to provide democratic and responsible local governance to the communities. To maintain sustainable service

delivery, local governments must respect and uphold the democratic ideals and be held accountable to the public whom they are mandated to serve (Republic of South Africa, 1996). Thus, "accountability and openness are the basic conditions of good governance," according to Thusi and Selepe (2023). According to Mabeba (2021), a lack of accountability, transparency, and adequate checks and balances fosters corruption, especially in the provision of services. Furthermore, it is the people who have the capacity to hold dishonest leaders accountable. Since voters may hold politicians accountable for their activities, the fear of losing their positions because of public disapproval and discontent could serve as a deterrent to avoid corrupt behavior (Centonze, 2022; Nicol, 2021).

1.3 Literature review

A literature review is a critical analysis of a segment of a published body of knowledge through summary, classification, and comparison of prior research studies, review of literature, including theoretical articles (University of Wisconsin Writing Center, 2014). A literature review is further explained as the final stage of the collection of all publications, books and documents relevant to the problem the researcher endeavors to solve. Furthermore, it is significant, and the researcher is responsible for the investigation as well as being aware of whether the problem at hand had been solved previously. If not, the current position of the problem needs to be determined.

Life requires housing (Janssen-Jansen & Schilder, 2015:88). The state is their primary, and government officials in South Africa's three branches of government act as its agents. The principle assigns these agents tasks, which they must carry out to satisfy the public's expectations, such as those regarding housing services (Malmir, Rashidpour, Shirvani & Soltani, 2014:84). Social services, including housing, are facilitated and improved by efficient cooperative governance and intergovernmental interactions (Naude & Nealer, 2011:105). The provision of municipal goods, activities, and benefits, as well as the improvement of a higher standard of living, are priorities in the framework of local government service delivery.

The distribution of noticeable basic resources includes, *inter alia*, public housing, roads, water and sanitation systems, and public transport, which are considered essential services. However, services which are not necessarily visible, include, *e.g.,* public drainage and sewage systems and public safety (Neurula, 2013:10).

In 1998, the South African government formulated and circulated the White Paper on Local Government, which confirmed that this sphere is closest to the South African citizenry. Furthermore, local government institutions are afforded the responsibility to deliver services and infrastructure for the well-being of their citizens as well as ensure adequate growth and development to enhance community participation and accountability. Local government is also obliged to discuss with the communities the various types of basic services, *e.g.,* health, water, electricity and sanitation. The latter must be discussed at public participation meetings to formulate the Integrated Development Plan (IDP). The primary purpose of the study is to examine the influence of civil servant's embeddedness in the provision of service delivery in Msukaligwa Local Municipality.

1.3.1 Concept: Service delivery: A brief overview

A general overview of service delivery models and concepts is expounded upon below. The objective was to identify the most important debates and examples which could be relevant to or provide insight into issues related to the delivery of services in developing countries. The focus was on developing countries, although examples from wealthy countries were also explored.

Since much of the work is dependent on context and several factors which are likely specific to the country or sector in question, it was not possible to identify common lessons related to the provision of services across the globe and sectors within the scope of this brief review. What may work well in one location may not necessarily be in another or on another occasion.

According to Lovelock and Wright (2002), of concern is whether a service product is delivered to the customer in a fair manner, as well as where, when, and how it was

delivered. According to Goldstein, Johnston, Duffy and Rao (2002), the service concept serves as a mediator between an organisation's strategic intent and the requirements of its customers. It also defines the "how" and "what" of a service design. Service delivery is the actual delivery of a service or product to a customer or client.

The rural water sector in Africa faces similar challenges in the delivery of services, but in a different context according to a report from the Organization for Economic Co-operation and Development (OECD, 2010). It argued in favor of integrated planning and service delivery, as well as challenged erroneous assessments which, in turn, attempt to isolate the rural water sector institutionally and in terms of available resources (OECD, 2010). Appropriate examples of integrated water supply and planning in rural districts is a challenge. The report accentuated co-production, which involves a more external significant role in local planning and allocation of resources in addition to community participation in the management of individual systems.

1.3.2 General goal of local government

Local government must have a sharp vision of the goals which it intends to achieve. The goals must have a clear purpose, strategies as well as implementation to promote and maintain a functional local government. The primary goal of local government and municipalities in general is to create and maintain a high standard of living for all South Africans. ‘’However, it cannot be expected of any local government to establish a satisfactory quality of life for its people because it cannot develop people on its own. People should also find ways to develop themselves and create a satisfactory quality of life according to their mental and physical capabilities.

‘’Local government is tasked to create favorable circumstances to allow personal development. To accomplish a reasonable and acceptable standard of living and meet all the demands, an urban environment should provide equal opportunities for everyone to develop, maintain and enjoy a quality life, without external constraints on his or her personal environment (Shaidi, 2013:51).

According to Shaidi (2013:51), the development of an acceptable and satisfactory quality of life for the citizenry will only be successful if:

- Adequate and equal opportunities exist for all to subsist, including prospects to work, conduct business as producers, manufacturers, contractors, traders, and professionals.
- Adequate and essential municipal infrastructure of optimal quality is provided efficiently and effectively in a sustainable manner.
- The quality of the physical and natural environment within which the individual lives, works, conducts business, and relaxes is satisfactory and not fraught with probable dangers.

1.3.3 Legislative framework for municipal service delivery

In South Africa, multiple legislation has been and continue to be formulated since the advent of democracy in April 1994. These laws encourage local governments to expand the services they are required to provide. Along with the establishment of fair methods in local government related issues, *e.g.,* alleviating wasteful expenditure, opaqueness, and accountability; they could also enhance citizen participation in its operations. Relevant legislation hereto includes:

1.3.4 Constitution of the Republic of South Africa, 1996

In 1994, South Africa became a democratic state, after the first general elections which took place on 27 April. The outcome of the elections heralded the demise of the oppressive and dehumanizing apartheid era, which undermined development, advocated strict segregation contrasting to combined growth. Furthermore, the citizenry was free to participate in both the planning and decision-making processes regarding matters which affect their general welfare (Shaidi, 2013:51). Section 152 of the Constitution of the Republic of South Africa, 1996 prescribes the following as the objectives of local government:

- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To provide a democratic and accountable for local communities;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organizations in the matters of the local government.

The Constitution serves as the supreme law of the country and any other legislation, policies or inconsistent therewith is null and void. The Constitution stipulates that the state is required to prioritize the needs of all South African citizens. According to Chapter Two of the 1996 Constitution, clear access to basic services such as water, sanitation, and electricity is a human right. Furthermore, it is the responsibility of the state to deliver these services. It further prescribes that state resources should be utilized effectively, efficiently, and economically. To improve and promote the quality of the lives of all South Africans, local government is expected to play a developmental role. Several pieces of legislation were introduced to enable the development of the local sphere. Amongst these is the White Paper on Local Government, 1998, which is discussed below.

1.3.5 White paper on local government, 1998

The White Paper on Local Government,1998 requires municipalities to be developmentally oriented. It defines developmental local government as a process to work with the citizenry and community organizations and determine approaches to improve their quality of life and satisfy their material, social, and financial requirements. further states that developmental local government must play a central role and represent the communities, protect human rights and meet the basic needs of each inhabitant. Its efforts and resources must focus on the enhancement of the quality of life of the communities, especially those who are often sidelined, *e.g.,* women, physically challenged individuals, and the extremely poor. Koma (2012:109) further defined developmental local government as a mechanism that prioritizes economic development and design instruments to promote the objective. Furthermore, the instruments identified,

inter alia, forge new formal institutions; weave formal and informal networks of collaboration between the citizenry and government officials; as well as utilize opportunities to trade and produce profitable goods and services. However, it often synergies the market and the state when the opportunity arises (Koma, 2012:109). Van der Waldt (2015:25) stated that the purpose of developmental local governance is to solve common national development problems; create new development opportunities; and achieve common national development goals. This should be conducted through local stakeholder and community participation which would enhance the principles of local democracy. Developmental local governance is the creation of a better future for communities through the promotion of local socio-economic development programs and projects. It also requires strong and capable institutions, systems, strategies, policies, processes, and procedures to promote grassroots development (Van der Walt, 2015:26).

The White Paper on Local Government,1998 specifies the following as characteristics of developmental local government:

- Maximize social development and economic growth.
- Integrate and coordinate.
- Democratize development, empower and redistribution.
- Leading and learning.

1.3.6. Municipal System Act, 2000 (Act 32 of 2000)

According to this Act, municipalities are encouraged to consult local community members, traditional authorities and key role players when planning a draft IDP which must clearly identify the needs and priorities of the communities. According to this Act, municipalities are further required to empower the poor and ensure that their standard of living is dignified.

1.3.7 Municipal Structures Act, 1998 (Act 117 of 1998)

The objective of the Municipal Structures Act,1998 (Act 117 of 1998) is to establish municipalities in accordance with the requirements which relate to categories and types

of municipalities; establish criteria to determine the category of municipality to be established in an area; provide for an appropriate division of functions and powers between categories of municipalities; regulate the internal systems, structures and office-bearers of municipalities; provide for appropriate electoral systems; and provide for matters in connection therewith.

Section 8-10 of the Municipal Structures Act,1998 (Act 117 of 1998) provides for the establishment of three municipal categories in South Africa namely: Category A, Category B and Category C. Category A municipalities are metropolitan; Category B local; and Category C district.

Section 18(1) of the Municipal Structures Act, 1998 (Act 117 of 1998) stipulates that each municipality must have a municipal council.

Section 152 of the South African Constitution of 1996 prescribes that municipalities must strive to achieve and review the needs of the community annually.

a. Its priorities must meet those needs.
b. Its processes must involve the community.
c. Its organizational and delivery mechanisms must meet the needs of the community.
d. Its overall performance must achieve the objectives.
e. A municipal council must develop mechanisms to consult the community and community organizations to perform its functions and exercise its powers.

1.3.8 Municipal finance management Act, 2003 (Act 56 of 2003)

‘’The Municipal Finance Management Act, 2003 (Act 56 of 2003) was established to secure the sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government; as well as establish treasury norms and standards for this sphere. In terms of Section 23 of the Municipal Finance Management Act, 2003, when the annual municipal budget has been tabled, the municipal council must consider the views of the local community; as well as the National

Treasury; relevant Provincial Treasury; and any provincial or national organs of state or municipalities which made submissions on the budget. The significance of the views of the community in financial and nonfinancial matters in the local sphere of government is highlighted'.

1.3.9 White paper on transforming public service (1998)

The White Paper on Transforming Public Service,1998 underscores that the needs of the people should be placed first. The improvement of the delivery of services also calls for a shift away from inward-looking bureaucratic systems, processes and attitudes, and a search for new approaches to place the needs of the public first. Furthermore, it is better, faster, and more responsive to the needs of the citizenry. It also implies an overhaul of the way in which services are delivered.

The public service is currently perceived and characterized as the inequitable distributor of public service**,** especially in rural areas; lack of access to services; lack of transparency, openness and consultation of the required standards of services; lack of accurate and simple information of the standard of services which they are rendered; lack of responsiveness and insensitivity towards citizens' complaints; and discourteous staff. The White Paper on Transforming Service Delivery, 1998 outlines the "Eight Batho Pele*"* principles which should be implemented by all spheres of government. These principles include consultation of service users, setting service standards, increasing access, ensure courtesy, providing information, openness, and transparency, redress, and ensure value for money. Batho Pele has served as a rallying cry to enhance the delivery of services since the policy was promulgated. However, the implementation thereof has generally failed.

1.4 Theoretical framework

The following section endeavors to provide clarity of a theoretical framework and the theories which were adopted to guide this study. According to Grant and Osanloo (2014), a theoretical framework "is the 'blueprint' or guide for research". A structure is based on an existing theory in a field of related investigation and copies the hypothesis of a study.

The theoretical framework serves as the foundation upon which research is built. Sinclair (2007) as well as Fulton and Krainovich-Miller (2010) compared the theoretical framework to that of a map or travel plan. Hence, when travelling to a specific location, a map provides guidance of the path that needs to be followed. Likewise, the theoretical framework provides the researcher with guidance to not diverge from the confines of the recognized theories participate scholarly and academically. Thus, Brondizio, Leemans, and Solecki (2014) concurred that the theoretical framework comprises of a selected theory or theories about the characteristics of human endeavor which could either be advantageous or disadvantageous to the study of events'.

1.4.1 Relative deprivation theory

The relative deprivation theory was selected to support the structure of the study. When citizens are deprived of certain services, for example, the regular supply of potable water, electricity and other basic services, they take action to rectify the situation. The actions generally include protests, calls for boycott during elections, and boycott public meetings. These actions play a huge role in politics as well as in the provision of services. According to Burger (2009:1), "The principal reason for these protests appears to be dissatisfaction with the delivery of basic services, such as running water, electricity, and sanitation, especially in informal settlements".

This idea of relative deprivation is related to frustration-aggression which is another psychological factor that underlies rebellion. According to Runciman (1966), it is an opinion of changeability between value expectations and value capabilities. It is the experience of being dispossessed of something which one believes is entitled to, *e.g.,* citizens' rights to access basic services such as water, sanitation, and housing, as stipulated in the Constitution of 1996. Relative deprivation is what people observe and perceive to be contradictory to value expectations and value capability (Runciman, 1966). The core or essence of social deprivation is that the expectations of the people do not correspond with what is taking place or is being offered by the government.

According to Flynn (2011), the social deprivation theory can be explained as feelings of deprivation and dissatisfaction which take place when needs become genuine

expectations, and those are either ignored or not met by the state. It has two alternatives, namely: egoistic and fraternal deprivation (group deprivation). Egoistic deprivation refers to single feelings from an individual perspective of comparative deprivation. Hence, fraternal deprivation can be explained as dissatisfaction caused by the status of the entire group when compared to other groups as a reference. This clarification of the relative deprivation theory is useful because it highlights major traits and reasons for social discontent and how these link to service delivery in South Africa. Relative deprivation (RD) was also referred to and presented in 1949 by Samuel Stouffer as a post-facto justification for various unexpected conclusions and discoveries in the well-recognized American Soldier series (Pettigrew, 2015). What started as a notion progressed into a full-scaled technique utilized in the social sciences discipline to forecast a varied arrangement of phenomena (Smith, Pettigrew, Pippin & Bialosiewicz, 2012).

The Constitution of 1996 stipulates the objectives of local government and further informs the people that the local government is legally obliged to provide basic services to communities in a sustainable manner as well as encourage social and economic development (RSA, 1996). However, most local communities protest or participate in social unrest because of the failure of local government to meet its constitutional responsibilities. To this end, the social deprivation theory has an impact on this situation because people appear to have limited awareness of their expectations and constitutional rights. Consequently, this situation results in protests which have become violent over the years.

In the study titled “the perception of youth on service delivery violence in Mpumalanga province” by Jili (2012), the focus was based on the experiences of youth located in Wesselton and Siyathemba townships (Mpumalanga Province) regarding the distribution of basic services and violence. The findings revealed that current issues faced by people in the Mpumalanga Province and multiple South Africans is due to historical circumstances as well as “crisis of service delivery," due to poor budget management skills, heightened nepotism, poor management, accelerating corruption, and pro-market

policies adopted by the recently formed governments. The findings revealed that council representatives are not answerable to the public. Furthermore, most of the respondents conveyed their irritation and anger through violent demonstrations. The deprivation theory and the investigation of service delivery in the Mpumalanga Province by Jili are like this study. Hence, the findings of the theory were similar. This theory was considered appropriate for the study because it addressed the question of, *e.g.,* the reaction of communities if the government failed to fulfill its constitutional obligation to provide basic services. There is an unquestionable connection between the protests for non-delivery of basic services and the adopted theory.

1.5 Problem statement

‘’According to Shona (2020), a research problem is a specific issue, difficulty, contradiction, or gap in knowledge that a researcher aims to address’. Citizen evaluation of civil servants’ performance and the performance of national bureaucracies in terms of policy implementation remains a major aspect of political development in South Africa. The multiple street protests related to the poor delivery of basic services illustrate the scale of the concern amongst the citizenry. Bureaucracies, *e.g.,* government are not monolithic institutions. It is held that the way communities, individuals, citizen-groups, companies, and constituents interact with the spheres of government, especially the bureaucracy which is closest to them varies and subsequent consequences and implications for the delivery of basic services as well as how bureaucracy functions (Gowan et al., 2001).

According to Msukaligwa Draft Revised Integrated Development Plan (IDP) 2023/2024 ‘Urban migration poses as a challenge especially in Ermelo with the increase of illegal squatting making it difficult for the municipality to render proper sanitary services, water and waste removal’’. Additionally, ‘This resulted to an overexerted of electricity grid because of the excessive demand established by endless stealing, sabotage, and unlawful links on the set of connections. Water supply has also been sabotaged as most higher lying areas, especially in Ermelo Extension 34, Breyten town and kwaZanele,

including Chrissiesmeer and Wesselton, are undergoing drops and no water supply particularly during peak hours'. The above-mentioned challenges make it difficult for the municipality to provide services to its residents.

Wesselton community under Msukaligwa Local Municipality has numerous challenges. According to the Msukaligwa Integrated Development Plan 2022/2027 the Wesselton Ext 5 community does not have roads that are well paved. The community does not have a Skills Development Centre for youth development. The community needs upgrades of sewer pipes. Wesselton community also needs an upgrade of electricity cables. The Wesselton community is experiencing many informal settlements making it hard for the municipality to deliver basic services such as water, electricity, and constructing of RDP houses. The issues for the community are further escalated by illegal dumping and blocked drainage systems.

Citizens experience government largely through their engagement and interaction with the service providers who are the frontline as reflected by the local municipalities. However, the type of interaction that prevails between the local municipality and the communities and the influence these have on either success or failure in terms of basic service delivery was not an area of focused investigation. Investigations focused largely on the protests and reasons, therefore. Several studies mentioned factors such as weak financial management, weak accountability, centralized control, weak control amongst municipalities, and inexperience/under qualified personnel as reasons for the delivery of poor services. However, evidence revealed that the qualification of civil servants is unimportant compared to the civil servant's embeddedness in the community (Managa, 2012). Interventions can be implemented if there is evidence of the factors which explain the effectiveness of civil servant, kinds of embeddedness network at play between civil servants and citizens in local communities, and the type of connections and environment within which civil servants operate.

1.6 Aim of the study

The aim of the study was to examine the influence of civil servant embeddedness in the provision of service delivery in Msukaligwa Local Municipality (MLM) and provide recommendations based on the findings of Wesselton community in the Msukaligwa Local Municipality.

1.7 Research objectives

The objectives of the study included the following:

1. To describe the types of embedded networks between civil servants and the Wesselton local communities under the Msukaligwa Local Municipality.

2. To determine the influence of connections and the environment in which civil servants operate to provide basic services in the Msukaligwa Local Municipality.

3. To establish the primary factors which contribute towards the effectiveness of the civil servants in an embedded context in the Msukaligwa Local Municipality.

4. To propose interventions to enhance distribution of basic services to Wesselton society.

1.8 Main question of the study

What is the role of the South African local sphere of government to provide basic services at the Msukaligwa Local Municipality (MLM)?

1.9 Research questions

The bellow questions existed to respond to and provide probable solutions to the research problem which was investigated.

- What types of embeddedness networks exist between civil servants and the Wesselton local communities under the Msukaligwa Local Municipality?

- What is the influence of connections and the environment in which civil servants operate to provide basic services to Wesselton community in the Msukaligwa Local Municipality?
- What is the perception of Wesselton community Msukaligwa with regards to the provision of basic services by Msukaligwa Local Municipality?
- What are the primary factors that contribute towards the effectiveness of the civil servants in an embedded context in the Msukaligwa Local Municipality?
- What interventions and strategies can be implemented to enhance distribution of basic services to Wesselton community under Msukaligwa Local Municipality?

1.10 Significance of the study

Mdlalose Amukelani conducted a study at Maphumulo Local Municipality to establish the level of the provision of basic services by the local government. The findings revealed that there is a huge knowledge gap which needs to be addressed by scholars in this field. Hence, this study endeavored to highlight the knowledge gap and to further enrich the field of study in the delivery of basic services. The significance of this study included the investigation and highlight the status of service delivery in the Msukaligwa Local Municipality. The outcomes of the study provided clarity of the status of the provision of basic services to the Msukaligwa residents. Furthermore, the study also investigated the perceptions of the Msukaligwa (Wesselton) residents regarding the provision of basic services by the local government. This study highlighted the effects of the provision of basic services on the lives of the Msukaligwa (Wesselton) residents. This study endeavored to contribute to the discipline and the significance of the provision of basic services by the South African local government. The findings of this study could be utilized by the government and possibly review as well as amend legislation relevant to service delivery including such related programmes. The study also endeavored to create awareness amongst South Africans of the problems they are faced with, especially the delivery of basic services. The recommendations could contribute to the role played by both the local government and the private sector to fulfill the mandate of the Constitution of 1996 to provide basic services to the citizenry.

1.11 Research methodology

Methodology is the general research strategy that outlines the way in which the process will be conducted. Furthermore, identify the methods which would be adopted. Methods explain the means or mode of data collection or, sometimes, how a specific result will be calculated (Howell, 2013). Methodology is the general research strategy that outlines the way in which research will be undertaken and, amongst other things, identifies the methods which would be adopted. These methods, described in the methodology, define the means or mode of data collection or, occasionally, how a specific result will be calculated (Howell, 2013). According to Molaba (2016), “Research methodology is a generic term for investigative methodologies described as ethnographic, realistic, anthropological, field, or participant observer research”. The research methodologies comprise quantitative, qualitative and mixed research methods. The primary difference between qualitative and quantitative research is the question of scale or depth versus breath (Sayer, 1992). The distinction between the methods is explained below:

1.11.1 Qualitative research method

James (2016) argued that qualitative research relies on unstructured and non-numerical data collected from interested participants. According to Selepe (2019), the qualitative research method is primarily concerned with understanding why people behave the way they do and how their knowledge, attitude, beliefs, and fears structure behaviour. Silverman (2000) stated that the qualitative research design is effective when a researcher seeks to acquire a detailed understanding of the views and perceptions of the participants.

The qualitative research method is a tool of inquiry which helps the researcher to understand a social or human problem from multiple perspectives (Babbie, 2010). It is conducted in a natural setting and involves a process of building a simple and holistic picture of the phenomenon of interest (Babbie, 2010).

1.11.2 Quantitative research method

Bryman (2004) declared that quantitative research generally underscores quantification in the collection and analysis of data. In general, quantitative research focuses on the measurement of quantity or amount. Quantitative research expresses its data in terms of one or more quantities. The quantitative research technique specializes in quantification and analysis variables to acquire expected results. It includes utilization and analysis of data that is numerical through specific statistical techniques to respond to questions, *e.g.,* who, how much, what, where, when, how many, and how. Aliaga, and Gunderson (2002) further defined quantitative research methods as the clarification of a challenge or phenomenon through gathered data in a numerical form and analyzing the latter through mathematical approaches, in particular statistics. It can be inferred from the definition above that the research explains an issue, be it either qualitative or quantitative. For example, how many communication students at UNIZULU speak well?

1.11.3 Mixed research method

A mixed methods study combines the qualitative and quantitative components. However, challenges occur frequently when a researcher tries to explain how the two components are related to each other (Tashakkori & Creswell, 2007). Scholars differ regarding the definition of the mixed methods approach (Sandelowski, 2001; Bryman, 2007; Tashakkori & Creswell, 2007). Selected interpretation of the mixed methods refers to the gathering and examination of both qualitative and quantitative data. Recent articles in this field endeavored to help readers realize how crucial it is to integrate the two methods (Hanson et al., 2005; Bryman, 2007; Creswell & Plano Clark, 2007). Tashakkori and Creswell (2007) debated that since the mixed methods research approach is still progressing, the analysis of what it should be, be kept open for further debate. Johnson, et al. (2007) concurred and implied that the characterization of mixed methods research would evolve with the advent of time because this method continues to grow.

The proposed study adopted a qualitative methodology to gather data from the selected community members, municipal officials and the Wesselton community local councillor. The qualitative research methodology was considered suitable for the study because the

researcher endeavoured to comprehend the role of the Msukaligwa Local Municipality (MLM) to provide basic services. Most of the data was gathered from textbooks, and written documents. Hence, the suitable methodology was the qualitative research methodology which enables a researcher to comprehend complex concepts, experiences, and the participants perceptions. This methodology also enabled the researcher to develop new insight into problems as well as generate new ideas.

1.12 Research design

According to Flick (2006:137), research design is a written plan which identifies ways to gather and analyze evidence to respond to questions posed to the targeted population. De Vos (2011) holds that “research design are all the decisions a researcher makes in planning the study”. Babbie and Mouton (2001:75) explained that research design is the “road map or blueprint according to which one intends to conduct research and achieve her/his research goals and objectives.” Furthermore, Mouton (1996:175) suggested that research design is the way a study is structured, planned, and then approved to ensure that the outcomes are useable. There are several research designs which a researcher can adopt. However, it depends on the nature of the study (qualitative, quantitative, or mixed method). Several research designs are discussed below, which were selected for this study.

An interpretive paradigm, like the functionalist paradigm, forms part of the regulations of sociology and its purpose is to understand the world from the individual’s perspective. It is ideographic, voluntaristic, antipositivistic, and nomothetic, using first-hand knowledge that is subjective (Karnevio, 2007). This research aims to observe processes that are ongoing, and one can understand the behavior of individuals clearly and the spiritual nature of the world (Burrel & Morgan, 1979). Crotty (1998) outlined social constructivism (interpretive) as the interpretation that all information, and consequently all expressive reality as such, is dependent on the practices of humans, being built in and out of communication between human beings and the world that they live in and established and transferred within a fundamentally social context.

1.13 Study area

According to Statistics South Africa (2015), the Msukaligwa Local Municipality is classified as a category B municipality which is in the Gert Sibande District in the Mpumalanga Province. It is bordered in the north by the Nkangala District and Chief Albert Luthuli; in the south by Lekwa Local Municipality and Dr Pixley Ka Isaka Seme Local Municipality; in the east by the Mkhondo Local Municipality; while in the west by Govan Mbeki Local Municipality. The Msukaligwa Local Municipality is the biggest of the seven local municipalities which comprises of the Gert Sibande District, and accounts for 19 percent of its geographical area. According to Statistic South Africa (2015), Ermelo is the seat of the municipality. The Msukaligwa Local Municipality is 6 003 km squares in terms of area. The following cities are found within the municipality: Breyten, Chrissiesmeer, Davel, Ermelo and Lothair. The primary economic sectors include finance (23.8%); community services (20.9%); transport (17.5%); trade (14.4%); and mining (12.2). The Municipality comprised of a population of approximately 164 608 in 2016. In terms of household services: flush toilet connected to sewage 74.3%; weekly refuse removal 62.3%; piped water inside dwelling 50.0%; and electricity 82.4% is provided (Statistics South Africa, 2015). The following languages are popular within the municipality: Zulu 72,6%; Afrikaans 9.8%; Swati 8.5%; English 3.5%; and other 5.6%.

This study focused on the Wesselton community which is located within the Msukaligwa Local Municipality (MLM) and a short distance from Gert Sibande District Municipality (GSDM). The Inyibe residents were moved to Wesselton when it was demarcated as a black area by the oppressive apartheid government as stipulated in the 1950 Group Areas Act. Most of the community decided to move back to the area. They utilised bulldozed bricks to rebuild their homes on the foundations. However, but after they had settled for a year, the Department of Bantu Affairs demolished all the re-built homes. Consequently, the apartheid administration transported the bricks to the other end of the valley so that it would be difficult to access the area. According to South Africa Stats (2011), Wesselton had a population of 49 365, of which the males comprised of 24 046 (48.7%); and the females of 25 319 (51.3%).

1.14 Target population

Creswell (2012:142) referred to the population as a group of people who have similar characteristics with which the researcher can identify and study. According to Brynard and Hanekom (2014), population research is the attribute or a group of things that the researcher may find interesting to conduct a study or to reach new conclusions. The targeted population for this study comprised of the Wesselton extension 2 community which is in the Msukaligwa Local Municipality. The aim was to select various participants from the local municipality departments and key informants (residents) from Wesselton extension 2 community. The Wesselton community was targeted because of the growing number of protests related to the poor provision of basic services.

1.15 Sampling

According to Alvi (2016), a sample can be defined as a group of relatively smaller number of people selected from a population for investigation purposes. The members of the sample are referred to as either participants or respondents. Sampling techniques are categorized as probability sampling and non-probability sampling methods. According to Alvi (2016), “non-’probability sampling is also called judgment or non-random sampling”. “Probability sampling is also called random sampling or representative sampling” (Alvi, 2016). The primary purpose of sampling is to ensure representativeness, and the sample should be gathered such that it is representative of the population or residents from which it is taken (Gilbert, 1993; Jennings, 2001).

The non-probability sampling method was adopted for this study because this type of sampling is suitable for the qualitative research methodology. Furthermore, it comprises of samples which were appropriate for this study. Non-probability sampling includes the following techniques: volunteer, convenient, purposive, quota, snowball, matched, and genealogy-based sampling. For the success of this study, the purposive sampling method was selected because clear-targeted groups of individuals in selected areas were the likely respondents. For example, although Wesselton under the Msukaligwa Local Municipality has a large population, the researcher may have a clear and specific group of people in mind who meet the criteria as well as contribute to the study. The purposive

sampling method was selected because it would enable the researcher to gather qualitative responses and provide an in-depth insight into the circumstances being investigated.

The researcher selected 4 participants from each of the following departments in the local community: Corporate Services Department, Community and Health Services, Public Safety Department, and the Planning and Economic Development Department. A further 15 participants were selected from the Wesselton community. The total number of participants was 31. The Wesselton community was included because they are important stakeholders in the municipality and are closely located and directly affected by the services they are provided with. This decision was also taken to increase the reliability of the data gathered.

1.15.1 Table 1: Sample categories

Below illustrates the samples sizes from the selected departments within Msukaligwa local Municipality.

Figure 1.15.1

Community and Services Department	Planning and Economic Development Department	Finance Department	Technical Services Department	Wesselton extension 2 community
4	4	4	4	15
Total participants: 31				

1.16 Data collection tool

Data collection is the process of journey to seek and acquire facts to resolve the research problem and respond to the research objectives (Van der Waldt, 2007). The researcher utilized semi-structured interviews to gather data. Qualitative semi-structured interviews are one of the most dominant and widely utilized methods within the social sciences (Bradford & Cullen, 2012). This data collection tool is valuable because it allows the

researcher to explore subjective viewpoints and gather in-depth accounts of the experiences of the people in the Msukaligwa Local Municipality as well as the Wesselton extension 2 with specific reference to the provision of basic services. An interview schedule was utilized, to address the topic. This approach enabled the respondents to respond on their own terms and discuss issues and topics of relevance. According to Choak (2012), the schedule guides the interview, and from which relevant themes can emanate during the interview process. Data storage enables researchers to keep digital information such that it can be retrieved in the future. Some data during the interview process was stored on a local disc. The researcher holds that this is the best method to store gathered data safely for utilization at a later stage.

1.17 Data analysis

According to Greenstein, Roberts and Sitas (2003:75), data analysis is a method to bring order, structure and provide meaning to the collected data. Data analysis is a method to search for and arrange the interview transcript systematically. Furthermore, detailed field notes and other material can be accumulated to enrich the gathered data and thereby enable one to make an invaluable contribution to the study (Cresswell, 1994:155). The significance of the data analysis process is that it helps the researcher to organize and give meaning to a large amount of gathered data (Babbie & Mouton, 2006). The data analysis process enables the researcher to limit a large chunk of data to smaller fragments which makes sense. Three things take place during the data analysis process, namely, data organization, data reduction which is commonly undertaken during the summarization and categorization process and the data analysis process which takes place which can be undertaken both from a top-down or bottom-up approach (Ader, 2008).

Because of the nature of the study, the qualitative data analysis approach was adopted. Qualitative data analysis includes the identification, investigation, and the clarification of patterns and themes in textual data and controls how this help to respond to the research questions. Data is organized and presented based on the relevant stakeholder's perceptions and opinions. The interpretation and validity of the gathered data highlighted

the extent to which the research findings represented the reality of basic service delivery in South Africa at the local sphere of government. Thematic analysis was also utilised to analyze the primary data. Thematic analysis is a qualitative research method which is utilized widely across a range of epistemologies and research questions. According to Boyatzis (1998), thematic analysis serves as a translator for those who speak the quantitative and qualitative analysis language. Hence, researchers can select various research methods to communicate with each other. Braun and Clarke (2006) stated that thematic analysis is a method that helps to identify, organize, analyze, describe, and report themes prevalent in a set of data. The collected data is classified and categorized to develop or generate themes as well as interpret these against the primary and follow up research questions. In essence, these themes arise from the participant's perspectives which were clustered to establish a comprehensive understanding thereof.

1.18 Limitations of the study

Limitations of a study are characteristics of design or methodology which affects or influences the interpretation of the findings from one's research (Prince, 2013). These are constraints on generalizability, applications to practice or utility of the findings which are ways in which one initially selects to design the study or the method to establish internal and external validity; or the result of unanticipated challenges that emerged during the study (Prince, 2013).

The study was limited to the sampled Wesselton population community which is in the Msukaligwa Local Municipality (MLM). The findings could not be generalized to all municipalities in the country in terms of the provision of basic services since the study focused specifically on the Msukaligwa Local Municipality. Moreover, the study adopted qualitative research methodology; hence it was not generalizable. It was clearly understood from inception that certain officials, *e.g.,* MMC's and managers, would not be available at the selected time for the interviews. Hence, delays in the collection process were expected. One requires transport to gather data. Unfortunately, since the researcher does not have a motor vehicle, several challenges were encountered during the data collection process. Moreover, the gathered data from the municipality required analytical skills and interpretation capacity. The researcher had neither a sponsor nor financial

support from the university. Consequently, it was clear from the outset that due to the lack of funds, delays and poor responses from the selected participants were expected. Furthermore, it was also clear that all the selected participants would not necessarily be interested in participating in the study.

1.19 Ensure rigor in research

It is necessary to ensure rigor in research, to ensure that the gathered data is reliable. The instruments of rigor differ for the quantitative and qualitative research methodologies. An essential element when undertaking qualitative research is to ensure trustworthiness, which is based primarily on questions which revolve around the reliability of the findings (Curtin & Fossey, 2007). According to Merriam-Webster Dictionary New Edition (2021), rigor focuses on the quality or state of accuracy, caution, or precision. The researcher utilized careful rigor in every aspect of the study. This was to increase the reliability and the validity of the research. Furthermore, to ensure rigor, appropriate employees were identified, and an agreement was established as a working relationship.

1.20 Trustworthiness

Trustworthiness is a standard established for a specific goal to ensure rigor and quality research (Rose & Johnson, 2020). It has standards such as transferability, conformability, and dependability (Korsjens & Moser, 2018). To ensure transferability and trustworthiness the data collection process is described; and details are provided of the data analysis and sampling procedures. These strategies aim to boost both the trustworthiness and transferability of gathered data (Hadi & Closs, 2016). To respond to questions such as “How do you know that the findings are correct or accurate?” The researcher analyzed the findings critically and further compared the findings with those of similar previous studies. This process gave the researcher a clearer understanding of the trustworthiness of the findings and drew logical and informed conclusions. Neutrality was ensured when the findings were reported upon. Hence, the findings were based on the participants’ responses and any potential bias or personal motivations was excluded. This process

required the proper interpretation of the findings. To establish and promote confidentiality an audit trial was provided, which highlighted every step of the data analyzed.

Since the qualitative research methodology was adopted, the data analysis process was conducted in a detailed, consistent, and exhaustive manner. Trustworthiness could also be achieved through the promotion of auditability, disclosure, and interview engagement. Trustworthiness of the findings can be ensured by checking, going back to key informants to determine whether their views were correctly captured.

1.21 Confirmability

To improve confirmability, the researcher ensured that understanding and interpretation is grounded on the data and the researcher is consistent and stable with the research design (Korsjens & Moser, 2018).

1.22 Credibility

To guarantee credibility the researcher will involve negative case analysis where different cases are analyzed, and new possibilities determined. ‘The researcher will then establish if data supports those new emerging possibilities.

1.23 Ethical consideration

According to the Research Excellent Framework, 2014, research is “a process of collecting investigation leading to new insights, effectively shared”. Ethics is central to the research process. According to Resnik (1998), research ethics is the common denominator for the researcher’s relationship with the respondents, including colleagues. Researchers must ensure that proper ethical conduct is abided by throughout the research process. According to the Protection of Personal Information Act 4 of 2013, data can be obtained from the public or other subjects, but consent must be given, and data can only be shared if authorized to do so unless there is a compelling reason for not doing so. Information can be shared without consent if it is justified in public interest or required

by law. The researcher also aimed to comply with the Act to protect the dignity, right not to share the participants personal information and ensure that the latter also comply with the legislation.

The University of Zululand Research Ethics Policy defines ethics as follows:

The principles and practices that guide the ethical conduct of research. These should embody respect for the rights of others directly or indirectly affected by the research, such rights include rights to privacy and confidentiality, protection from harm, giving informed consent, access to information pre-and-post research and due acknowledgement. Ethical conduct in research also includes the avoidance of inflicting animal suffering of any kind and protection of the environment.

The researcher affirmed that the university policy and all ethical requirements were examined and followed, as well as understood the consequences in the advent of failure to comply therewith. The following aspects were ensured:

- Will not disclose sensitive information of respondents.
- Will respect feelings, safety, and dignity of participants.
- Will reference all the sources that will be used in the research.
- Will avoid conflict of interest.
- Will not disclose the names of the participants.

1.24 Anonymity

Using another person's work for research purposes without ensuring their anonymity could result in stigmatization and possibly harm which is a serious ethical concern (Williams, Burnup, Sloan, Jessop & Lapps, 2017). Hence, the respondents were safeguarded, and their anonymity was concealed by providing each with a numerical code to protect their identity.

1.25 Informed consent

Williams et al. (2017) suggested that there is no universal consensus regarding ethics. However, scholars concurred with selected values and morals. Amongst these

agreements, informed consent is an aspect which they concur with. Although informed consent is one aspect, it is more than merely completing a form. It is a method whereby the participants are informed about either the good or bad that emanates during the participation process (Manti, 2018). The researcher is expected to communicate the research objectives to the selected participants who are required to complete the informed consent form. The latter must be in clear, simple and easily understandable language. Furthermore, the participants must be informed of their confidentiality and that their privacy would be protected throughout. Moreover, their anonymity would also be protected and guaranteed.

1.26 Confidentiality

Confidentiality refers to a situation where the researcher knows the identity of the participant and adopts steps to protect the identity. The researcher understood that the convention of confidentiality must be upheld to protect the privacy of all the participants. Furthermore, the primary aim was to build trust and support with the participants and maintain integrity of the research process. Lancaster (2017) asserted that the elimination of identifying organizational affiliations, positions occupied by the participants, age, gender, and race/ethnicity was a crucial requirement to protect the anonymity of the respondent. Hence, the participants are protected against danger, especially in research which comprises of a limited sample size (Lancaster, 2017).

1.27 Privacy

Privacy signifies passing research findings to other reviewers, who are outside the research context (McGonagall & Shoran, 2016). Hence, data protection is crucial when one reflects privacy. The researcher safeguarded the privacy of the data by using a password-protected device and encrypting the data so that others would not have access thereto.

1.28 Plagiarism

Plagiarism is normally defined as taking someone’s ideas and writings without giving credit to the source (Kettle & DePauw, 2018). To ensure and avoid plagiarism, Kettel and

DeFauw (2018) suggested paraphrasing as a probable approach for shorter sections of the text and summaries to maintain the primary ideas and arguments of a source. Furthermore, for direct quotes and accrediting a source was another approach to avoid plagiarism. These recommendations were adhered to, to avoid plagiarism. Furthermore, text-matching, and turn-it-in software was utilized to check the percentage of the Similarity Index.

1.29 Resources

The success of every research project depends on the availability and access to resources to ensure its successful completion and contribution to the field of study. The table below provides an estimation of the cost to conduct the study.

1.30 Table 2: Budget estimates for the study

This study was conducted at the Msukaligwa Local Municipality which falls within the Gert Sibande District Municipality and its surrounding local municipalities.

Items	Amount	Motivation
Stationery and related expenses	R2500	Stationery, printing, and photocopying expenses.
Editing/Editors	R3000	Suitable individuals or groups to edit the final document linguistically.
Bind dissertation	R2000	Consolidate the final approved copy of the dissertation in a hard copy for the institution.
Transport	R4000	Undertake travels to participants in Msukaligwa Local Municipality (Wesselton).

Private accommodation	R6000	Accommodation during data collection in selected municipalities.
Voice recorder	R 2500	Purchase a voice recorder to gather accurate data.
Total	**R20 000**	

1.31 Intellectual property and innovation

There were neither innovations nor predictions apart from the usual copyright issues. The University of Zululand and the Department of Public Administration are the copyright owners of the research project on finalization and award of the qualification.

1.32 Dissemination of the research

Dissemination can be explained as a display of a subject, especially research conducted by a student to complete the requirements of a Masters or Doctoral degree. The completed dissertation would be disseminated in either hard copy format or electronically to reach a wide audience. The University of Zululand library would be approached to publish the research. The researcher also endeavored to send a summary of the findings of the study to the participants and thereby thank them for their contribution and reflect on the usefulness of their input. Furthermore, the ultimate objective would be to publish several articles from the study in DHET accredited journals.

This study is considered significant because it will alert communities to comprehend the multiple concerns which relate to service delivery as well as increase public awareness. Furthermore, the communities would have access to the reasons for selected issues which affect and thereby ensure that the municipality takes informed decisions. It should always be kept in mind that any new concerns and information which emerge on a regular basis are also considered. Since this study is contemporary, it would be easier for the communities to relate recent and important information. The study would include recommendations based on the gathered data as well as identified objectives of the study.

These could assist the authorities, communities and the private sector to identify and resolve issues related to the poor delivery of basic services.

1.33 Preliminary chapter structure

The study comprised of the following five chapters:

1.33.1 Chapter One: Introduction and background of the study

1.33.1.1 Chapter one: This chapter provides the following details: introduction, literature review and theoretical framework, problem statement and hypothesis, research objectives, and questions, contribution to the body of knowledge, adopted research methodology, research design, study area, target population, sampling, data collection tools, data analysis, limitations and significance of the study, ethical considerations, resources, intellectual property and innovations, dissemination of the research, declaration by the candidate, and supervisor as well as the timeframe for the study.

1.33.2 Chapter Two: Literature review

1.33.2.1 Chapter two: In this chapter an extensive review of related and relevant literature is undertaken.

1.33.3 Chapter Three: Overview of international perspective

Chapter three: An overview from an international perspective will be conducted, with specific reference to Zimbabwe of how they provide basic services at the local sphere of government as well as determine the relationship between the civil servants and the citizenry.

1.33.4 Chapter Four: Data analyses and interpretation

Chapter four: The gathered data will be analyzed followed by the interpretation thereof. Furthermore, the interview transcripts, detailed field notes, and other accumulated data will be organized scientifically to enhance an understanding of the findings.

1.33.5 Chapter Five: Conclusion and recommendations

Chapter five: A conclusion and recommendations will be provided in this chapter. The recommendations will be based on the identified objectives of the study including the

gathered data which could be beneficial to various stakeholders, private and public sector, non-governmental organizations, and community members.

1.34 Summary

This chapter endeavored to highlight how local government in a democratic South Africa endeavor to fulfill its constitutional mandate in the provision of basic services to the citizenry. Various steps and processes were discussed in detail of how relevant data was gathered and analyzed through the adopted research methodology. The findings from study could be beneficial to fellow-researchers, government institutions, private sector, non-government organizations, and especially, the Msukaligwa Local Municipality.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

A literature review is a critical and significant segment of research where pieces of published work are classified, summarized and compared to prior research studies is reviewed (University of Wisconsin Writing Centre, 2014). A researcher can review articles related to a topic of interest, abstracts in journals, progressive books on the selected topic, accredited journal articles, as well as reprint relevant documents available in the public domain (University of Wisconsin Writing Centre, 2014). This introductory chapter aims to provide a clear and unquestionable understanding of the civil servants' influence on the embeddedness of basic service provision to communities in the Msukaligwa local Municipality. This chapter is structured as per the identified research objectives and questions of significance to this study.

According to Chen, Dean, Frant and Kumar (2014:1), service delivery is "the distribution of essential resources individuals depend on, like water, electricity, sanitation facilities, land, and housing". According to the HSRC's (2015), the South African Social Attitudes Survey (SASAS) revealed that 78% of the respondents prioritized unemployment followed by 46% for safety and security, and 25% for poverty and service delivery. Intangible services as well as the provision of physical public goods are referred to as services (Johannison, 2007; Venter, 2010). In the social sciences, embeddedness refers to a phenomenon's dependence on its environment, which can be characterized in institutional, social, cognitive, or cultural terms. This environment could be a field of activity, *e.g.,* the economy or the market, a group of relationships, an organization, or a person.

An assessment of the performance of public officials by the citizenry in relation to the implementation of policies and the performance of the country's bureaucracy continues to be an important aspect of South Africa's political development. Numerous reports of street protests and poor basic services revealed the level of public concern. A bureaucracy such as a government is not a monolithic institution, but the ways in which communities, individuals, civil society, businesses, and voters interact with the level of

government, and especially the bureaucracy closer thereto, vary, and the consequences and underlying perception is that there is an impact on the delivery of basic services. This also includes the functions of the bureaucracy itself. The citizenry experiences government as reflected in their communities, *i.e.,* primarily through their engagement and interaction with frontline service providers. However, the nature of interactions in general between local governments and communities and the impact thereof on the success or failure of basic service delivery was not an area of this research. The investigation focused primarily on the protests and reasons, therefore. Some studies cited the following factors: weak financial management and lack of accountability, centralized control, weak local authority management, and inexperienced/low-skilled staff as reasons for the poor delivery of services. Qualifications have been revealed to be of less significance compared to the civil service itself. Interventions can be developed if there is evidence of factors that explain the effectiveness of officials, as well as the types of networks between officials and citizens in the local community. Apartheid and its history in the South African delivery of services by government is closely connected to economic development, justice within societies, and the alleviation of poverty (Shaidi, 2013).This is in accordance with section 152 (1) (b) of the Constitution of 1996 which prescribes that the object of local government, which is the sphere closest to the people is “to ensure the provision of services to communities in a sustainable manner”.

All South African citizens are guaranteed a basic level of services as stipulated in the 1996 Constitution. Furthermore, municipalities are expected to provide these services within their means. The Constitution also requires local government to provide democratic and accountable services to the local communities; guarantee sustainable delivery of community services; foster social and economic growth; foster a safe and healthy environment; and encourage community participation in local government matters. It is possible to assert that the development-oriented sphere of local government in South Africa is mandated by the Constitution of 1996 and legislation. Moreover, it must be recognized that service delivery is not an end but rather a means of socioeconomic development.

The Constitution further mandates municipalities across the nine provinces to prioritize the provision of basic needs to local communities and guarantee that they have access to the least possible level of municipal services. The Constitution of 1996 provides South African municipalities with legislative and executive powers to administer and manage their own businesses without meddling by either of the two spheres. Municipalities should also strive to encourage the development of local communities (Venter, 2010). The Department of Cooperative Governance and Traditional Affairs' (COGTA) Local Government assessment tried to identify the main causes for the poor provision of basic services by municipalities across the country. The outcomes revealed multiple problems within municipalities but also reported that the difficulties experienced by the public are applicable to all the municipalities (Edwards, 2015).

2.2 Municipal basic services

''The primary reason for the establishment of local government is to provide sustainable and effective municipal services to the public. The services include water, transportation facilities, primary health services, houses, education, security, and a safe environment for all the communities across the country. The Constitution of 1996 mandates the government to execute the Bill of Rights to, *inter alia*, improve 'human dignity, the development of equality and the improvement of human rights and freedoms'. Several socio-economic or second-generation rights, together with the right to 'have access to sufficient water' and 'an environment that is not harmful to health or well-being' are stipulated in the Constitution. Local government is the sphere closest to the people and is mandated to enhance and provide municipal goods, benefits, activities, and improve the quality of life in local jurisdictions (Reddy, 2016)''.

The primary challenges which the democratically elected South African Government faces, includes the lack of services to outlying residential areas where many the impoverished is located. The primary goals of the Reconstruction and Development Programmed (RDP), was to transform the country which the current administration is failing dismally to provide. The basic principles of the withdrawn RDP were to meet the

basic needs of the populace, build the economy of the country, develop human resources, and democratize the state and society (Alexander et al., 2013:158).

2.3 Good governance and service delivery

Good governance implies that the public's needs must be met by the government. People want good government. Good governance must be founded on sound principles, *e.g.,* participation, rule of law, and transparency for government to be effective and efficient. According to Craythorne (2006:153), the services provided by local government are intended to meet the requirements of the community and are fundamental towards the growth, development, and stability of a municipality. Van der Waldt (2007:5) posited that good governance must uphold accountability, integrity, and transparency by local governments and simultaneously achieve the objectives.

The best possible procedures for the implementation of action decisions by the local authorities are referred to as good governance. Local governments in Australia revealed that efficient decision-making and the implementation of processes typically result in improved outcomes for both the communities and local government (Governance Institute of Australia, 2015:6). Local government policies and practices, adequate procedures, quality service protocols, councillor and officials conduct, clarification of roles for each incumbent, and appropriate working relationships is impacted by sound decision-making processes and, as a result, good governance (Governance Institute of Australia, 2015:7). The Free State Provincial local governments could benefit from the outcomes achieved through these "best practices" in the Australian local spheres.

Effective processes decision-making processes designed for implementation generally results in developed and enhanced outcomes for local governments and its people as experienced by local governments in Australia (Governance Institute of Australia, 2015:6). Sound decision-making processes, and consequent good governance, results in sound outcomes at various levels of local government, *e.g.,* consultation policies and practices, quality service protocols, meeting procedures, councillor and officials conduct,

explanation of the roles and suitable working relationships (Governance Institute of Australia, 2015:7). Local government should always adopt the policy of good governance because the implementation thereof is important for various reasons. According to Governance Institute of Australia (2015:7), “It not only gives the local community confidence in its council but improves the faith that elected members and officers have in their own local government and its decision-making processes.” It also results in better decisions-making and accountability amongst local government authorities; helps to achieve its legislative duties; and most significantly, avails an ethical basis for governance (Governance Institute of Australia, 2015:9).

The lack of good governance in South Africa does not only include corruption, but also poor performance by government bureaucrats, especially the management of resources for the public as well as the lack of political will to act against underachieving officials (Governance Institute of South Africa, 2015:9). The lack of sound management of public resources culminates in the poor delivery of public services. The components of good governance can be exacerbated by numerous types of political corruption at the local sphere of government (Governance Institute of Australia, 2015:9). Local governments may be more vulnerable to corruption and other ill tendencies because communication between private individuals and officials take place at greater levels of intimacy and regularly (Governance Institute of Australia, 2015:9).

2.4 Nature of service delivery in the South African local government

Chen et al. (2014) critiqued that service delivery is a common phase in South Africa utilised to describe the supply of basic resources on which citizens are dependent, *e.g.,* water, electricity, sanitation, infrastructure, land, and housing. Service delivery is a customer-based model that offers a reliable and readily accessible system (Chen et al., 2014). Moreover, service delivery policies inform the customer of what to expect from a service, as well as helps them to understand the scope of a service and how it operates. Chen et al. (2014) holds that service delivery in South Africa still reflects the legacy of the apartheid government policies, which were based on a racial separatist ideology and

grounded in inequality. Hence, bigger cities in South Africa are given more attention than other residential areas.

A lack of services to the marginalised residential areas and the concentration of the poor on the urban periphery, is a major concern for the South African Government. The latter promised to transform the country as per the Reconstruction and Development Programme (RDP). The primary objectives of the RDP were to meet the basic needs of the people, build the economy and the nation, develop human resources, and entrench the democratisation of the state and society which the government has failed to achieve (Chen et al., 2014).

2.5 Factors undermining local municipal service delivery

Local municipalities are constitutionally mandated to provide basic services and promote social and economic development of the respective local communities. Not only should municipalities provide services to the communities but also ensure that these are adequate and sustainable (Madzivhandila & Asha, 2012). Despite their efforts and relative successes to promote socio-economic development, municipalities still face bigger and continued challenges of underdevelopment, poverty, inequality, and unemployment. These are some of the basic needs which have resulted in the poor to live on the streets due to the lack of or poor service delivery (Managa, 2012). Managa further identified the problems of institutional capacity, mismanagement of funds, high levels of corruption and the lack of public participation as key challenges which impedes the performance of local municipalities to deliver effective and efficient services.

It can be inferred that the current local government has failed to provide basic public services to the communities. However, this does not suggest that local municipalities are dysfunctional and ineffective to address the basic needs of communities (Madzivhandila & Asha, 2012) but rather have failed to cope with the backlogs and challenges related to good governance and the mismanagement of resources.

The critiques stated that the local authority's inability to provide basic services does not, however, take consider the successes achieved, because the local sphere of government

is still considered young. Most local municipalities knowledge in, *e.g.,* project and financial management, as well as engineering. Consequently, these municipalities are poorly staffed and has ultimately resulted in huge service delivery backlogs throughout the country (Managa, 2012). This undermined the capacity of municipalities to provide basic services and complete development projects timeously. Hence, the poor communities across the country are unable to access basic public services which they constitutionally mandated to meet their needs. The failure to provide basic public services is closely associated with the maladministration of resources and the lack of capacity to complete development projects. There is a growing concern of the ability of most municipalities around the country to manage their finances. The 2010/11 Auditor-General's financial report revealed that only seven of the audited municipalities around the country received a clean audit. This outcome painted a bleak picture of financial mismanagement which is prevalent in almost all municipalities due to understaffing, poor planning, poor management, lack of financial and managerial skills which was further exacerbated by under and overspending including unauthorised, irregular, and wasteful expenditure which resulted in suspicions of corruption and fraud (Managa, 2012; Nengwekhulu, 2009). Consequently, several municipalities were placed under provincial administration so that these problems could be addressed.

Madzivhandila and Asha (2012) posited that widespread corruption across all spheres of government in South Africa was one of the fundamental challenges which undermined both the credibility and ability of municipalities to provide basic public services to the communities. Clearly, high levels of corruption are prevalent. Moreover, persistent corruption further cripples the local sphere of government and blurs the line of accountability which in turn undermines democratic values. The lack of community participation in the municipal affairs is also exacerbated due to public service delivery backlogs. This has left the communities frustrated and dissatisfied. The exclusion of communities in decision-making processes by municipalities blurs the lines of accountability, transparency, ownership, and responsiveness. Hence, the communities embark on mass protests which occasionally turn violent. The Municipal Systems Act prescribes that communities should participate in the formulation of the Integrated

Development Planning and implementation processes in collaboration with other stakeholders. Despite this requirement, the municipalities do not permit communities to participate meaningfully and possibly influence in the decisions taken. Despite efforts to provide basic public services, almost all municipalities are still faced with these challenges. Moreover, they continue to struggle to provide services to all South Africans. This above background clearly reveals that the challenges are complex and diverse for each municipality across the country, especially to meets the demands of ordinary citizens.

2.5.1 Power and influence of leadership: Provision of municipal services

Kgalema Motlanthe judged weak and unremarkable political leadership within government as one of the reasons for tension which is exacerbated by the lack of adequate public service delivery (City Press, Online 2012:1). Motlanthe later confirmed that the lack of good and healthy communication between political leadership and public administration was a source of pressure between the administrators and the political heads. This had resulted in strained relations between ministers and director generals, and a great turnover of senior administrative employees, who hold the required essential skills to ensure a successful and sound public sector (Sowetan Live, 2013:1). This damage and loss of scarce skills and critical institutional memory has and continues to limit the capability of the public service to deliver (Sowetan Live, 2013:1). According to Motlanthe, the lack of good leadership, weak managerial skills, lack of good organizational design and morals amongst staff members, and tension caused by poor political and managerial interface led to the loss of answerability and authority, as well as the lack of performance and capabilities.

The lack of predictable political and administrative skills in government institutions was particularly due to short shrift changes in headship, policy and priorities which gave rise to unpredictability in leadership (Sowetan Live, 2013:1). A new normal, good culture and service delivery philosophy had to be taught and practiced by public servants to instill and underscore the importance of accountability in the public sector. Answerability in the public sector is as significant as the revolution of the human resource management values to reinforce work in the sector. It needs attitudes to change and a better understanding

by the population that they have a right to access government services (Sowetan Live, 2013:1). Motlanthe went on to say that it is significant that institutions such as the national assembly, provincial legislatures and (municipal) councils that deliver oversight, question whether public resources are assigned and used in accordance with the prioritized policies (Sowetan Live, 2013:1). Municipalities are more productive and useful to communities when the mayor remains in office for more than one term, *i.e.,* five years. However, these leaders often do not even serve for a term, while municipal managers are occasionally replaced annually (Die Burger, 2012:13). Headship or leadership is the primary influence on the fruitful execution of service delivery plans and consequently, the endless change in local leadership which affects the quality-of-service provision at municipalities adversely (Die Burger, 2012:13).

2.5.2 Outsourcing: Financial implications on local government institutions

Cost saving: According to Blondal (2012), outsourcing can save money and is the lowering of the overall cost of business support. It includes the score that identifies the levels of quality, negotiations, cost reconstruction, and access to demonstrate work arbitrage to reduce costs.

Salam (2012) underscored that cost reduction is an advantage of outsourcing service delivery, while Jensen and Stonecash (2012) asserted that outsourcing private sector service delivery would result in significant cost savings over internal service delivery. Their findings revealed that local governments advertise tenders for garbage collection on the market and contracts are signed with private businesses. Consequently, approximately 22% is saved while if local governments undertook to appoint an in-house team, they would have saved 17%. It can infer that private sector competition influences savings. A study by Ketch (2013) revealed that outsourcing saves money than providing services in-house.

According to Ketch (2013) and Hodge 2000, local authorities can save between 6% to 12% on their costs by outsourcing. Furthermore, much research has been conducted by the government, scholars and others who recommended that competitive outsourcing

saves approximately 5% to 50% upon the extension and kind of service. According to Grant and Ohemeng (2014), the local authorities outsourced public service delivery incurred an increased transaction cost due to the design and monitoring of the contract. Local governments which do not have adequate funds may not keep an eye on the private provider as much as they should. This leaves room for the private provider to become self-indulgent, and in turn result in higher prices, lower quality services, and bargains for responsibility and simplicity. Grant and Ohemeng (2014) also revealed that rising overhead costs result due to increased monitoring.

Ame et al. (2013) contended that outsourcing cuts costs by avoiding capital expenditure and calculates a once-fixed cost variable. However, the difficulties of outsourcing, such as the requirement that public sector organizations administer contracts, measure performance, and determine levels of responsibility or accountability, can result in high expenses for the local authority. Fernandez (2012) accentuated that the argument in favor of outsourcing public services limits the size of the public workforce and employment in the public sector, which is a clear disadvantage. Generally, outsourcing functions to the private sector saves money, but most of the savings tend to hurt local government employees. Moreover, for the state and local government to reduce expenditure, the workforce would have to be limited. Hence, local government employees would lose their jobs to reduce costs. According to Poulfelt (2014), the theory of transaction costs predicts that when an organization utilizes outside providers, production costs would be low. The utilization of external providers may result in an unsatisfactory product and quality of service. Furthermore, they could refuse to adjust or increase costs. A public sector that outsources its public services will face higher exchange costs. Johnson (2014) added that hidden or unanticipated costs have prevented outsourcing from meeting the government's expectations, which is to save. Dolley (2014) concurred that outsourcing may initially save costs. However, once a function is contracted out, and thereafter bringing it back in-house can prove a difficult and costly process to acquire the skills which had been laid off.

The following factors, according to Kroukamp (2011:22), contribute towards inefficient municipal service delivery:

- Appointment of inept individuals to a variety of positions.

- Low capacity due to weak personnel and system capacities, inadequate skills base, low compensation, and inadequate operational and human resource policies.
- Government activities are neither coordinated nor integrated.
- Organizational centralisation, top-down governance, and inadequate management systems.
- Goals by municipalities exceed their capabilities.
- An unstable political environment that makes it difficult for systems to work well.
- A lack of participation and transparency.
- Inadequate organizational mechanisms for accountability and evaluation; as well as a lack of communication with the public.

2.5.3 Local governance development: Poverty and unemployment

Many people, particularly the young, do not have jobs. Many participants stated that they have credentials but remain unemployed. It was unappealing to have qualified individuals without a proper or permanent job in the late 1990s. The unemployed attribute all the problems to the government, and the people have become furious. Many people perceived democracy to alleviate poverty, provision of better housing, improved health and educational facilities, access to adequate water, affordable and dependable electricity, and proper sanitation, as well as a general improvement in their quality of life. However, the excitement that accompanied the dawn of democracy was fleeting and later replaced by growing signs of despair due to the government's inability to provide fundamental constitutionally mandated services to the citizenry (Mashamaite, 2014). Protests in the communities have been sparked by poverty. The majority are required to pay for basic public transport, *e.g.,* electricity and water which they cannot afford (The Natal Witness, 2003).

2.5.4 Factors leading to service delivery protests in South Africa

In a study conducted by Jili in 2012, several participants revealed that corruption was one of the contributory factors which led to violent public protests. The participants claimed

that corruption was to blame for the high unemployment rate, including inadequate public services, and limited resources. Many have complained about cadre deployment in government institutions without taking care of the skills of those who were deployed. Unfortunately, tenders are determined by whom one knows, and political connectivity was also another major concern.

Corruption had taken its toll (Mafunisa, 2000). Despite the government's efforts to foster an environment where national and international businesses feel welcome and are willing to invest and support the national economy to achieve the desired rates, for example, economic growth and job creation.

According to Manyaka and Madzivhandila (2013), many South African municipalities have become reputable for the delivery of poor public services, incompetence, and high levels of corruption. Although numerous initiatives have been implemented to enhance delivery service, challenges relating thereto still abound. However, poor interdepartmental cooperation and a lack of horizontal integration has impeded effective local development planning which has contributed to a crippling delivery of public services. According to Webb (2008), corruption not only impedes service delivery, but it also has several negative effects, *inter alia,* limited investment and growth, a deterrent to foreign direct investment, and an incentive for businesses to operate in the informal sector in violation of tax and regulatory laws. The toleration of corruption of any kind could send malfeasance spiraling to a systemic level, and the presence of the scourge in a state is a sign of how poorly managed its public institutions are.

2.5.5 Causes of poor delivery service

According to Aminuzzaman (2010), although local authorities are the frontline of local government organisations which are closest to the people, one of the most critical aspects which has tainted their credibility significantly, and institutional image is the scope and quality of public service delivery. Gwayi (2010) identified the following as factors which contribute towards the delivery of poor public services in town councils: inadequate public participation, councillor interference in administration; inadequate alignment of the budget

with central government requirements; lack of leadership in politics and administration; insufficient framework and deficiencies of abilities. Furthermore, the following was cited by the Department of Indigenous Affairs (DIA) in Western Australia in 1999 as obstacles to service delivery: a history of central government agencies evading local authority approval and involvement, substandard infrastructure, limited authority of local authorities to enforce control and management of health and education services, exemption of some areas from building controls, and the polarized views of the parties are all contributory factors. Limited workforce and resources were several significant institutional obstacles to provide public services by the local authorities, according to a study conducted in Bangladesh by Aminuzzaman (2010). Local authorities are understaffed if one considers the workload and responsibilities they face. Furthermore, the lack of access to electronic devices and transportation, poor managerial skills and limited resources to create and implement novel service delivery models in, *e.g.,* education, health care, and employment generation.

Aminuzzaman (2010) also argued that there is a lack of coordination between neighborhood specialists and augmentation administration conveyance laborers at the level. Furthermore, even the local government standing committees do not have any formal connections to the employees in the relevant government line ministries. Consequently, due to this isolation, numerous services provided by local authorities are ineffective and dysfunctional. Moreover, the neighborhood authorities are denied specialized help from the government line organizations. According to Aminuzzaman's (2010) study, additional obstacles included: political manipulation, non-cooperation from central-government-based bureaucracy, limited community understanding, exclusion of women, limited and insecure revenue base, highly centralized project and programme design, and poor relationship between administration and elected representatives. These are examples of inappropriate rules and regulations.

- Absence of key mindfulness: Notwithstanding there being a significant public arrangement of mandates and cycles, the review revealed that many staff at an administrative and professional level knew nothing about the issues raised and the effect they ought to have had on their everyday activities.

- Absence of limit: The reviewed appraisal revealed that a considerable number of the functional staff were uninformed about both public controls' affirmation guidelines and their individual obligations. The fundamental reason for the lack thereof was viewed as the lack of preparation, or on the other hand unambiguous frameworks to include staff at this level in the association. Subsequently, the staff executed their jobs without fundamental preparation and thereby exposed themselves and their clients to a likely crisis.
- Poor observation: Another pertinent issue was whether execution of duties was checked, because each administration had implemented observing frameworks. However, there was a by and large lack of consistency and coordination between the various implemented frameworks.
- Unfortunate coordination processes: Although each of the administrations had its own fit cycles to decide on necessities, arrange conveyance, and oversee providers, the Directorate's co-appointment considered casual instruments, including eye-to-eye correspondence, and various help gatherings needed to clear and enforce execution norms. This prompted well-established conflicts between sections of the help conveyance groups which prompted the decline of the administration.

2.5.6 Inability of institutions to function and deliver services to the people

Many officials in government organizations, particularly in the municipal sphere, lack the necessary qualifications for the positions they occupy. The highest level of education held by most of the officials who were interviewed was Grade 12, while a few in management positions held diplomas. Skills are in short supply in government institutions. Managa (2012) highlighted that the lack of aptitude has left numerous districts poorly staffed. Hence, administration had collapsed for the long-term, and numerous networks lack access to essential administrations. However, selected municipalities lack funds to execute their constitutional mandate to enhance the delivery of public services.

As a result, some municipalities simply underspend the allocated budget due to a lack of leadership skills. This is primarily due to a lack of skills in project and financial management. Hence, certain projects have neither been undertaken nor completed. In

this regard, the protesters claimed that poverty, high rate of unemployment, and maladministration of government resources, *e.g.,* misuse or underutilization of funds have resulted in numerous dysfunctional municipalities to be placed under administration, particularly in the Limpopo Province. It is abundantly clear that a democratic electoral system that is free and fair is necessary to develop local government. ‘’Furthermore, to provide crucial governing functions and political oversight, it requires appropriate political structures and systems. The current political infighting in selected South African municipalities is undesirable and backward. According to Section F (1) of the 1998 White Paper on Local Government, "the process of combining the old race-based municipal administrations initiated by the Local Government Transition Act 209 of 1993 proceeded very differently in different municipalities" (Shaidi, 66:2013)’.

2.5.7 Ethical leadership challenges in South Africa

‘’The South African administration is facing difficulties in terms of good and ethical leaders and of how they present themselves and appear to communities whom they were elected to serve. Nonetheless, being a ‘good’ leader does not imply the person possesses leadership ethics. A study by Irwin (2011:9) revealed that corruption, bribery and fraud are outcomes of a lack of ethics in leadership. Data from Statistics South Africa (2017:5) revealed that 24% of the South African citizenry reported that corruption in the country had decreased, while 14% stated that the situation had not changed, and 62% declared that it had increased. According to the statistics, the public perceives public employees as dishonest individuals’.

‘’In 2016, a government performance index by Good Governance in Africa (GGA), revealed that nine of the 10 poorest performing municipalities are in the KwaZulu-Natal and Eastern Cape Provinces (Good-Governance Africa, 2016:2). Unprincipled leadership disadvantaged the provisions of crucial public goods and services, counting water and electricity, sanitation, refuse removal, housing, health facilities and access to police. Lizeka (2018:1) provided evidence that the lack of principled leadership was the foundation of poor performance in municipalities in the KwaZulu Natal Province’’.

According to Ntuli (2019:01) the primary reason for qualified municipal audits to which the Auditor-General concurred was poor principled leaders. ‘’The Auditor-General (AG) (Business-Report (2017: 2) reported that 14 local municipalities across South Africa failed to achieve a clean audit in the 2016/2017 financial year and only nine achieved clean audits. Consequently, 15% of the municipalities improved, 13% declined, while 67% remained unaffected. This outcome presented those principles in local government was still a huge challenge and government is expected to work hard to fight this unacceptable scenario. ‘’Donnelly (2018:1) argued that most municipalities attained a qualified audit because of wasteful and fruitless expenditure. Many municipalities in South Africa lack accountability and irregularities remain which contributes towards poor ineffective public service delivery’’.

2.5.8 Protests against poor service delivery

In the South African context, protests have been observed as participation (Mottiar, 2013:608). ‘’The Institute for Security Studies (2011:1) concurred that in South Africa, the occurrence of violent demonstrations against poor public service delivery had become difficult over the past years’’. A report revealed that South Africa experienced one of the highest rates of public protests in the world. The South African political system does not serve the interest of the citizens such that to meet their expectations.

Tsepo, Conny and Mabel (2007:1-14) asserted that while South Africa, as a developing country, has tried to increase and meet the needs of its citizenry, there have been grievances that many government sectors have failed to provide services to the public mandated by the Constitution and the White Paper on Transformation of Public Service Delivery. Socio-economic deprivation is one of the leading factors which has resulted in public protests.

Steyn (2011:1) suggested that for the seven years, *i.e.,* between 2004 and 2011, there has been a dramatic increase in local government service delivery complaints in South Africa. In a six-month period between January and June 2009 a total of 26 service delivery protests were recorded in Mpumalanga (Piet Retief and Balfour townships); Gauteng

(Thokoza and Diepsloot); Northwest (Rustenburg and Zeerust); Western Cape; Free State; KwaZulu Natal; and Eastern Cape (Parliament of RSA, 2009:02). In February 2011, one person died because of the violent protest in Wesselton township in Ermelo (Mpumalanga). The protesters claimed they were unhappy with the lack of service delivery, unemployment, and the councillor nomination list for the forthcoming municipal elections (Sapa, 2011:5).

The general goal of local government is to promote and maintain the provision of basic public services to the people. These basic services that local government is expected to deliver include water, electricity, proper road, safe and healthy environment, proper infrastructure, including services necessary to uplift the standard of living of the people. In the process of fulfilling the constitutional mandate to provide services to the people, the government formulated a legislative framework to guide and govern how these services must be provided to the people. The provision of services by local government faces many challenges, namely, nepotism, mal-administration, fruitless expenditure, and the lack of knowledge to execute daily activities. Recommendations are provided in the final chapter of this study of how to inhibit the challenges local government faces. ‘’According to Andries Nel, the Deputy Minister of CoGTA, the sphere of local government is very important because it is closest to the people and has a direct impact on the people's quality of life in terms of basic services and a suitable environment (The Citizen, 2014:82)’.

‘’Municipalities must also be able to address the challenges and the increasing demands for improved services by the communities they serve because they are directly responsible for the provision of basic public services to these communities’. Although the local government sector has undergone transformation and provides services to the communities, multiple obstacles remain prevalent. ‘’The development of the local sphere of government is impeded by several obstacles, namely, a dearth of technical skills, ineffective recruitment practices, and violent community protests. A flurry of violent protests in the first few months of 2014 was frequently accompanied by the destruction of state property. Deputy Minister Nel claimed that a breakdown of the demands made by protesters during the first two months of 2014 revealed that water (38 percent), housing

(38 percent), electricity (23 percent), and sanitation (23 percent) remained the primary causes for discontent. According to The Citizen (2014:83), 92% of the protests in 2014 were violent, while 54% took place in metropolitan areas'.

''Minister Nel reported that the failure of the authorities to respond positively to community demands frequently led to protests". According to The Citizen (2014:83), the "lack of employment" has recently been raised at protests, and all the protest participants have mentioned corruption as a major concern in the operation of the local government sphere. He also said that local government officials need to improve their communication skills when addressing the communities because analysts and the government have both reported that poor communication is one of the problems which resulted in protests. Service delivery protests have increased. This highlighted the need to strengthen and ensure regular engagement between the citizenry and their public representatives (The Citizen, 2014:83)'.

A particularly violent strike in Wesselton in 2012 resulted in numerous injuries as well as the death of one victim. Thus, there was an increase of 1934 cases, or 18.39%, over the period of three years. The number of peaceful circumstances is also gradually increasing. Within the same time frame, there were 1882, 1907, and 2289 unrest-related incidents, a rise of 407 or 21,6% (Bhardwaj, 20017).

Nations have experienced protracted periods of conflict, and in the post-conflict age, both administrations have had to contend with citizens' demands to keep their pledges. The author used two theoretical viewpoints, namely, rational choice, and relative deprivation, to argue that certain variables may be responsible for service delivery protests in South Africa and the frequent violent ones.

2.6 Strategies to enhance service delivery

The following are probable solutions to poor public resources:

- Partnership with the community in the delivery of public services.
- The community should take responsibility for the council's assets, while the local authority should adhere thereto.

- Citizens' complaints should be addressed promptly by the local authority.
- Service users must pay their bills timeously.
- Strategic public service planning.
- Sound human resources policy that includes employee motivation and capacity building.
- Adoption of cutting-edge technologies and ongoing advancement.
- Submission of value for money - the service fee charged by the local authority.
- Quality public services must be delivered.
- Segregation of councilors and local authorities' administrative duties.
- Manage corruption and enhance accountability.

2.6.1 Batho Pele principles to advance service delivery

The government developed and implemented the Batho Pele (people first) Principles to bridge the gap between community needs and the way public servants provide public services. These principles are generally intended to change the perception of public administration and guarantee that the public is treated with civility as customers and their constitutional rights are protected, rather than just as end-users of public services. Local Government Action (2016:2) states that the Batho Pele Principles are values that give government personnel guidance on how to manage and engage with the people in relation to public service delivery matters.

To improve the provision of public services, the following section gives a summary of the Batho Pele Principles in accordance with Local Government Action (2016:3):

2.6.1.1 Consultation

Consultation refers to interacting with, listening to, and learning from the people one assists. The communities they serve must remain in contact with the public servants. This can be achieved through learning the assistance required, comprehending how customers expect the provision of public services, and acquire input in areas with which there is dissatisfaction. If management does not receive feedback to affect changes to

the required system, this step would be worthless. Management can then take appropriate action to enhance public services to the communities.

2.6.1.2 Service standards

Quality delivery of public services is imperative. All government departments have a guideline on the quality and standard of public services which must be provided to the citizenry. The standards are specified and the time frame to deliver services to public service agencies. For example, one should take the required paperwork to acquire an ID document from the Department of Home Affairs for an ID book. This would ensure timeous delivery of the document. If this standard is not upheld, the customer should be informed and offer an apology for the delay.

2.6.1.3 Access

Equal rights apply to all citizens. It is especially important for the physically challenged, the illiterate, and those who live in remote areas because they may experience challenges to access government services. Public employees serve a specific role to ensure that anyone who needs special assistance is assisted. It is the managers' and supervisors' responsibility to ensure that the physically challenged, especially those wheelchairs bound and utilize other mobility aids, have access to public buildings without difficulty. It is also important for those who experience visual impairment.

2.6.1.4 Courtesy

Public employees must never forget that they are appointed to serve the public and provide the benefits to which they are legally entitled. This implies that they should not be a barrier when it comes to distributing services to the people. Therefore, they must treat people in a polite way and go an extra mile to provide services when required. Moreover, those in the health services should always be polite.

2.6.1.5 Information

Citizens require openness and information about the services they can have access to. A public servant must ensure that they are familiar with the information required to serve the public. Referrals must be clear in terms of what the consumer should receive and

what they should anticipate. People can receive better assistance when they are aware. It is crucial that the public servant spends extra time with those who require clarity.

2.6.1.6 Openness and transparency

Administration and public service delivery must be transparent. The citizenry has the right to access and utilize these services. Unfortunately, this is not the case, in terms of the poor, because they are unable to access fundamental services due to the lack of the knowledge to acquire the necessary information. People need to understand how things work, how various departments function, who is in control, the allocated budget, and who are the leaders.

2.6.1.7 Redress

The citizenry has the right to redress when the public service fails to provide basic public services. This implies that the public servant ought to express regret and inform the affected communities of the probable solutions they must attend to the matter. The manager should also engage with the public.

2.6.1.8 Value for money

Money allocated for public use should not be spent in a manner that does not serve societies. Public services must be offered economically and efficiently. Consumer compensation and fulfilment have been utilized as a standard to measure the government's performance. All government organizations have formulated programmes, which comprise of surveys to control the quality of services, (generally utilize a suggestion box), in municipalities across the country to enhance services for the people.

2.6.2 Public participation: Cornerstone of democracy and strategy to enhance service delivery

Public participation plays an essential role in strengthening democracy and promoting public administration. Citizen participation in governance processes ensures that these are empirical and well-founded on perspectives which inform the government of its needs and how these could be met.

According to Booysen (2009), public participation in South Africa is defined as an open and accountable process by which individuals and groups from selected communities can share opinions and influence decision-making. This definition conforms with one of the Republic's constitutional principles, that the community should be persuaded to contribute to making policies and the people's needs should be cared for (Booysen, 2009). The definitions of public participation all accentuate the citizens' active participation in development-related matters to ensure sustainable livelihoods, and the focus is primarily on the citizenry (Booysen, 2009).

Nzimakwe (2010) argued that citizens do have a variety of political rights in democratic countries, *e.g.,* South Africa, including the right to vote and to be represented in all areas of government. According to Van der Waldt (2007), a citizen is a person who is considered a member of the state and has rights and responsibilities. In the governance and local arena, the citizens play a variety of roles, *e.g.,* as employees, taxpayers, residents, and service users. As a result, elected representatives are the formal means to whom the citizens can express their concerns in a democratic government (Lemon, 2002). However, on the contrary, access to high-quality information and public engagement constitutes possibly the most significant component of a national system of checks and balances. It is necessary to guarantee public, individual, and collective participation in political decision-making, either directly or indirectly through elected political representatives (Levy, 2007).

According to Gildenhuys and Knipe (2000), the acceptance of the principle that each citizen of a country has the democratic right to participate in public decision-making in all areas that influence his or her life, including almost all government activities, can ensure the greatest possible participation in public decision-making. Furthermore, Pollitt (2007) maintained that the most active form of relationship is public participation, in which the citizens are directly involved in the decision-making process. This is a two-way process which typically provides the participants with flexibility to influence the agenda than consultation. The public authority and the citizens who participate share power in legitimate participation. To maintain democracy and advance good governance, public participation is essential. If there is widespread public participation, the politicians would

not be able to formulate poor policies for the citizenry and ensure that the public servants are held accountable. Public participation is essential to ensure that the "voices" of the people are heard, and the public's requirements and wishes are appropriately addressed (Hilliard & Kemp, 1999).

Juta and Moeti (2014) asserted that community participation (CP) as a development strategy is frequently misunderstood and applied incorrectly. The danger is that communities often become enraged and dissatisfied because CP is ignored or applied incorrectly. However, if it is considered carefully, its greatest potential towards related development is, amongst other things, to ensure successful public projects. South Africa inherited a massive national housing crisis when it transitioned from apartheid to democratic rule. This crisis was fundamentally complicated by a long-standing culture of community and lack of participation in matters related to public governance and service delivery (Juta & Moeti, 2014).

What is the distinction between public and community participation. Many scholars in public administration utilize the terms interchangeably. Therefore, it is essential to discuss the differences between the two. However, to clarify, the critique based on this practice is required. Madzivhandila and Maloka (2013:653) argued that community participation has different meanings depending on the situation. Community participation is directly linked to the planning and management of development projects at the local sphere of government in South Africa. Madzivhandila and Maloka (2013) further posited that people can participate in 22 development projects through community participation. Public participation, on the other hand, involves the public in planning (budget process system and the entire decision-making process), including the citizens skills in project planning, and ensuring democracy and human rights throughout the development process (Yebo-Assiamah, 2017; Deng, 2017).

According to Mubangizi and Dassah (2014), the term "participation" is frequently used in development. According to Cornwall and Brock (2005), participation was perceived in the 1980s as involving intended beneficiaries in development projects regarding cost-sharing and consultation but not in the definition of their own development. This is the social or community aspect of participation. Participation eased opposition to reform efforts by

international financial institutions at the time. Gaventa and Cornwall (2000:50-62) asserted that political and rights-based participation has replaced "users or choosers" of policies which affect public services with "makers and shapers" of the policies in the development participation discourse.

According to Cornwall and Brock (2005), although participation is an old practice, it is politically ambivalent and wholly ambiguous. Mfenguza (2007); Molepo, Maleka and Khalo (2015) stated that the democratic era encouraged public participation through various policy initiatives, *e.g.,* Constitution of 1996, which mandates the National Assembly (NA) to facilitate public participation in the Assembly's and committees' legislative and other processes. The Constitution of 1996 requires municipalities to ensure that apartheid-era political, social, and economic exclusions are eradicated. The Local Government Municipal Systems Act, 2000 (Act 32 of 2000), Section 5 (1) (a), states that members of local communities have a right and obligation to contribute. According to Booysen (2016), the current analysis's conceptualization and categorization approaches are compatible with the existing work. This comprises of and not constrained to the dispute which supports the inclusion of public participation in electoral and parliamentary elections, public protests, and engagement with public information.

2.6.2.1 Types of public participation

The literature revealed numerous types of public participation, *e.g.,* participation in party politics, hold public demonstrations, petition national or local leaders, influence decision-makers, make written or oral submissions to committees, and utilize ward committees at the local sphere of government (Mofolo, 2016).

According to Davids (2004) it created six typologies to illustrate the various concepts of public participation. These six types are discussed briefly as follows:

2.6.2.2 Participate passively: When the public is informed of what is going to take place or what has already happened, they tend to participate. Participation refers to a unilateral, top-down announcement made by the authority or project manager.

2.6.2.3 Participate in sharing information: Participants respond to questionnaires, telephone interviews, and other similar methods of public participation.

2.6.2.4 Consultation-based participation: Professionals, consultants, and planners listen to the public's opinions, *i.e.,* they participate through consultation. Problems and solutions are defined by professionals, who may modify these based on responses from the public.

2.6.2.5 Material rewards for participation: In exchange for food and cash, the participants contribute to the resources through labor.

2.6.2.6 Participation via interaction: Participation in capacity building, the creation of action plans, and joint situational analysis are common. Participation is viewed as a right rather than a means to achieve project objectives.

2.6.2.7 Self-mobilization: Independent of external institutions, individuals participate by initiating system changes.

2.6.3 Community participation in decision-making and service delivery

According to Nelson and Wright (2001), every actor in the development process, particularly those with direct social or economic involvement and interest, has a distinct perspective of what constitutes a problem and improvement of the rural systems. However, for development to be sustainable, it is recommended that planning commences with those who are most knowledgeable of their own livelihood. The public's knowledge and skills must be valued and developed to encourage self-reliance. Swanepoel (2005) also posited that community participation creates a solid, local knowledge base for development. The local community has skills which outsiders lack because they have lived in poverty for years and survived the hardships. According to Swanepoel (2005), "their "common sense" knowledge of the dynamics of the political, social, economic, cultural, and natural environment can be of enormous value to development efforts."

As a concept, community participation underscores the significance of involving stakeholders in the community and broader social issue decision-making for social,

economic, and political reasons. Not only technical services fail, according to Commines (2007). These fail because the public, private, and non-profit organizations do not hold themselves accountable to the poor. The breakdown in the relationship between the citizens, policymakers, and service providers results in the failure of public service delivery.

The solution to this problem lies in the encouragement of various forms of community participation. The provision of incentives and opportunities to local government officials to respond to community needs, promote transparency at the local sphere of government, or support independent local media to monitor project activities are ways to accomplish this objective. Political, social, and legal structures which influence the viability of participatory actions all play a role in effective community participation. Instead of mere sources of information, rural communities now serve as educators, extension agents, activists, and change monitors. Therefore, effective participation requires not only the gathering of information but also analysis, decision-making, and implementation. Enhanced accountability and an increase in stakeholders' participation are achieved in this manner. Officials contribute value and are held financially accountable to foster local autonomy and independence. Furthermore, political accountability is crucial. If local communities are given the power to make decisions, they will have a greater stake in the outcome, and local government would be able to create, develop, and increase funding efficiently. Municipalities can benefit from everyday citizens to identify, *e.g.,* required public services. Ward committees, budget consultations, public meetings, and Integrated Development Planning forums (IDP forums) all require participation from a variety of communities and stakeholders. According to the Department of Social Development (2009), active communities, sustainable, and empowered can be built through efficient Community Based Planning. The divisions, social exclusion, and discrimination which inhibit selected members of the community from participating in activities and decisions which affect their daily livelihoods should be actively addressed throughout this process.

The official people-centered approach of post-1994 identified public engagement as a constitutional mandate to encourage public participation in policymaking and to develop a citizenry of active role-players rather than "consumers of services" (PSC, 2008).

Several official and informal initiatives were put in place to accomplish this goal, including ward committees, public hearings, imbizo (public gatherings), Exco-meets-the-people, citizen satisfaction surveys, and citizen forums (PSC, 2008). However, these engagements through civil society organizations and public protest were not discussed because the focus is on residents' perceptions of formal mechanisms of engagement, especially those of ward committees, as well as communication with local officials on issues pertaining to local services.

Municipal councilors oversee promoting the delivery of public services, as stated in the Local Government Turnaround Strategy (LGTAS), which was adopted by the South African Cabinet on December 2, 2009. The municipalities must develop and carry out their own turnaround plans to improve the ability of their political and administrative officials as well as the delivery of essential services. In addition to reestablishing and strengthening the essential requirements for an effective, efficient, responsive, responsible, and developmental local government, the LGTAS seeks to restore most of the public's trust in the corresponding municipalities as the main means of delivering public services.

The Local Government Improvement Strategy gives every municipality in the country the opportunity to reorient, monitor their performance, and concentrate on eliminating restrictions. As a result, the LGTAS aims to establish the criteria by which municipalities are held accountable to their communities for their actions and performance. In this regard, the LGTAS outlined five goals as follows:

• To guarantee that municipalities meet their communities' fundamental needs.

• To create a local government that is clean, efficient, responsive, and accountable.

• To make municipalities more efficient, effective, and professional.

• To enhance local government support, oversight, and national policy.

• To improve relationships between communities, civil society, and local government.

2.6.4 Back to basics approach as a strategy to enhance service delivery

In a Presidential Local Government Summit that was held on 18 September 2014, the primary private sector and local government front-runners adopted the Back-to-Basics strategy as an imperative action plan to reinforce the local government sphere to comprehend basics to enhance basic service delivery.

The white Paper specifically established for the Local Government and Municipal Structures Act, clearly states that district municipalities must at all times achieve the following: district municipalities and local municipalities must ensure that there is integrated development plan that covers the entire municipalities, the must be existence of district-wide bulk for the development of infrastructure, provision of the necessary support to local municipalities to be able to exercise their powers, and encouraging equal share of distribution of all resources between local municipalities in their area of authority.

The Cooperative, Governance and Traditional Affairs (COGTA) initiated the back to basics approach by steering a desk top assessment of all the municipalities in the country, authenticating the outcomes with all the provinces, developing 3 primary groupings to monitor the performance of municipalities in relation to service delivery to the people, this strategy also attempts to ensure that there is political stability and better management of finances in each municipality. The primary pillars of the back-to-basics strategy includes prioritising the needs of the people, encouraging and supporting the supplying of municipal services to the correct equality and standard, encouraging and emphasizing the importance of good governance, accountability and transparency, safeguarding the existence of sound management of funds and constructing institutional flexibility and administrative competence.

2.6.4 Integrated Development Plan (IDP) as a strategic plan to enhance municipal service delivery

The strategic and participatory process of developing a comprehensive plan is referred to as Integrated Development Planning. According to Meiklejohn and Coetzee (2003), it is a procedure by which municipalities develop their Integrated Development Plan (IDP).

The IDP is the result of a municipality's planning process and serves as a guide for all development related activities. According to Mathye (2002), the primary instrument of strategic planning in a municipality is the IDP, which serves as a foundation for all planning, budgeting, management, and decision-making processes.

Dlamini and Reddy (2018) stated that there are several steps in the implementation of the IDP process. Municipalities are expected to conduct a situational analysis of the current context in their area of jurisdiction as the first step. Dlamini and Reddy (2018) asserted that the formulation of strategies which involves the creation of a shared short-term, mid-term, and long-term vision and objectives among multiple stakeholders is underscored in the second step of the implementation process. The development of an operational strategy is the third step, which underscores the design of the project proposals by establishing objectives, targets, and indicators. The screening, modification, consolidation, and approval of project proposals is part of the fourth step, which ensures that preparation, implementation, and delivery is integrated.

The selection of IDP projects and its approval is the primary focus of the fifth step. The evaluation of whether the IDP complies with the legal framework is the final step in the implementation of the IDP process (Dlamini & Reddy, 2018). To enhance public service delivery at the local sphere, municipal officials, and members of the IDP representative forum need to conceptualize and comprehend the IDP implementation process properly. According to selected academics (Valeta & Walton, 2008), the capacity of a municipality to allocate a budget to a variety of development projects and programmes within the IDP is largely correlated with its capacity to successfully plan and implement the plan. Municipalities must use the Service Delivery and Budget Implementation Plan (SDBIP) to integrate the budget and planning processes (Valeta & Walton, 2008).

The SDBIP is a document that is approved annually and includes projections of the revenue which the municipality envisages collecting as well as the operational and capital expenditures. According to Phago (2009), the ability of the municipality to plan and allocate public resources in a developmental and sustainable manner is necessary to plan and implement the IDP to fulfill its mandate. Tsatsire (2010) contended that for the successful implementation of the IDP by local spheres of government to be successful,

sound intergovernmental relations must be established and maintained. On the other hand, municipalities must first position themselves to achieve full integration and coordination of sector-specific IDP plans before implementation (Beyers, 2015). However, Mojapelo (2007) asserted that sector plans are typically developed separately and as standalone plans, which result in divided projects and activities which do not contribute towards the vision of the region. The national and provincial governments play a decisive role in addressing capacity and skills for the implementation process since local authorities face multiple challenges.

The IDP identifies key developmental goals which are translated into programmes and projects to limit the underlying causes and symptoms of public service delivery backlogs and delays. Hence, the IDP contributes to enhancing municipal public service delivery (Sinxadi & Campbell, 2015). As a policy framework, the IDP alleviates poverty through a variety of development initiatives, including the provision of services, *e.g.,* electricity, water, sanitation, and housing, as well as multi-sectoral programmes (Phago, 2009). However, the failure of IDP's to enhance service delivery has been criticized (Tsheola & Mokgokong, 2012).

2.6.5 Summary of the strategies to enhance service delivery

It is significant to note the importance of public participation in enhancing and expanding democracy and encouraging good and principled governance. The involvement of the people in the processes of governance safeguards their experiential and grounded perceptions inform authorities on their interests and how these interests can be attended to. Public participation is a key element and tool that clearly stipulates that ‘people’s needs must be responded to, and the public must be encouraged to participate in policy making.’ Attaining growth is determined by addressing basic services challenges at a foundation level, organizing active involvement and being advanced in solving society challenges. The primary instrument for achieving improvement, creativity and growth activities is the effective execution and application of an IDP within a particular area of authority, an IDP is utilized as a long-term (5 years) strategy to deliver basic services to communities (Bakre & Dorasamy, 2018). The IDP experiences accomplishment in supplying basic services

such clean and healthy water and electricity to South African societies (Masuku & Jili, 2019). The local government turnout strategy ensures that municipalities can meet the needs of the people that they serve. This strategy also provides an opportunity for municipal leaders to do self-introspection in relation to the provision of basic services. Furthermore, this strategy attempts to create a local government that is free from corruption, nepotism, maladministration and other illegal activities that may threaten democracy. It is also important to emphasize the importance of good ethical leaders to create a space where there is great communication between leaders and the people on the ground. This is also important in ensuring that the institutions of service delivery are operated in a manner that does not compromise the voters. The principles of Batho Pele play a huge role in enhancing the provision of service delivery in an ethical manner. These principles emphasize the significance of accountability, transparency, courtesy, access, and many more.

2.7 Summary

This chapter focused on the following sections: municipal basic service, good governance and service delivery, power and effect of headship based on the system of caring for communities, service delivery and ethical government administration leadership and associated challenges, significance to enhance leadership in the delivery of public services, focus on Batho Pele principles, implications of financial implications on outsourcing, public participation as a cornerstone of democracy, types of public participation, community participation in decision-making and service delivery, public participation and local government turnout strategy (LGTA), Integrated Development Plan (IDP) as a strategy to enhance municipal service delivery, strikes against poor service delivery, causes of poor service delivery, as well as strategies to enhance service delivery.

CHAPTER THREE: OVERVIEW OF THE INTERCONTINENTAL PERSPECTIVE

3.1 Introduction

The previous chapter focused on extensively reviewed literature and aligned the content with the title of the study. This chapter focuses on the link between domestic (South Africa) and international (Zimbabwe) perception of civil servant's embeddedness in the delivery of basic service provision to the citizenry.

This chapter highlights the relationship of the governments with its people. Furthermore, this chapter illustrates and concentrates on governments globally and highlights key issues related to the provision of basic services in South Africa and Zimbabwe. The following aspects are discussed: overview of the international and intercontinental perspective of the study, brief political history and bilateral relations between South Africa and Zimbabwe, and local government in Zimbabwe, with specific reference to: legislative and constitutional provisions related to municipal service delivery, urban public service delivery, housing and local government, monopolization of sewer and water, and failure of Zimbabwean's local authorities and basic service supply. With regard to South Africa, the following aspects are discussed: background of local government, independence of municipalities, Batho Pele principles to enhance service delivery, cooperative governance, role of senior civil servants in in. the prescribed legislative framework, foster professionalism in the public sector, public service delivery, RDP housing and associated challenges due to mismanagement and corruption, limited housing material, lack of participation by interested parties and housing beneficiaries, and South Africa's foreign policy in relation to Zimbabwe.

The primary focus of this chapter is Zimbabwe, a country in the African continent and close to South Africa. This country forms part of the Southern African Development Community (SADC), which is an intergovernmental organization based in Gaborone, Botswana, and the headquarters are in Angola. The following countries are included in SADC: Democratic Republic of Congo, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia, Zimbabwe, and

Madagascar. The mission of SADC is to promote socio-economic integration as well as political and security cooperation amongst the 15 states in Southern Africa to enhance the functions of the African Union.

SADC, just like other regional integration bodies in the African continent and elsewhere, is recognized for its intentions to uphold economic integration and development with its associate states (Aeby, 2018). SADCC was formed to promote economic cooperation and integration and changed to SADC in 1992, to encourage deeper monetary collaboration and amalgamation to address various factors which create challenges to withstand economic development and socio-economic growth, *e.g.,* continued exportation of several principal commodities (Aeby, 2018). The primary purpose of SADC is to achieve economic development, peace and security, growth, alleviate poverty, enhance the standard and quality of life of the Southern African citizenry, and support the socially disadvantaged through Regional Integration. SADC was simply a coordination conference (SADCC) prior to 1992. It transformed to a developing community on 17 August 1992, to make a room for economic development of the Southern African countries.

Michael Aeby (2018) reported that many countries in SADC have been comparatively non-violent and constant, but the district still encounters difficulties with armed insurrection; governance challenges; lack of socio-economic development; and SADC is poorly organized to administer such issues effectively (Aeby, 2018).

Zimbabwe was selected because South Africa cooperates with it in the South African Development Community. Hence, the countries which form part of SADC have a common goal which is to discuss issues related to energy, tourism, environment, land management, water, mining, employment and labor, culture, information, sports, transportation, and communications, implement programmes and projects at the national and regional levels, and acquire international support. This culminated in the formation of SADC**.**

Zimbabwe is governed by a president who is the head of the state and the executive branch and is elected by the people. Zimbabwe is divided into eight provinces on a regional level. Each province is governed by the Governor appointed by the president

and assisted by provincial ministries and administrators. A total of 63 districts separates these provinces. The legislative and rule-making authority resides in the nation's Parliament. In addition, the country has a judicial branch to manage court-related matters. The government system in Zimbabwe is structured upon a democratic system. This system is in common with South Africa. Zimbabwe is a unitary, democratic, and sovereign republic. The Zimbabwean constitution was approved in 2013. ‘’The founding values and principles of Zimbabwe include: (a) Supremacy of the constitution (b) rules of law (c) fundamental human rights and freedom (d) nation’s diverse cultural, religious and traditional values (recognition of the inherent dignity and worth of each human being (f) recognition of the equality of all human beings (g) gender equality (h) good governance and (I) recognition of and respect for the liberation struggle’’.

To link the study from an international perspective with specific reference to civic servant’s embeddedness in the process of meeting the needs of Wesselton community in Msukaligwa Local Municipality, brief connection between the communities in Zimbabwe as well as the way in which service delivery issues are approached including how the country is governed is expounded upon. Zimbabwe was chosen to form part of the study not only because of historical and colonial ties between these countries but also because the relocation Zimbabweans to South Africa seems to be causing financial constraints to South Africa making it difficult to render services to its people.

Because of its relative economic strength, South Africa is the top destination for undocumented migrants from Zimbabwe (de Jager and Musuva, 2016). Because the district of Mwenezi is located 164 kilometers from the border post of Beitbridge, the official entrance points from Zimbabwe to South Africa, it was a suitable choice. The trip to the border post of Beitbridge takes around two and a half hours. With or without legal documents, many people are relocating to South Africa because of its close vicinity. Mwenezi had a greater ability to collect extensive data on the reasons for irregular migration than other Masvingo districts, which are a long way from the border checkpoint at Beitbridge. For refugees, South Africa represents a "beacon of hope." both inside and outside of Southern Africa (Polzer, 2008). The surge of unreported Zimbabwean immigration is forcing the South African government to impose stringent immigration

laws to combat the widespread migration of Zimbabweans that is putting a burden on the country's economy (Tawodzera and Chikhanda, 2017). The measures implemented to keep an eye on unauthorized immigration involve deporting unauthorized migrants and making widespread arrests (Crush and Skinner, 2017). Nevertheless, irregular migrants have not been deterred by these strict immigration laws. Rather, South Africa's migrant population's social welfare is declining as the number of irregular migrants is still increasing (Crush et al., 2017).

3.2 Bilateral relations between South Africa and Zimbabwe

The relations between South Africa and Zimbabwe advanced substantively after apartheid was legally abolished. In December 1993, the foreign ministers of South African and Zimbabwe convened to deliberate strategies to enhance bilateral relationships. Conflict between the two countries had been high since the beginning of 1965, when South Africa showed implicit support for the Unilateral Declaration of Independence (UDI) by white-conquered Rhodesia (Southern Rhodesia) which was a former British colony. ‘’The South African government also supported the newly established regime under the leadership of Prime Minister Ian Smith for almost fourteen years, until it succumbed to guerrilla warfare and international pressure’’.

The Zimbabwean government offered military assistance, including troops for Maputo's struggle against South African reinforced revolutionaries in the Mozambican National Resistance. The SADF troops acted against Harare. Two invasions were conducted on assumed ANC bases in the capital in 1986 and 1987: bombings in Harare in October 1987, and Bulawayo in January 1988 respectively.

The relationship between South Africa and Zimbabwe stabilised in 1990 after former South African President Nelson Mandela was freed from prison and the country transitioned to democracy. Even before the intercontinental sanctions, several unpublicised ministerial associates met to deliberate matters related to transport and trade. President de Klerk and Zimbabwean President Robert Mugabe met for the first time

on January 27, 1994. Moreover, de Klerk, Mandela, Mugabe, and Botswana's President Quett Masire underscored the significance of a non-violent resolve.

In 1995, President Mandela travelled to Harare. Throughout the year, the two nations considered trade, primarily in relation to efforts to remove tariffs from the apartheid era. Presidents Mandela and Mugabe participated in a ceremony in November 1995 to announce the construction and opening of a new bridge that would span the Limpopo River between the two nations.

3.3 Zimbabwe principles of good governance

These principles bind the state and all institutions and agencies of government at every level and includes:

(a) A multi-party democratic political system**.**
(b) An electoral system based on (i) universal adult suffrage (free, fair, and regular elections**;** and (ii) adequate representation of the electorate.
(c) Transfer power following elections.
(d) Respect for the rights of political parties
(e) Observance of the principle of separation of powers
(f) Respect for the people of Zimbabwe, from whom the authority to govern is derived.
(g) Transparency, justice, accountability, and responsiveness
(h) Foster national unity, peace, and stability, with due regard to diversity of language, customary practises, and traditions.
(i) Recognition of the rights of (i) ethnic, racial, cultural, linguistic, and religious groups; (ii) person with disabilities; (iii) women, elderly, youth, and children; and (iv) veterans of the liberation struggle.
(j) Equitable sharing of national resources including land.
(k) Devolution and decentralisation of governmental powers and functions.

3.4 Overview of urban local government in Zimbabwe

Urban councils have always been a feature of the Zimbabwean local government for over a century. The first structure that acted as a symbol of the present-day urban council was established to take care of the needs of white settlers in 1891. This Board of Management comprised of four elected and three appointed members by the British South Africa Company. It dealt with the affairs of Salisbury (Harare) as an emerging urban settlement.

In 1892, the Sanitary Board decided to take over the mandate to govern Salisbury. It was referred to as the Sanitary Board and as its name proposed, its mandate was to provide services. However, during the early days, it focused on environmental supervision issues, particularly refuse removal, sanitation and water supply (Marumahoko & Fessha, 2011: 40). In 1897, Bury and Bulawayo were awarded municipal status. In those days, urban local government was established along ethnic segregated principles. This helped with preferential allocation of infrastructure and other basic services to white neighborhoods. Primarily members of the Black neighborhood were inhibited from accessing municipal services. With the advent of time, the national government established Advisory Boards, which were unviable local government units and mandated to provide services to a growing urban Black society. In 1980, the democratically elected government of Prime Minister Robert Gabriel Mugabe amended local government structures towards a democratic or self-governing, participative, and inclusive system. The national government also structured urban local authorities based on proportionality and its functions.

During the first two decades after independence, one of the essential goals of urban local authorities was to focus on differences in the delivery of public service due to decades of segregation policies which were aimed to exclude the Black people from accessing basic services. However, in the 2000s, momentum was lost, and progress stalled. This may have been linked to several factors, including political and socio-economic deterioration, international isolation, hyperinflation, economic and decrease of local government revenue to support and provide public services (Bland, 2011:340). Although it led to tensions, the formation of the antagonism Movement for Democratic Change (MDC) in

1999 was apparently good news to ensure accountability in the delivery of public services. It established a window of opportunities for urban voters who were dissatisfied with the ruling Zimbabwe African National Union Patriotic-Front (ZANU-PF) and to trust the worker-backed MDC party with their ambitions of enhance delivery of public services (Kamete, 2006:255).

Chakaipa (2010) stated local government as a re-organized level of government, which was democratically recognized, and charged with a basic delivery of services. These comprised of legal entities with clear powers and charged with jurisdiction over a specific area within the restrictions as legislated nationally and primarily self-funding. Chakaipa (2010) observed that the abstract and conceptual argument for local government was at the level closest to the people and better communicate and respond to the needs of the local communities. Local government was placed to harness both local knowledge and perform its daily duties as mandated by the constitution. The capabilities which were appointed to local government were not only local in description but had a direct bearing on the daily lives of the local communities. Chakaipa (2010) asserted that local government provides the means for the common citizen to participate in public affairs at any level. Citizens have an opportunity through their vote to apply an influential practice on the general direction of local affairs.

Consequently, the establishment of local government by many administrations advocates the following.

- provide affordable services at cost to local communities in a more responsive and efficient manner.

- promote public participation in government to enable and encourage people to exercise their rights and responsibilities as citizens; and

- regulate the conduct of individuals and organizations in areas under their jurisdiction (Chakaipa, 2010).

Musingafi (2012) posited that local government was the making of participatory and constitutionally designated structures which recognizes the needs of the communities at a lower level and confirms the transformation of those needs into actual provision and

preservation of essential basic services and infrastructure on a sustainable basis. Local government is further viewed as the formation of a minimal sphere of governance specifically to determine implementing roles which government is too far removed from to deliver successfully. Local government, which is closest to the people, is in a better position to respond to local needs. It is also better placed to connect both local knowledge and effort to implement its mandates. Local government in Zimbabwe signifies corporate bodies which may sue or be sued. Sections 227 to 232 of the Urban Councils Act (Chapter 29:15) and Part xv of the Rural District Councils Act (Chapter 29:13) prescribes that councils formulate legislation, regulation, and determinations to manage the broad range of local planning, development, and control concerns of the area under its authority. Other than parliament, councils can formulate legislation which binds the residents. All legislation must be approved within the national legislative framework.

3.5 Zimbabwean Government: Tiers

Figure 3.5.1 below illustrates the three levels of administration of the Zimbabwean government.

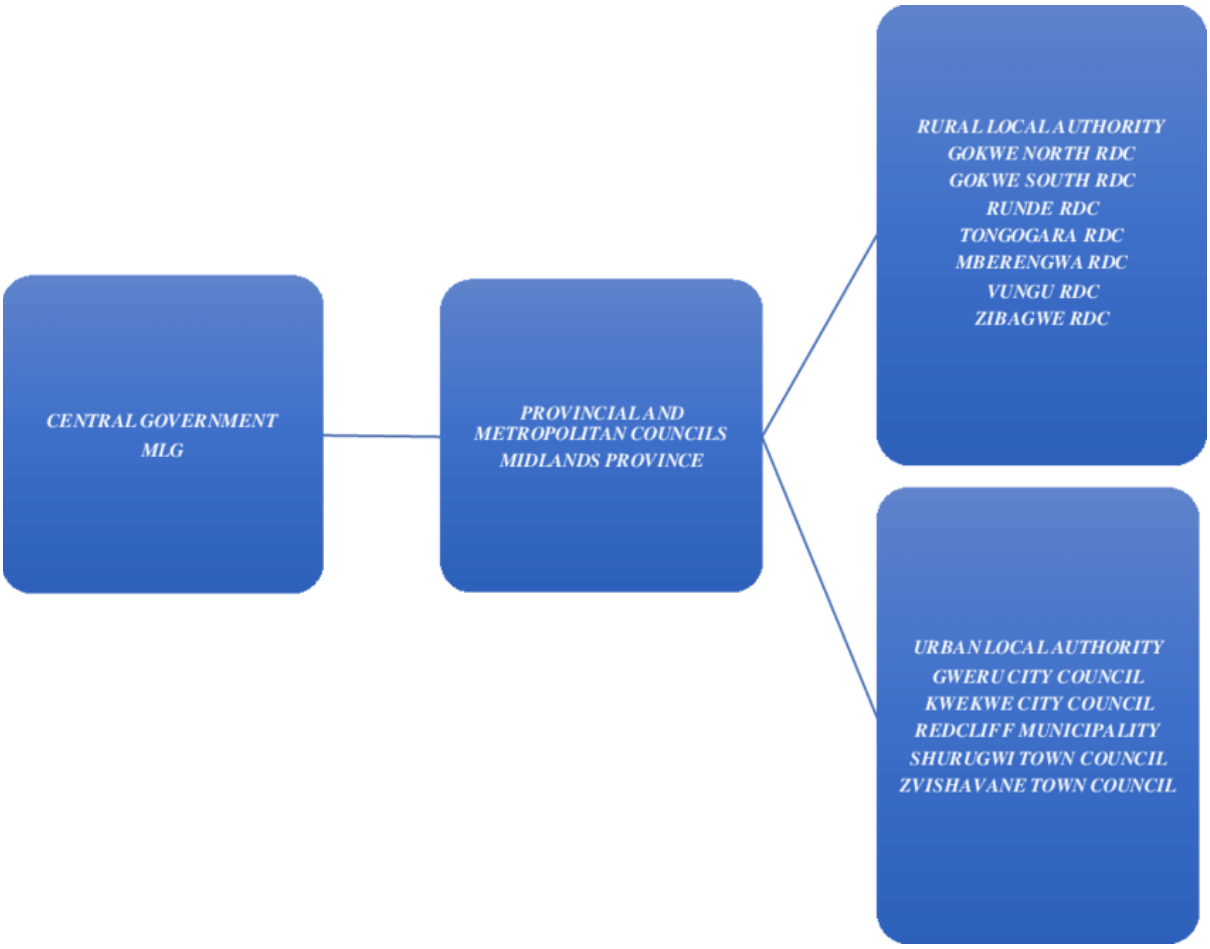

Figure 3.5.1

Source: Three Ranks of Regime in Zimbabwe | Download Scientific Diagram (researchgate.net)

The Zimbabwean government comprised of three layers namely, National, Provincial, and local authorities. National government is responsible for the formulation policies and is answerable for the efficient operation of all local authorities. Furthermore, national government provides sound local governance with sustainable housing. The provincial government is responsible for the supervision and control of local authorities; facilitate traditional leaders' operations; promote; and direct development efforts; as well as supervise housing and estates.

3.6 Criticism: Three layers of Zimbabwean government

The three layers of administration in Zimbabwe have a shared obligation and authority to provide housing services. Central government is accountable for policymaking and capital and does not provide local authorities with funding. According to Jonga (2014:84), the fundamental government is no longer dedicated and has no power to fund local authorities to supply effective and well-organized housing services. Consequently, provincial administrations were weakened and unable to supply proper housing services.

Madzivanyika (2011:33) asserted that the primary responsibility of local administrations was to supply housing. Occasionally, political heads took charge of the resources and positioned themselves to their electorate and ward to acquire political points and thereby limit enhanced delivery of proper housing to the local authorities. According to Madzivanyika (2011:33), central government interfered in the local authorities decision-making processes. Central government was accountable for the actual distribution of services, while, on the other hand, they engaged in political games to buy votes to acquire power. Central government impeded the delivery of housing in local government. Nonetheless, the three layers of government were expected to work in co-operation to supply housing services in all provinces (Madzivanyika, 2011:33).

3.7 Zimbabwe legislative and constitutional provisions on municipal service delivery

The Zimbabwean local government was awarded a constitutional reputation in 2013. Before 2013, local authorities were denied a constitutional legal standing. They adhered to their legal standing from the Acts of Parliament which were guided by the ruling party which could only be changed with a simple majority of votes. This mandate was transformed in the 2013 Constitution, which raised the status of local government. Section 5 of the 2013 Constitution prescribes that “the tiers of government in Zimbabwe are (a) the national government, (b) provincial and metropolitan councils and local authorities” (sections 268 and 269 read together with section 267 of the 2013 Constitution). Section 5 (c) of the Constitution prescribes that local governments “represent and manage the

affairs of people in urban areas" and that rural local government 'represents and manage the affairs in rural areas" (Section 5(c) of the 2013 Constitution). Chapter 14, Section 264 (1) of the Constitution stipulates the legal position to local government to promote the decentralization of power to 'provincial and metropolitan councils and local authorities which are capable to execute such duties competently and successfully." The Preamble to Chapter 14 stipulates that 'democratic participation in government by all citizens and communities of Zimbabwe', 'the participation of local communities in the determination of development priorities within their areas' and 'devolution of power and responsibilities to lower levels of government in Zimbabwe'. Section 264(2) prescribes that the objectives of the devolution of governmental powers and responsibilities are:

(a) To give powers of local governance to the people and enhance their participation in the exercise of the powers of the State and decision-making which may affect them.

(b) To promote democratic, effective, transparent, accountable, and coherent government in Zimbabwe as a whole.

(c) To preserve and foster the peace, national unity, and indivisibility of Zimbabwe.

(d) To recognize the right of communities to manage their own affairs and to further their development.

(e) To ensure equitable sharing of local and national resources.

(f) To transfer responsibilities and resources from national government to establish a sound financial base for each provincial and metropolitan council and local authority.

Origins of ineffective urban service delivery in Zimbabwe appeared to fall into two broad explanations. The first general explanation appeared to attribute the failure of urban service delivery to the actions and policies of national government. The second explanation seemingly pointed towards the ineffectiveness, inadequacies and failures of the methods of local public service delivery. The explanations were not equally exclusive. One of the issues responsible for inadequate delivery of services was the Minister of Local Government's exploitation of powers to amend the Urban Councils Act (Chapter 29:15) to weaken service delivery in disapproved-controlled cities and towns across the entire

country. In this sense, it was generally alleged that the Minister utilized certain provisions in the Act to intervene with local urban activities which aimed to resolve issues related to the delivery of services, including those which were due to the outcome after public consultation (Marumahoko, Chigwata & Nhede, 2018: 208). For example, the Minister could instruct councils (section 315 of the Urban Councils Act), to withdraw the councils decisions and determinations (section 314 of the Urban Councils Act); terminate local authorities and substitute these with Government-selected Commissions (section 80 of the Urban Councils Act); appoint the Local Government Board (section 132 of Amendment 1 of 2008); assign special interest councillors (section 4A of the Urban Councils Act); and have unrestricted access to the minutes of the councils proceedings (section 91 of the Urban Councils Act).

The lack of services is because of and worsened by political interference at many levels of the local government service delivery structures and systems. There is political interference between the Ministry of Local Government and urban local authorities. There is also internal strife between selected political representatives (councillors) and administrative authorities (bureaucracy) in the urban local authorities (Centre for Community Development in Zimbabwe 2009:7). The fight for power between the Minister of Local Government and opposition-controlled cities and towns emerged in 2008. The ZANU-PF controlling party made a politically motivated decision to amend the Urban Councils Act (Chapter 29:15). This weakened local service delivery in the opposition run cities and towns. Consequently, the Urban Councils Amendment Act No 1 of 2008 eliminated the Executive Mayoral System which was replaced by facilitating mayors to engage in issues related to the delivery of services on a day-to-day basis. It was substituted by the ineffective Ceremonial Mayoral System which allowed national government to interfere in the provision of services. This scenario enabled the Minister of Local Government to assign 25 percent of the urban local authorities' councillors under the guise of appointing professional councillors with special interests.

The delivery of services improved marginally between 2009 and 2013 when ZANUPF and MDC reached an agreement to share power. This agreement reinforced by the Southern African Development Community and guaranteed by the African Union (Bland, 2011:

340). However, Ignatius Chombo, the ZANU-PF Minister of Local Government endeavored to weaken urban service delivery and the will of the people by conducting a systematic attack on local government democracy. This was done through politically inspired interruptions and dismissal of constitutionally elected opposition councillors and mayors as well as partisan arrangements (Chigwata, Marumahoko & Madelene, 2019: 57). A pattern arose in which antagonized councillors and mayors were substituted with centrally appointed Commissioners (Jong & Charisa, 2009:167). The removals were headed by the insubstantial allegations of corruption, mismanagement, and poor service delivery. In selected cities, the random takeover of MDC run cities emerged. ZANU-PF organized its supporters to demonstrate against certain mayors due to assumed poor service delivery.

As the country embraced 2013 there was great anticipation that the acceptance of a new Constitution would enhance urban service delivery. After three years of incisive negotiations, the country implemented the 2013 Constitution which offered reasonable distribution of revenue from the national sphere of government to the provincial and local spheres. Seven years after the Constitution was amended, the division of revenue had not been disbursed. The National Treasury blamed the Zimbabwe Revenue Authority (ZIMRA) for poor collection of revenue. The national government officials adhered to the previous arrangement of not sharing but disburse nationally collected revenue at the discretion of the State. The failure to comply implied that national government was in breach of the Constitution. Consequently, the delivery of services was impeded. This scenario was against a flow of unfunded mandates, which is a parameter that calls for subnational government to implement certain policies without funding from the national government. Urban local authorities resisted sponsoring national government in the provision of primary school education and health services (Marumahoko & Fessha, 2011: 51).

3.8 Housing and local government: Zimbabwe

Shelter is a basic need for all human settlements in rural and urban areas, including slums. According to Chigwenya (2019:39-48), many cities located in Zimbabwe struggled

to meet their housing needs because of the lengthy list of inhabitants who await housing. The government of Zimbabwe endeavored to meet sustainable development goals by providing housing to low-income earners and upgrade slums. Mufema (2020:3) asserted that operation Murambatsvina (Clean up) was categorized by indiscriminate destruction of informal shelters and business units.

The Garikai Kuhle housing scheme was established by the government in 2005 to house those who had been evacuated by Operation Murambatsvina which aimed to 'clear slums, reduce diseases and drive out black marketeers.' Matamanda (2020:220) postulated that "economic circumstances have led the less fortunate to stay in informal housing as because they failed access satisfactory housing and resort to illegal means of land and housing appropriation." To launch sustainable development goals the government should formulate sound implementable housing policies and thereby limit the backlog; provide sustainable cities; and meet the residents housing needs. The Midlands province should concentrate on the delivery of suitable housing and distribute resources so that the backlog can be reduced. Matamanda (2020:226) suggested that the National Housing Policy of 2012 was formulated such that it was people-oriented, recognized the critical lack of housing in urban areas and the financial difficulties within the country. Moreover, it was suggested that "incremental settlement development will enable citizens to gradually develop their properties as funds become available."

This method created hope amongst the residents and probably the advancement of their individual properties. Section 5 of the Constitution prescribes the three tiers of government, powers and functions. Section 264 sets the principles of local authorities, while Section 274 prescribes how urban local authorities must function. Section 274 mandates the urban local authorities to manage the areas within their jurisdiction. The urban local authorities need to, according to Sub-section 1, represent the people within their areas of jurisdiction. In summary, they need to advance the ambitions of the people.

Public administration at all spheres of government must be administered by democratic values and principles as stipulated in the Zimbabwean Constitution. Local governance in Zimbabwe still suffers from colonial rule. To say that local governance in Zimbabwe is strictly politicized is an understatement. This layer of administration is managed by

numerous pieces, *e.g.,* Constitution of Zimbabwe No. 20 of 2013; Green Paper on local governance; Urban Councils Act 29:15; Rural District Councils Act 29:13; Traditional Leaders Act 29:17; Provincial Councils and Administration Act 29:11; and Regional, Town and Country Planning Act 29:12. The listed regulations endeavored to amend local governance in Zimbabwe. Notwithstanding the above constitutional functions for local government, it has been struck by shrinking tax-base, non-payment of taxes, lack of performance, and the lack of efficient monitoring and evaluation systems (Madhovi, 2020: 141).

3.9 Monopolization of sewer and water in Zimbabwe

The consequences of this decision resulted in the unpredictable allocation of water in Harare due to the takeover. ZINWA frequently declined to secure chemicals to treat the water. Major water pipelines burst frequently because the aged infrastructure at Morton Jaffray added to the dilemma.

The transfer of water supply disadvantaged the urban local authorities of their source of revenue from water. The ineffectiveness of ZINWA revealed traces of cholera and the cradle, specifically Budiriro which is a densely populated suburb in Harare. The reasons for the outbreak of cholera, included but not restricted to:

- shortage of distribution of clean water in urban areas,
- exploding of the sewerage structures or failure by managers to retain the infrastructure.
- shortage of water for flickering in toilets

3.10 Failure of Zimbabwe's local authorities and delivery of basic services

Madzivanyika (2011:14) argued that "Basic services must, be available, accessible, culturally acceptable, and affordable, of good quality and provided on a non-discriminatory basis." Zimbabwe Election Support Network (ZESN) (2008:1) also clarified that inhabitants in the numerous local authorities in Zimbabwe have had to oppose the plethora of problems which included, bursting sewers, erratic water supplies, potholes which had become a problem for motor vehicles and other modes of transport. According to the

Zimbabwe Election Support Network (ZESN) (2008:1), the System further highlighted frustration amongst the inhabitants with the level of basic service delivery.

Madzivanyika (2011:34) asserted that the production and allocation of electricity was withdrawn in 1989 from the UCs by the central administration. Permission was granted by the Zimbabwe Electricity Supply Authority to do so. Madzivanyika claimed that this eliminated a probable revenue producing base from the UCs. Inadequate constitutional protection limits their role and responsibilities.

The Voice of America (September 28, 2012:1) declared that Zimbabwe experienced difficulties to manage fears of an additional cholera outbreak in Harare which included the following suburbs: Hatcliffe, Budiriro, Mount Pleasant, Tafara, Mabvuku, and Chizhanje. These suburbs experienced no access to clean potable water for weeks. A comparable outbreak took the lives of numerous locals in 2011. It was also reported (September 28, 2012:1) that UNICEF Country Representative, Peter Salama revealed that approximately 4,000 Zimbabwean children die of diarrhea annually. Mason (2009:1) accounted for the first enormous outbreak of cholera in 1992 in Manicaland and Mabvuku suburbs on the Eastern edge of Harare. Approximately 2 000 cases and a death rate of 5% was reported. "The following year (1993) there were 5,385 cases and 381 (6%) deaths. The next outbreak in 1998 had more than 1 000 cases and 44 deaths. In 1999 cases were reported, 5,637 and 385 deaths were reported. Most of these cases were in Chipinge and Chiredzi, in the Southeast of the country again close to the Mozambique border. During 2002, the cases that were reported in Manicaland and Mashonaland East totaled 3125 including 192 fatalities. At least 304 cases with 11 deaths were reported in Kariba, on the border with Zambia in October 2003 and a further 99 cases, 16 of them fatal, were reported from Binga, a small fishing community on the shore of Lake Kariba''. Mason (2009:1) added that a "dangerous outbreak of cholera has been reported in Zimbabwe since mid-2008. At least 92 000 cases and over 4000 deaths were registered in 2008.

The above-mentioned statistics were incorporated to determine the level of the urban council's failure to provide effective essential basic services to the urban populace. Therefore, the failure to supply clean water and maintain the drainage sewerage system was the primary reason for the outbreak of deadly diseases such as cholera, diarrhea, and

typhoid. Zimbabwe comprises of ninety-two local authorities, 60 rural and 32 urban areas. These local authorities experienced and survived a stormy political and economic period (GoZ, 2011). The country's growth was estimated at approximately 33% which translated to 4,310,208 people who resided in the urban areas (ZimStat, 2013). However, urbanization has not been related to matching economic growth (UN-Habitat, 2010). Zimbabwe's GDP between 1998 and 2006 weakened by 37% (UNDP, 2008). The discrepancy between urbanization and financial growth revealed that local establishments experienced challenges due to the enhanced demand for basic services and poor returns from the waning economy (Muchadenyika & Williams, 2016:266). The rearrangement and closure of many industries affected local power revenues to a large extent. Inflation and the decline of the Zimbabwean currency grounded the delivery of services by the local authorities. The development of suburbanization was compounded by a sharp increase in the urban populace (Munzwa & Jonga, 2010). Henceforth, there was enormous demands in cities to distribute additional services to a growing urban population. Development in Zimbabwe resulted in difficulties to extend urban areas, poverty, insufficient housing for the poor, limited infrastructure, provision of services, including clean portable water, sewerage reticulation, power supply, garbage collection and disposal, and derisory transportation at a reasonable price (Munzwa & Jonga, 2010). The distribution of urban basic goods and services did not meet the levels of development. Maladministration, corruption and controversy in urban councils resulted in local representatives' failure to distribute urban basic services, *e.g.,* water and sanitation, housing, public transport and refuse collection (Muchadenyika, 2014).

Munzwa and Jonga (2010:140) is of the view that the monetary and political collapse of standards of respectable authority resulted to 'unemployment, environmental pollution and destruction, non-development and maintenance of infrastructure, lacks urban transport, and insufficient supply of water.' The delivery of services by local representatives is a significant factor in determining human growth. However, the catastrophic delivery of reliable water supply, uncollected refuse, derelict roads, poor housing developments, and load shedding all pointed to a collapse of the local sphere of government. Politics, administration, and institutional approaches to manage the Zimbabwean local authorities declined to the degree that urban administration needed to

be reviewed and the application of ethical principles in the provision of basic public services (Muchadenyika, 2014). Consequently, the distribution of basic public services in Zimbabwe was to recover from the catastrophic situation (RTI & IDAZIM, 2010:48). Most of the service infrastructure did not serve its initial purpose, because it was destroyed, and ignored. An evaluation of the infrastructure by the African Development Bank revealed a serious decline of the quality, and capacity due to minimal maintenance and high costs to provide basic public services (AfDB, 2011). Infrastructure presents a springboard to deliver public services because the lack thereof would result in failure to provide services. When central government fails to supply services, the responsibility falls on the local authorities to step in and deliver these services (Musekiwa, 2012).

3.11 Wesselton: Brief overview

Wesselton is a township in Mpumalanga Province ns Ermelo, which serves as the hub of a region and is known for its extensive mixed farming, *e.g.,* production of corn, cattle, potatoes, potatoes, beans, wool, pigs, and sunflower seeds. The location differed a lot before the town was established. The transit route between Lydenburg and Natal is utilized frequently. The town is now a hub for commerce, industry, and education. The research facility "Nooitgedacht" of Crop research is conducted by the Department of Agriculture, which is located four kilometers from the town.

3.12 Mpumalanga Province: Brief overview

Mpumalanga is a South African province and its original name, which was the Eastern Transvaal was changed on August 24, 1995. The meaning is based on the local languages, namely, SiSwati, Ndebele, and Zulu and implies "the place where the sun rises.” It is in the eastern part of South Africa and is bounded to the east by Mozambique and Swaziland, and to the west by Gauteng province.

The population, according to ASSA, was estimated in 2000 at 3,054,973, or 7% of the national total. The province occupies 6.5% of the country's land area. The population is predominantly Black Africans (92 percent), followed by Whites (6.8 percent), Colored (0.8%), and Indians (0.4%). There are more females than males. Nelspruit, which was

recently renamed Mbombela, is the capital city of the province. The province is mostly found in the Middleveld's plateau grasslands, which rise in the northeast towards the mountains and then to an escarpment. The Highveld, which is located west of the escarpment, and the Lowveld, which is along the east, are its two primary regions. Mpumalanga is a rural province rather than a highly developed one and comprises of numerous large cities and towns.

Mpumalanga is home to extensive mining, including the extraction of gold, which was first discovered in the mountains and surrounding Barberton in 1883. It is still mined to this day. Most of the coal produced in Mpumalanga is utilized to produce electricity and for the synthetic fuel industry. It comprises 83% of South Africa's coal production. The coal deposits are close to the power plants, and the synthetic fuel company, Sasol owns and operates a coal liquefaction plant in Secunda, which is one of the country's two petroleum-from-coal extraction plants.

3.13 Background of local government in South Africa

According to Styler and De Visser (2007:1–3), South Africa’s local government has been perceived as an essential part of the constitutional system as the first independent ballot vote in April 1994. The South African country is a democratic and sovereign state, and comprises of three spheres of government, namely local, provincial, and national spheres. Section 40 of the Constitution of 1996 stipulates that the “three spheres of government exist distinctively, interdependently and they are interrelated”. This implies that all these three spheres of government are stimulated to assist each other and create circumstances through which each sphere governs independently and exists within its own right (autonomously).

Previously, the municipal borders in South Africa were demarcated according to the communities’ racial demographics in a particular area. For example, in terms of the Group Areas Act of 1959 (which was revoked), an identifiable racial group was not authorized to dwell in an area allocated for communities of another race. However, since

democratization in 1994, much has transformed. Since democracy, the municipalities have been demarcated to meet the needs of the people, be democratic and accountable for their actions safeguarding the supply of operative and competent basic resources. Throughout the progression of the transformative agenda, three municipal categories are prescribed by the Constitution of 1996. Local Government: Municipal Structures Act 117 of 1998 prescribes criteria to determine when an area is a category-A municipality (metropolitan municipalities) and when municipalities fall into either the B (local municipalities) or C category (district municipalities). Legislation stipulates that category-A municipalities can only be recognized in metropolitan areas. Metropolitan regions are a cluster of towns merged into one large metropolitan government. The role and functions of municipal governance is to establish an environment for the competent delivery of basic services to communities within a given jurisdiction. In South Africa, municipalities play a critical role in the supply of services *e.g.,* potable water, sanitation, sustainable electricity provision and waste removal.

3.14 Role, functions and powers of the local sphere of government in South Africa

Gildenhuys (1997:09) contended that local government classifies functions as a civic institution into line functions. According to Botes et al. (1996:215), local government should be allocated powers and functions which are essential for the provision of basic public services to maintain and elevate the well-being of persons under its authority. Botes et al. (1996:217) also argued that local government must provide access to, *e.g.,* water, sanitation, transportation facilities, electricity, primary health services, education, housing, and security to its communities. All these services must be provided in a safe and healthy environment. Furthermore, such facilities must be sustainable, economical and physically feasible.

Local government staff are employees who are appointed to formulate and implement local procedures. Local governments with additional staff tend to place the manpower into various divisions, which is the pillar of the local staff structure. A major factor in the establishment of most departments is that these deal with matters related to a specific

goal or activity or two or more strongly related purposes. For example, a city might have a security subdivision to manage all aspects related to the security of the public and a fire subdivision to control fires, or a community safety division to oversee all police and fire related matters.

The other departments are coordinated to oversee one or more phases of the administration of local government activities. Examples of departments could include, *inter alia*, financial, legal, records, personnel, or a building and supply division.

3.15 South African municipalities: Independence

In South Africa, cooperative governance at the local sphere of government is interdependent on the provincial and national spheres. For example, national government is responsible for the establishment of a broad national framework for development and comprise of policies and sectoral programmes (Van der Waldt, 2015:20). Provincial government, in turn, facilitates, monitors, and directs the application of sectoral programmes, *e.g.,* water supply. Provincial government is also accountable for municipal oversight and support and may interfere in a certain municipality if it fails to adhere to its constitutional command, is unable to or fails to fulfil an administrative obligation in terms of legislation (Van der Waldt, 2015:20). Local government operationalizes national and provincial initiatives with numerous non-governmental organizations and the private sector. Since local government is the closest sphere to the South African people and cooperates daily with clients (community), the role developmental service delivery is underscored (Van der Waldt, 2015:20).

Cooperative governance also assists with the integration and alignment of development at the three spheres of government. Municipalities, in turn, are liable to position their Integrated Development Plans (IDP) with provincial growth and development plans. There are numerous methods to assist intergovernmental relations as well as guide these interfaces (Van der Waldt, 2015:20).

3.16 Cooperative governance: South Africa

The Provincial government facilitates, monitors, and directs the application of sectoral programmes, such as the supply of water. Provincial government is also accountable for municipal oversight and support and may interfere in the businesses of a certain municipality if it fails to adhere to its constitutional command or is unable to fulfil an administrative obligation in terms of legislation (Van der Waldt, 2015:20). Local government operational national and provincial initiatives in combination with numerous non-governmental organizations and the private sector. Since local government is the closest sphere to the South African people and cooperates daily with clients (community), its developmental service delivery role is accentuated (Van der Waldt, 2015:20).

Municipalities are expected to align their integrated development plans (IDP) with provincial growth and development plans. Numerous methods to assist intergovernmental relations and guide these interfaces have been implemented (Van der Waldt, 2015:20).

3.17 Roles of senior civil servants in South Africa: Legislative framework

The roles of senior public servants are well defined in accordance with the Public Service Act, 1994 (Proclamation 103 of 1994) including relevant legislation and policies. Such roles involve policymaking, liaison with political leaders in their respective subdivisions or ministries, exhibiting the government in numerous forums, and implementing public policy in these structures. The Act summarizes and stipulates the responsibilities of the South African public service as follows: “In the making of appointments and filling of posts in the public service due regard shall be had to equality and other democratic values and principles enshrined in the Constitution” Section 11 (i) of the Public Service Act, 1994 (Proclamation 103 of 1994).

The roots of 'representativeness' are frequently well-defined through significant legislation (*e.g.,* Employment Equity Act, 1998 Act 55 of 1998) and regulate the employment, selection, and advancement of government employees without victimization based on

skin color, gender, and incapacity in terms of the Affirmative Action (AA) policy. Several participants expressed that the responsibilities and the structure of the South African public service (Maphunye, 2001), specify equality and other democratic values and ideologies as prescribed in the 1996 Constitution. These must be upheld in the appointment and promotion of the public service. However, adverse aspects such as nepotism, 'connections and other networks' also play a role in the recruitment and promotion of senior public servants. For example, a public worker was appointed to an organizational post in a provincial department because he was a family member of the (Sowetan, 23 August 2000).

3.18 Fostering professionalism in the South African public sector

A merit-based public sector system that serves the public based on professional ability and merit rather than on vested, unethical personal and political interests is strongly associated with public sector professionalism. The promotion and sustenance of a high standard of professional ethics is one of the fundamental principles of public administration, as prescribed in Chapter 10 of the Constitution of 1996.

3.18.1 Employment principles

Managing public servants unprincipled behavior is of serious concern. Furthermore, the provision of basic public services deteriorates if public servants take leave. In 2021, approximately 6 334 civil servants were suspended and awaited corrective procedures, at a cost of about R100 million of the taxpayers and voters money (The Saturday Star, 6 March 2021). To determine a principled basis for staff in the public service, it is predicted that employment processes should be associated with principled considerations. Dutelle and Taylor (2018 in The NSG Draft Framework on Professionalism, 2020) described that the employment process is reinforced by the subsequent key questions:

- “How are the new recruits/employees tested to ensure a proper foundation in ethics-based decision-making?

- If testing is directed and conducted, is it verbalized in nature, written or computer-based?
- What is the actual size of the organization?
- Are new employees assigned as a counsellor or mentor? If yes, did these employees show any occurrence of less/more ethics-based violations?"

The PSC Roundtable Report (2018:1) reported that meritocratic employment, expressly at the senior administration service, is significant to assist a specialized public service. Furthermore, Russia, Poland, and United Sates of America subject new employees to psychometric tests to examine the candidate's work principles and ethical expectations (Gilman, 2005 in NSG Draft Framework on Professionalism, 2020:50).

3.18.2 Enforce a code of ethics

According to the PSC Roundtable Report (2018), professionalism and expertism narrates skills and capabilities, values and norms, a code of conduct and meritocracy. Although the code of conduct subsists strictly for the public service, codes of ethics are a group of values and morals which serve as managerial norms for the behavior of the public servants. These generally include honorable values which are the foundation of the organization they administer, recommend conduct and generally have a judicial character sub-standard to that of the law (NSG Draft Framework on Professionalism, 2020:28). Moreover, the Government for Economic and Cooperative Development (OECD) Toolkit for Handling conflict of Interests in the Public Subdivision (2005:32), represents the ethics code in connection to the conflict of interest. The basic code of ethics includes the following:

- Serve public interest.
- Transparency and accountability.
- Integrity.
- Legitimacy.
- Fairness.
- Responsiveness; and

- Efficiency and effectiveness.

The Constitution, 1996 and the NDP advocate significant values of professional ethics. The South African Institute of Chartered Accountants (SAICA) (2021:7) and the NSG Draft Framework on Professionalism (2020), distinguish between a 'code of conduct' and a 'code of ethics. SAICA (2021:7) opposes that "A code of ethics and code of conduct are two separate documents, the first of which addresses an organization's broad moral standards and the second of which instructs employees how to use those standards in their day-to-day workplace actions." It is predicted that a code of ethics will go a long way in professionalizing the South African public subdivision. SAICA endorses that obligatory ethics forms part of an orientation agenda and that all public officials should attend ethics workshops to curb unprincipled conduct (SAICA, 2021).

3.19 Cadre positioning

Ndeni and Kok (2017) argued that if cadres are appointed in strategic public sector posts, it is imperative that they acquire proper training and are advanced in the ethical provision of public services (where service supply is considered more significant than individual or party interests). To implemented cadre placement efficiently, the individuals need to be well-trained in morals and values; be partitioned; embrace a philosophy to serve the community without fear or favor; and be disciplined and loyal (Ndeni & Kok, 2017). Furthermore, if cadres are positioned, they need to manage conflicts of interests by determining whom do they serve; the political party that deployed them or the inhabitants (Ndeni & Kok, 2017).

3.20 Service delivery in South Africa

At the Commonwealth Local Government Conference, De Visser (2009) underscored that South African municipalities had experienced serious and problematic challenges due to political interference in administration. The damaged relationship between the politicians and administrative officials has become a norm. Rolland (2018) demonstrated that South African municipalities are constantly susceptible to potential regimen changes. Hence,

regular changes to political leadership results in new principles and approaches. The new political leadership could institute unexpected changes in relation to municipal administrative structures. In most instances, there is a reluctance to relinquish power in the legislative and executive spheres of local government. Paradza, Mokwena and Richards (2010); and Rolland (2018) shared similar opinions when they explained that at the local sphere of government, service delivery had declined because of differences between the political and administrative interface which has since resulted in confusion in terms of their roles.

Political alliance with the ruling party is the basis on which one can be nominated and become a candidate. The community also elects councilors based on their political affiliation. The community is aware and understands the philosophy of a certain party. Municipal managers should be appointed based on their competencies, skills, and experience. A municipal manager should be independent from the municipal council. The council may not recommend the head of the administration. Local government should appoint professionals who are not politically affiliated, especially for the position of municipal manager. All leading parties within that municipality interview the candidates, verify their qualifications, and work together with the legal and monitoring team. Personnel management should also be politically inclined so that they can appoint candidates based on capability and not political affiliation.

In other instances, public projects are unfinished, or poor-quality services are delivered to the people, failure to tar roads and even if completed, it is of poor quality. Failure to deliver completed projects to the citizenry results in the loss of billions of Rand. It has been reported that the extent of failures differs across the country (Banerjee, 2014). The Good Governance Learning Network (2008) reported that public perceptions of local government are negative. The findings revealed that the level of trust in local government is at its lowest level, *i.e.,* a mere 48.1%. The findings are an indication that the citizenry has lost trust in local government. Furthermore, the findings are significantly lower than those at the provincial sphere of government, which was 59.5% and national government at 64.3%. Citizens trust national government more than their local government.

The supply of basic service delivery in rural areas is described as costly compared to urban areas. According to the Organization for Economic Co-Operation and Development (2019:01), the delays in the supply of basic public services in rural areas are the distance which service providers need to cover to the users and the issue of lower density inhabitants. People tend to migrate from rural to urban areas to access better services, *e.g.,* telecommunications, health care services and education. Access to proper healthcare service is important for one's health. According to the Rural Health Information and Hub (2019:10), the inhabitants from the rural areas and farms are subjected to poor health services compared to those who reside in urban areas. Affordability, closeness, and quality are major issues in rural areas compared to urban areas.

3.20.1 Housing in South Africa: Reconstruction and Development Programme (RDP)

Housing is essential and is identified as a basic human right, which is also believed to be one of the indications of the extent to which poverty can be alleviated in any country (UN HABITAT, 2003, 2009; Martin et al., 2015). Globally, people have faced housing difficulties for decades. Even today, high volumes the population are believed to live derisory shelters (UN HABITAT, 2003, 2009; Mutume, 2004; Zukin et al., 2015). Although both advanced and evolving countries appear to have benchmarked numerous pledges to resolve these problems, multiple districts have failed to manage the problems. Most global governments have openly announced that the current housing situation is life-threatening. Substantial pressure related to housing difficulties have been raised since the advent of democracy and questions have been raised regarding the amount of housing legislation, policies, and programmes, which have not addressed the shortage. Consequently, during the initial phases of democracy, programmes such as the Reconstruction and Development Programme (RDP); Growth, Employment and Redistribution Programme (GEAR); Housing Acts including the Rental and Mortgage Acts (Mafukidze & Hoosen, 2009), and the National Housing Code of 2009 were implemented.

3.20.2 Reconstruction and Development Programme: Mismanagement and corruption

Although corruption is observed from an international perspective, its occurrence in South Africa's housing projects is prevalent and of deep concern. One thousand, nine hundred and ten (1910) government officials were arrested in 2010 for promoting and benefiting from the grants meant for the housing recipients. Moreover, 20 housing developments were vulnerable due to illegal contracts between the contractors and the officials. The approximate loss of revenue to the South African taxpayer was calculated at 2 billion Rand (Ratsatsi, 2010).

3.20.2.1 Reconstruction and Development Programme: Small homes

The RDP houses should have provided space to ensure privacy, especially for a family with children or members of the extended family. Adequate space also plays an essential role in the development and growth of children. Unfortunately, many of the housing projects comprise of two rooms and limited space for privacy and hygiene (Baumann, 2003; ETU n.d.; Manomano, 2015). While several scholars have reported that this is a persistent problem (Ntema & Marais, 2013), it also provided a platform to raise consciousness or awareness to build appropriate houses to meet the needs of families.

3.20.2.2 Reduced housing material

The reviewed literature revealed that most of the housing material was of poor quality and had caused more problems than being housed safely. Reports revealed that the following materials, *e.g.,* roofs, walls, doors, floors and windows, were generally of poor quality. Most of this material disintegrated, crumbled, collapsed, and broke (Baumann, 2003) While the provision of housing is extensively recognized and valued, concerns continue to arise because of the difficulties because of the poor quality of the materials. Certain illnesses were because of the poor quality of the materials which were utilised, *e.g.,* tuberculosis and lung infections (Majiet, 2013).

3.21 Lack of participation of interested parties and beneficiaries in housing projects

The hypothetical approaches contend that public participation, especially towards social advancement and the bottom-up approach should be underscored in matters related to housing programmes (Republic of South Africa 1994; National Housing Code, 2009). Although in certain instances, recipients are involved occasionally at later stages but in most instances their participation is limited and their expectations are seldom met (Manomano, 2013; Chakuwamba, 2010). Limited research has been conducted on this matter. There are suggestions that the recipient's commitment and the shareholders have remained a challenge. Moreover, there is no probability that these undertakings and projects will be completed. However, due to passive participation, a top-down approach is adopted to manage these projects. This has resulted in endemic violence in, for example, Gauteng. The recipients are dissatisfied with government's failure to guarantee and meet the recipient's needs (Mail and Guardian, 2014), while selected studies have revealed the lack of participation by stakeholders which has regrettably become a forerunner to social problems (Manomano, 2013).

3.22 Government structure

In South Africa, the government is categorized according to three spheres of government, namely, national, provincial, and local government. The spheres cooperate through a system of international affairs supported by Chapter 3 of the Constitution of 1996 (Mofolo, 2016). The national sphere is situated at the top, and cascades authority to the provincial and the local spheres of government. The national sphere of government influences the head of the government who is assisted by the executive members who are appointed from the national legislature by the State President. The cabinet is powerful, but not completely independent because they are exposed to legislative oversight (Mullon & Ngoepe, 2019). The provincial sphere of administration manages provincial affairs, which is separated into nine provinces, namely, Eastern Cape, Free State, Gauteng, KwaZulu-Natal, Limpopo, Mpumalanga, Northern Cape, Northwest and Western Cape. A premier

is the head of each province and is nominated by the provincial assembly for a fixed period of five years. Provinces are permitted to formulate their own laws (ordinances) to control their communities but are not above the Constitution. The local sphere of government is commonly regarded as the ‘closest sphere to the people’s. The municipal council manages this sphere of government and is led by the mayor.

3.23 Summary

This chapter attempted to link the study with the global perspective of how basic services are provided. A section of this study focused on Zimbabwe’s capacity to provide basic public services to its communities as a country in the African continent.

It is exactly three decades since South Africa acquired its freedom from the oppressive and dehumanizing apartheid regime. Of note was that the South African and Zimbabwean local government finds itself trapped in widespread corruption, maladministration, nepotism, and other illegal acts. Hence, in terms of basic delivery of service, the communities which comprise most of the populace have suffered and continue to suffer immensely in both countries. However, not all civil servants participate in such illegal activities. Many abide by the government legislation and strive to execute their daily duties with the intention to enhance and utilize all systems of government to provide basic services to the citizenry.

Current trends have revealed that Zimbabwe and South Africa suffer from low levels of public trust. Furthermore, the inhabitants of these countries are frustrated and tend to participate in illegal strikes and marches to demonstrate and express their dissatisfaction. The poor provision of basic services in these countries speaks volumes about the status of local government and the way in which services are rendered. Government could invest to professionalize the delivery of basic services and enhance the distribution thereof to the communities. The professionalization of local government to ensure enhanced delivery of basic services rests on the recruitment and selection of suitable public officials

who possess the required qualifications as well as a strong foundation of morals and values.

Civil servants generally face difficulty, particularly within the senior ranks in the public sector, due to the difference between administrative employees and political appointees. The lack of professional departments has eroded global trust and diminished the effectiveness of constitutional values and principles which form part of the public sector and advocates the enhancement of service delivery. Such a gap in local government calls for well-educated and trained civil servants who possess the skills to serve both the South Africans and Zimbabweans efficiently and effectively. The status of the delivery of poor basic services compromises the rights of the people and contradicts the prescriptions of the constitutions.

The 2020 Draft framework based on the standard of professionalism, accompanied by the NDP Chapter 13, plays a significant role in addressing the differences in the professionalization of local government and other sectors. The effectiveness in terms of the recruitment, selection, and appointment of civil servants in the public sector could establish dignity and the image of the South African and Zimbabwean local government sectors respectively. An objective of this chapter was to briefly the relationship between the South African and Zimbabwean government and the adopted approaches to deliver basic services. A clear understanding of the differences and similarities in the two countries mentioned was outlined. The two countries differ in terms of political strategies. However, due to the growing number of refugees coming from Zimbabwe, the leaders of these countries have met to address the issue. The provision of basic services remains a critical and primary responsibility of these two countries.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

According to OECD e-Library (2020) and Rykleif and Tengeh (2022), the provision of basic public services can be considered either good or bad. In the dispute, excellent service delivery is recognized as basic services which are easily reachable for utilization by the people, whilst poor distribution of basic public services is identified as difficult for the electorate to access.

The South African local government system was established after the collapse of the apartheid regime in 1994. This level of government is responsible for the delivery of basic services to the South African citizenry (Burchardt, 2022; Jegede & Shikwambane, 2021). Despite the substantial improvement over the past three decades, the distribution of basic services continues to be a major concern in several municipalities across the country, primarily in informal villages and deep rural areas (Mutyambizi et al., 2020).

Mutyambizi et al. (2020), posited that "displeasure with basic service distribution has sometimes been blamed for the increase in protests against service delivery". This discontent could stem from insufficient or lack of services, and negative perceptions of the municipal executive (Mazele & Mutyambizi et al., 2020) According to Amoah (2022), municipalities experience difficulties providing necessary basic services. This scenario could be due to the increase in informal settlements and slums. This chapter presents, analyses, and interprets the data gathered from the participants. This study also consulted and gathered information from secondary sources. An extensive literature review (qualitative) was conducted. The data was gathered from residents who reside in the Msukaligwa Local Municipality, with specific reference to the Wesselton community and selected municipal officials. The following questions were posed to the participants:

- What is the status of service delivery in Wesselton under the Msukaligwa Local Municipality?

- What role does the Msukaligwa Local Municipality play to manage service delivery concerns in Wesselton?
- What is Wesselton residents perceptions with regards to levels of basic services provision by Msukaligwa?
- Which strategies can be adopted to enhance the delivery of basic public services by the Msukaligwa Local Municipality?

4.2 Understanding service delivery, embeddedness and civil servants

According to one of the participants, local governments are constitutionally obliged to render quality services to the citizenry. The process whereby the government delivers these resources to cater for the interests of societies. Another participant explained that the extent to which services are provided by various sectors of government to meet and possibly exceed the expectations of the beneficiaries is referred to as quality service delivery. Furthermore, service delivery is the provision of water, electricity, collecting sewage, waste removal and municipal health services.

According to Chen, Dean, Frant and Kumar (2014:1), service delivery is the distribution of essential resources which individuals depend on, *e.g.,* water, electricity, sanitation facilities, land, and housing. All South African citizens are guaranteed a basic level of services by the 1996 Constitution. Furthermore, municipalities are expected to provide these services within their means. The Constitution also mandates local government to ensure democratic and accountable government to the local communities; guarantee sustainable delivery of community services; foster social and economic growth; foster a safe and healthy environment; and encourage community participation in local government matters.

Some participants strongly held that service delivery is a common phrase to describe the distribution of basic resources on which the citizens rely upon in their daily lives. The participants further alluded that all municipal departments are expected to enhance the delivery of basic services. Furthermore, service delivery is a government framework to provide services to a community.

Considering apartheid and its history in the South African delivery of basic public services, the latter is closely connected to economic development, justice, redistribution and the alleviation of poverty (Shaidi, 2013). Section 152 (1) (b) of the Constitution of 1996 stipulates that the object of local governments as a sphere that is close to the people is "to ensure the provision of services to communities in a sustainable manner which is effective, efficient and economical".

4.2.1 Embeddedness

In a service delivery context, the local sphere of government must render consistent high levels of service delivery. According to a participant, embeddedness is a degree or a sphere of activities, for example, economy or the market which involves a set of relationships in an organization. Moreover, embeddedness is a quality of being firmly and deeply fixed in a place which includes the engagement of communities in government affairs.

Furthermore, community embeddedness must be evaluated because there is a representation of factors which pull and pushes employees towards the community they work in. Embeddedness must be applied in government organizations to predict the civil servant's performance. Therefore, this would assist in building a linkage and inspiration within an organization, because the process of embeddedness provides individual employees with access to significant resources and knowledge which influences greater future performance.

4.2.2 Civil servants

Civil servants refer to a body of officials or bureaucracy which is appointed by the government. These organizations include individuals who are elected by the people to represent them in all the spheres of government. They form part of the organization which is required to deliver actual services to the public. These may include political systems (mayors, councilors, ward committees); administrative bodies (municipal manager, auditors); and employees.

The extent of civil servants in a country differs in various spheres (national, provincial and local spheres of government). The public servants at the three spheres are placed to execute specific roles and duties although they have the same objective, which is to serve the people of South Africa and improve their quality of life.

The following section discusses the responses provided by the selected participants.

4.3 Current status of service delivery at Wesselton: Msukaligwa Local Municipality

According to most of the participants, Msukaligwa Local Municipality's state of the delivery of services had declined due to negligence of the infrastructure by the leadership and the culture of non-payment rendered services by the community. A participant reported that the current delivery of services is unsatisfactory. The residents protest regularly due to the poor delivery of municipal services, *e.g.,* electricity, water and maintenance of roads and infrastructure in general, poor health services and the lack of infrastructure management.

The participants expressed that the distribution of public services is discouraging because the community is frustrated with inconsistent supply of resources notwithstanding several aptitudes to attend thereto by the municipality. The society is disturbed by the poor delivery of services because their ward councilor does not even call meetings to address their concerns. The Wesselton community has complained about the poor construction of RDP homes. Moreover, many have not been completed. Moreover, globally, citizens have been faced with housing difficulties (UN Habitat, 2003, 2009; Mutume, 2004; Zukin et al., 2015).

The Wesselton community faces extreme levels of poor delivery of basic services as well as damage to infrastructure during the violent public protests. Many hold that the municipality has failed to provide adequate training for its employees, which has exacerbated poor public service delivery decision-making. The following is the result of poor delivery of services:

- Inadequate roads.

- Lack of safe and reliable water supply as well as the high cost.
- Lack of reliable electricity supply and cost.
- Inadequate housing.

Figure 4.3.1

The following illustrations were taken during a visit to the Wesselton area in the Msukaligwa Local Municipality.

The figure below illustrates poor maintenance of road infrastructure and the failure to attend to the problem. Mazele and Amoah (2022) underscored that municipal infrastructure is one of the primary difficulties which the Municipality faces. Furthermore, many South African municipalities lack appropriate infrastructure, water and sanitation facilities, roads, and public transport systems. This is specifically true in rural areas and informal settlements, where infrastructure enhancement is almost non-existent (Masiya, Davids & Mangai, 2019).

Figure 4.3.2

RDP house which commenced several years ago. It remains incomplete due to negligence and the mismanagement of funds.

Figure 4.3.3

Several areas in Wesselton face water shortages primarily because certain water projects were left incomplete. The pipes which supply water to the area are dirty. Hence, water is unsafe for human consumption.

Figure 4.3.4

A participant who also owns a spaza shop and other money generating businesses expressed those numerous challenges related to power outages in Wesselton. The participant said his brick manufacturing business is entirely dependent on electricity. Hence, if there is an outage, his business comes to a standstill. He reported that he had lost customers because he is unable to manufacture an adequate supply due to load shedding. Moreover, he was forced to retrench several staff which increased unemployment. Hence, the untenable situation affects him and the community at large. Another participant revealed that selected members of the community engage in criminal activities. They steal power cables and connect selected homes which pay them an extra illegal fee to be connected.

Furthermore, a participant reported that underprivileged service supply of resources is closely linked to appointment or giving positions to unqualified and unskilled personnel by the Municipality. To enhance the delivery of basic public services requires the appointment of qualified and well-trained personnel. They also need to acknowledge errors in the implementation of the employment equity policy. This situation exacerbates the lack of skilled staff. The participants also reported that if the Municipality is financially unstable and lacks necessary resources to execute their duties, they must highlight such difficulties than make empty promises. Another major contribution to the poor delivery of service to the Wesselton community is poor planning and disruptions to the supply chain which could result in higher costs to provide the required services.

4.4 Data analyses and findings: Participants

4.4.1 Perception of the relationship between Wesselton community members under Msukaligwa Local Municipality and municipal political leaders in relation to basic delivery of services

A participant held that the relationship between the community and the political representatives was characterized by a lack of trust because soon after an incumbent is elected, they tend to ignore the challenges the communities experience. Tension is prevalent each time a new council is elected to office for the 5-year term. Members of the community members generally have various expectations and if these are not met, frustration and dissatisfaction arise, which creates a scenario for disruptive and violent public protests. On the other hand, municipal officials have faced numerous constraints, *e.g.,* access to limited resources, and political interference which impede their performance.

The participants doubted whether a sound relationship between the political representatives and the communities would be established because community meetings are held infrequently. The members of the community held that if the irresponsive political leaders resign, the delivery of basic public services could improve. Furthermore, the participants reported that political leaders promote nepotism, maladministration which results in the mismanagement of public funds. A posed the following question: how can members of the community's trust, respect and have a good relationship with the municipal officials, political representative and the mayor if they seldom if ever visit the area to listen to the communities' grievances as well as attend to the poor delivery of services.

It can be inferred that the relationship between the Wesselton residents varied because of varies factors such as specific needs of the community including their expectations. If the community receives enhanced services, then a sound relationship would exist with the municipality's leadership. Effective municipal services depend largely on the engagement and communication between the residents, ward councillor, and the municipal senior officials. Effective communication and transparency are fundamental tools to build a positive connection between society and municipality. An open channel highlighting communication, public participation, and regular feedback could foster trust, understanding and collaboration to address concerns and strive for the continuous enhancement of basic public services.

4.4.2 Perception of the impact of political leadership performance and municipal performance

Poor municipal management is a significant challenge that influences and contributes towards poor delivery of services. Municipalities throughout the country are generally poorly administered, categorized by corruption, misconduct, and a lack of transparency and accountability. This has a significant effect on service delivery, because resources are often mismanaged (Thusi & Selepe, 2023). The lack of management for poor performance has collapsed. Hence, corrupt practices tend to abound. The participants reported that there is a distinct lack of accountability, because the municipal officials fail to take responsibility for their unethical actions (Thusi & Selepe, 2023).

A participant reported that cadre deployment is a serious problem because the placement of unqualified persons who lack an understanding of relevant legislation and policies to render effective and efficient services creates much dissatisfaction amongst members of the community. This scenario often results in violent public service delivery protests.

The marred relationship between the politicians and the administrative officials appears to have become the norm. The political office bearers should communicate with the people, identify their needs, and provide feedback on how matters at hand would be managed. Hence, should the latter be considered, poor planning and poor work ethics should not be tolerated. Moreover, if political leaders get involved in the daily activities of the civil servants, poor decision-making which eventually results in poor municipal performance would be alleviated.

According to a participant, municipal performance is largely affected by poor governance. If the municipal office barriers are aware of how to work in tandem with the members of the communities, there would likely be fewer complaints. Furthermore, it would be extremely difficult to appoint only one office bearer to manage the political and administrative activities. Hence, they should revise the functions and duties. The municipal political leadership should institute changes to its administrative structures.

According to Thusi and Selepe (2023:690), two required principles of good governance are accountability and transparency, which is the foundation of effective governance

based on transparency and inclusive stakeholder participation. The lack of political and administrative accountability and transparency has become an ongoing concern because politicians make decisions which should be taken by the administrative staff. If the officials fail to comply with the prescribed legislation, rules and regulations, the municipality will continue to underperform (Thusi & Selepe, 2023:690).

Financial mismanagement and deployment of unqualified personnel exacerbates the challenges related thereto (Akinboade, Mokwena & Kinfack, 2013; Davids et al., 2022; Masibigiri, 2022; Thusi & Selepe, 2023; Tshikhundamalema, 2022). The deployment of African National Congress (ANC) cadres' harms service delivery. The unqualified managers who have political affiliations are rewarded with excessive salaries and performance bonuses. Therefore, the municipalities will not be able to provide effective and efficient services (Managa, 2021). Training and skills development could enhance teamwork and dedication than create antagonism and competition amongst the municipal employees (Akinboade, Mokwena & Kinfack, 2013; Davids et al., 2022; Masibigiri, 2022; Thusi & Selepe, 2023; Tshikhundamalema, 2022).

The practice of separating the political leader's responsibilities from those of public officials is as old as the attempt to keep these apart (Joensuu & Niiranen, 2016:26).

Nonetheless, studies have shown that politics is a purposeful component of administration (Joensuu & Niiranen, 2016:26). The political leadership's involvement and influence in public administration affects public values like equity, representation, and individual rights (Pandey, Davis, Pandey & Peng, 2016:208). Representation is essential in a representative democracy because it allows citizens to select the leaders they prefer (Pandey, Davis, Pandey & Peng, 2016:208). The elected officials who represent the people in the absence of direct democracy are referred to as representation.

4.4.3 Challenges that affect optimal municipal performance: Wesselton community under Msukaligwa Local Municipality

The participants held that municipal administration does not respond adequately to specific customer needs and concerns because they only have action aspects which

political representatives identify. The community tends to demand multiple services simultaneously because the leaders whom they elect take their time to listen to and address their needs. Hence, the municipality tries to provide multiple services simultaneously but fails to complete most projects.

It can be inferred that the human resources department should develop expertise through organizational development and personnel training to enhance municipal performance and expertise. Certain participants argued that the public service fails to place persons with appropriate skills and competencies. Consequently, municipalities will always be at risk of not delivering on their mandates due to their failure to attract officials with suitable skills. A participant held that the Msukaligwa Local Municipality does not have an adequate number of qualified and experienced public servants to action government plans, particularly at the local sphere of government. One participant held that skilled professionals are attracted to large metros, while smaller municipalities lack the requisite talent.

Several participants stated that the level of crime is very high in their municipality. The politicized civil servants engage in criminal activities, *i.e.,* they steal resources which results in multiple incomplete projects. Furthermore, a public officer's conduct impacts on the practice, policy, or procedure and results in the irregular and unauthorized utilization of public money or substantial mismanagement of public resources. The government body's actions are perceived as inefficient. Consequently, the delivery of basic public services is delayed.

One participant claimed that dishonest public officials were to blame for the disregard for laws and procedures. The municipality must examine the absence of correct information (transparency), poor record keeping, and false or misleading representations. Moreover, acts of corruption by municipal authorities, politicians or public personnel through the contempt for given authority, improper and unfair gain for either their friends or family. Corruption is defined as any activity resulting from the use of public funds and bribery. Because of these difficulties, the Msukaligwa Local Municipality still has more work to do before they can address the issues that the communities are facing.

4.4.4 Observation of five-year municipal performance: Wesselton community

According to the participants, municipal performance had declined because various factors had been neglected for several years due to the mismanagement of funds. Thusi and Selepe (2023) stated that dishonesty is contrary to good governance. Corruption poses a substantial threat on democracy and the rule of law because it is considered a lack of honorable leadership and the failure of institutions responsible for the maintenance of the principles of good governance (Thusi & Selepe, 2023). However, several hold that performance is not in a critical state, although the community continues to suffer from a lack of reliable and adequate services, *e.g.,* potholes and irregular water supply. The irregular provision of basic public services in various South African municipalities has been predominantly attributed to corruption, political patronage, and distinct lack of skills within local managerial structures. These factors have contributed substantially to the challenges faced in the provision of satisfactory basic public services to the communities (Zerihun & Mashigo, 2022).

However, the Msukaligwa Local Municipality's state of readiness has improved over the last five years, although several areas lag due to poor maintenance of the infrastructure. The Municipality's performance is poor because the quality of public services is inadequate. The Wesselton Community has lost interest in municipal affairs. The IDP, public meetings and public participation have stagnated compared to previous years. Most of the residents no longer attend public meetings.

A participant reported much expenditure had been incurred by the Msukaligwa Local Municipality in the past five years in the form of overspending of the total amount appropriated for its approved budget. The participant further stated that the expenditure is unrelated to the department or functional area identified in the budget and the utilization of public money appropriated for a specific purpose had also become a concern. Examples of unauthorized expenditure include the over expenditure of the budget, reserved funds utilized for other purposes than identified, and funds are utilized outside the departments mandate. A municipality's operational and capital budgets are divided

into votes which represent the components thereof and amounts are appropriate for the financial year for various departments or functional areas.

The municipality must review unauthorized expenditure as per legislation and care must be taken to avoid irresponsible spending of public funds. The extensive reviewed literature also revealed that irregular expenditure was amongst several challenges which were highlighted by the participants. Irregular expenditure is expenditure which is neither in agreement with the conditions of the Systems Statute nor regulated by the municipality. These include, *e.g.,* purchases which exceed the thresholds, procuring goods and services without inviting competitive bids, non-compliance with delegations of authority, and non-compliance with procurement legislation. If a municipality incurs irregular expenditure, then non-compliance is linked to a financial transaction. This is identified only when payment is made. Non-compliance relates to irregular and inconsistent payments with the prescripts of the relevant legislation. The expenditure resulting from non-adherence to the delegation of authority is also considered irregular expenditure.

4.4.5 Reasons for strikes by Wesselton community members: Msukaligwa Local Municipality

According to one participant, strikes usually arise because people consider them an avenue to hear after they had tried to acquire the attention of the municipality but kept being ignored and neglected. Several of the respondents held that it is their way to negotiate enhanced delivery of public services including their development in their community. One of the respondents expressed concern that the elected officials sit back, relax, and do not adhere to their promises which were made before the elections. Hence, striking and rioting appeared to be the best tool to acquire their attention to provide enhanced basic services. It can be inferred from the respondents and the reviewed literature that municipal service delivery continues to deteriorate.

A particularly violent strike in Wesselton in 2012 resulted in numerous injuries as well as the death of a victim. Furthermore, there has been an increase in 1934 strikes (18.39%), in the past three years. Within the same time frame, there were 1882, 1907, and 2289 unrest-related incidents, *i.e.,* an increase of 407 or 21,6% (Bhardwaj, 2017).

The failure to attend to the infrastructure has resulted in a huge backlog. Consequently, it has become impossible to redress the concerns which had in turn become extremely expensive. Hence, members of the community strike as a strategy to acquire the municipality's attention. Furthermore, the residents also strike because of the shortage of water, inconsistent electricity supply, high rates and taxes, high municipal council turnover which does not change their circumstances, as well as the lack of community meetings to address multiple public service delivery concerns. A respondent held that the strikes and marches failed to yield a positive outcome despite the destruction of the infrastructure. The participant further stated that strikes and marches had been utilized to settle personal battles for several years but limited to changes are prevalent.

4.4.6 Approaches Msukaligwa Local Municipality can utilize to enhance effective delivery of services

Civil servants are referred to human capital which is considered a fundamental requirement to enhance organizational performance and is a key driver to attracting higher capability employees. Section 195 of the 1996 Constitution (Chapter 10) stipulates that public administration must be efficient and effective. Hence, training and skills development plays a greater role in ensuring that the resources are utilized in the most effective and efficient manner. Training and skills development helps to educate the municipal employees on how to execute their day-to-day functions and duties. When an employee is trained, he or she acquires knowledge and is motivated. Hence, mismanagement of public funds would be limited because the employees would be aware of what is expected of them.

Efficiency deals with the maximization of results against the available resources. Rather than focus on economic gain, the public institutions are authorized to concentrate on social benefits because they are mandated to ensure the public's welfare. Furthermore, human resource practices should be planned such that they promote efficient, economic, and effective utilization of human resources. Human resource managers should ensure that the employees responsibilities are clear, and individual performance and accountability are measured against specific guidelines.

Several participants held that the municipality must encourage their employees to further their studies so that they acquire the required knowledge and skills to implement and give effect to the needs of the community. The participants also held that if the employees were provided with regular training workshops and skill development opportunities, it would then enhance their capabilities. It can be inferred that the municipality must motivate their employees to study by offering bursaries and possibly consider the provision of incentives.

Furthermore, the citizens perceive the public sector as an additional service provider to which they pay rates and taxes. A participant suggested that the municipality must review the current management system and implement new performance management systems, so that the current employees could perform at their best and thereby meet the set municipal goals and targets in an effective, efficient and most economical manner. The political leadership is expected to reach out to their constituents regularly to ensure that they are kept updated with the needs of the communities.

It is of paramount importance that once the needs of the communities are established, feedback is provided as to when and how the demands will be met. One of the participants stated that since the politicians are elected on what they presented and promised the communities, they should be held accountable to meet the needs of the communities.

Participants reported that the municipality must make every effort to ensure that occupational categories which were not specified by the National Treasury are provided with training. This is to ensure a proper succession plan as well as build capacity to allow them to acquire opportunities for promotion. The municipality must also try to enhance its skills landscape by conducting regular workshops for both the municipal officials and councillors. Training is a key factor in human resources development and is also vital within organizational practice to enhance organizational process. Training focusses on the enhancement of its employees' competencies (knowledge, skills, and attitude) in the workplace.

Employee study assistance programmes are one of many training and skills development approaches which Newcastle Municipality provides for its employees. These programmes offer financial assistance to municipal employees to enroll at institutions of higher

learning. This is being done to ensure that employees enhance their qualifications and thereby meet the municipality's objectives through improved delivery of basic public services. Employee study assistance programmes aim to encourage employees' professional development through further education. The municipal higher authorities must bear in mind that the development and training of staff is a continuous education process regardless of the demands of their work.

Their development is a systematic improvement of their skills, which would enable them to do their responsibilities. Employees development forms a vital aspect of human resources management which specifically deals with the education, training and learning of employees in an organization. The service provider can utilize their skills to simplify the process.

The participants shared the view that minimum competency level training programmes must also be implemented for senior municipal management officials. Municipal Managers, Chief Financial Officer, Senior Managers are some of the designated categories which should complete formal training, while others at various levels. One of the most common training and skills development programmes is workshops, seminars, and conferences. This type of trainings is occasionally limited to higher positions or managerial posts.

The municipalities must offer this training and skills development opportunities to both women and men. There must be no gender discrimination. In most instances, the facilitation of workshops, seminars and conferences is outsourced to service providers. An organization generally depends on an effective combination of managers who supervise the performance of their employees to ensure that they all contribute towards organizational goals.

In most organizations, selected senior managers and workers have an attitude problem towards their functions, duties and fellow workers. Its effects on the organization call create a negative overview of management. Moreover, there is also a high rate of absenteeism. Most of the participants concurred that the municipality must motivate its employees to enhance perfomance by introducing incentives to outstanding induviduals

and persons who reach their targets. Hopefully, the employees who are rewarded will encourge others to perform to the best of their abilities.

Training and skills development plays a substantial role in ensuring that the individuals' performance, groups and the entire organization is enhanced. Since training and skills development embraces learning, it in turn enhances efficiency and the delivery of basic public services. If municipal training programmes are drafted, implemented, and evaluated, the possibility of enhanced outcomes is enhanced and could lead to public and employee satisfaction. In a highly competitive world rewards play a significant role in the lives of individuals for their contribution to the organizations mandate. It is very important that people feel appreciated in their working environment.

Most of the respondents held that trust, training and skills development would ensure that the employees are aware of what is expected of them. This would minimize confusion amongst the employees. Furthermore, training and skills development may assist in motivating the workforce because they could develop a sense of belonging to the organization and enhance efficiency. Employee turnover is minimized through training and development programmes because their values are considered, and their work experience is given a meaning. Hence, they are less likely to leave the organization. The values learnt at the workplace could result in more efficiency than monetary rewards and thereby limit employee turnover.

However, training and skills development is not the only tool which endeavors to ensure efficiency and enhance service delivery. Performance appraisal is a management system technique which assesses, monitors, and evaluates an individual employee's performance. The primary purpose of performance appraisal is to identify the strengths and weaknesses of every employee to enhance performance. Employees must be incentivized for good performance, *e.g.,* annual bonuses and performance rewards to motivate them to enhance performance.

Many employees distrust their organizations appraisal processes and their supervisor's ability to rate their contribution thereto accurately. A delegation can also be utilized to boost employees' performance. This is a process of assigning responsibility or authority to another person by management to subordinates. Delegation is another way to enhance

employee performance. Furthermore, employees are empowered to make decisions, which shifts the decision-making process from the organizational to a lower level. If this is considered by a municipality, then the employees could acquire a sense of belonging and thereby enhance their performance.

This is the same as empowering employees as well as giving them an opportunity to make decisions to motivate them and not resist changes to the organization. A participant suggested that the rewards system within the municipality must be addressed, which could play a vital role in enhancing employee performance. However, incentives in the workplace could also present challenges, *e.g.,* not every employee is motivated when praised, but bonuses could result in the advancement of their functions and duties. Training and developing employees are linked with work values, performance, and employee commitment. For employees to be fully committed to their jobs and deliver quality services they need to be satisfied, and their demands must always be fulfilled.

According to several participants, capacity building may also help to enhance the employee's performance because it is considered a significant tool to enhance the employee's performance within the municipality. Capacity building is considered an enabling factor for employees to ascend to higher positions. Capacity building is perceived by the municipality as a strategy to enhance effectiveness at the micro and macro-organizational levels. Capacity building focuses on furthering an organization's ability to implement new ideas and enhance the current operations. Capacity building improves the organization's performance and its ability to function and remain relevant within a rapidly ever-changing environment.

Furthermore, capacity building is an important activity in all aspects of professional life. It is important in all organizations, both private and public regardless of the size or complexity of the situation. Every organization must appoint well-trained employees who are prepared to perform their jobs. For organizations, capacity building may relate to almost any aspect of its work, *e.g.*, improved governance, leadership, mission and strategy, administration (including human resources, financial management and legal matters), programme development and implementation, fundraising and income generation, diversity, partnership and collaboration.

Performance management systems must be implemented to measure the organization's strategy. Performance management is considered necessary to ensure that the municipality enhances its performance. Hence, if the municipality invests more in its human resources, it will enable businesses to succeed, while on the other hand, fulfils the needs and demands of the people it serves. Human resources represent a distinct form of organizational capital, often the most important asset and a resource that must be managed effectively. The work they perform can make a major difference to the performance, competitiveness, and general success of an organization.

4.4.7 Propositions and interventions to enhance service delivery by Msukaligwa Local Municipality to communities in Wesselton

4.4.7.1 Strengthen good governance and leadership: Mamokhere (2022b) stated that successful governance and guidance is important to enhance the delivery of services, *e.g.,* transparency, accountability, and openness amongst the municipalities. It also encompasses the required municipal official's skills and stimulates ethical conduct.

4.4.7.2 Enhance citizen participation: Tejedo-Romero et al. (2022) suggested that the citizens participation in decision-taking and inclusion in the delivery, distribution and quality of services, could result in meeting the basic needs of the communities. This can be effective through the compilation of the budget planning processes, community organizations, and response instruments to guarantee that services are delivered according to the requests and needs of the local inhabitants.

4.4.7.3 Enhance financial management: Mbatha and Mutereko (2022) suggested that sound financial management is very important for the proficient delivery of basic services. Municipalities should concentrate on budgeting, revenue gathering, and expenditure management. Hence, the implementation of transparent financial systems, regular audits, and decisive alleviation of corruption and mismanagement of funds is imperative.

4.4.7.4 Enhance human resource capacity: A study by Rykleif and Tengeh (2022) revealed that the advancement of the skills and capabilities of municipal officials is fundamental to safeguard distribution of quality services. Regular professional training

programmes could enhance the municipal official's skills to execute their obligations and deliver quality services.

4.4.7.5 Strengthen intergovernmental collaboration: Etiaba et al. (2023) implied that cooperation between the spheres of government is essential to ensure the successful delivery of services. Cooperation in the formulation of the IDP between the national, provincial and local agencies could resolve difficulties, share assets, resources and optimize the delivery of services. This partnership should also be encouraged between the communities and the local municipalities. The public must throughout the discussions related to the delivery of services and the IDP, be informed of the strategy and how to prioritize the distribution of the community's needs (Mamokhere & Meyer, 2023).

4.4.7.6 Limit political-administrative interference: To ensure that administration is managed effectively provided with integrity, it is imperative that politics and administration cooperates (IDASA, 2010). Political-administrative meddling in the executive branch presents a danger to the provision of services (Pretorius, 2017). To address this problem, several solutions could be considered, *e.g.,* bolstering institutional autonomy by establishing distinct lines of communication between the political and administrative domains to limit interference. Secondly, enhance nominations based on merit to ensure that competent persons are appointed to inhibit favoritism. Thirdly, implement responsible and transparent decision-making procedures, *e.g.,* transparent participation and regular audits to limit potential political interference. Fourthly, formulate and implement stricter civil service legislation to safeguard officials against excessive political coercion. Fifthly, initiatives to strengthen the capacity of public servants to ensure proficiency and competency to inhibit interference. Sixthly, encourage public participation and hold officials responsible for their actions and limit interference. Seventhly, implement independent mechanisms to minimize interference and keep a watchful eye on the delivery of services, while lastly, implement sound legal frameworks to inhibit political meddling.

4.7.8 Comparison of the supply of resources to the Wesselton society by Msukaligwa Local Municipality

The participants held that it is impossible to provide the same level of services to various communities because some are larger in number than others, while others are either well-developed, or under-developed. Generally, municipalities are unable to provide the same level of services to the rural and urban areas, due to, *e.g.,* urban areas requiring more electricity and water services because of the density of the area. Therefore, to enhance the delivery of services in municipalities requires a multi-faceted approach which could include strategic planning, performance management, public participation and engagement, capacity building, collaboration with stakeholders, transparency and accountable governance, proper financial management, and proper financial management to control fruitless expenditure.

Therefore, the provision of services may differ because various communities may need selected services. Furthermore, alternative policies may need to be formulated to meet a specific service. Problems with coordination arise when programmes become redundant, and gaps emanate due to the lack of coordination.

The lack of coordination also results in the duplication of services and unnecessary costs. Cadre deployment must be implemented to ensure that the persons who are being deployed have the required skills to deliver services to meet the needs of the respective communities. Ndeni and Kok (2017) argued that if cadres are placed in strategic positions, then they should be trained, well-educated, ethical in all decision-making to deliver services (delivery of services must be considered more significant than individuals or political party interests).

4.5 Summary

The challenges which were perceived to affect public service delivery were analyzed and summarized in this chapter. The findings revealed that the Msukaligwa Local Municipality needs to review, amend, and implement proper resources to advance the lives of the people. The participants shared their opinions of the probable strategies which could be

utilized to maintain effective and efficient delivery of public services to the communities. Most of the participants revealed that there are too many loopholes which the municipal leaders have not addressed. Hence, the municipality could collapse and no longer be able to provide basic services. It is recommended that the municipality review its bylaws and strategies before policy is implemented to address the delivery of basic public services. The following chapter focuses more on the recommendations which are based on the findings.

CHAPTER FIVE: RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

This concluding chapter provides a brief background of the three phases of this study, namely, the findings from Chapter 4, recommendations based on the findings, and concluding remarks. South Africa has reached a third decade since democracy. Consequently, it is expected that the citizens' rights are prioritized, appreciated, and defended against possible threat. A democratic government should ensure that basic services to survive daily are easily accessible and prioritized by the civil servants who function under the supervision of the municipality.

Chapter 2 of the Constitution of South Africa stipulates that:

"Everyone has the right to have access to sufficient food and water."

This right obliges the government, predominantly the local sphere, to prioritize the citizens through accessible and affordable basic public services. However, selected civil servants delay the supply of resources to societies.

Countrywide, the delivery resources leave much to be desired due to inconsistencies and poor management of resources. Access to the provision of services in the South African jurisdiction is delayed due to maladministration and mismanagement of public funds; poor prioritization of basic services, and an inheritance of spatial separation and unsatisfactory growth at the local sphere of government, *e.g.,* housing backlog which has increased by 178,000 per annum; undeclared budget cuts for the Department of Human Settlements of R486.9 million for the following three years is a cause for concern.

The above statement reveals a clear and unquestionable gap that the national, provincial, and local spheres of government need to fulfil its constitutional obligation to provide uninterrupted basic public services to the people. Local municipalities across the country are considered principal contributors to the delivery of basic public services. Consequently, they are regarded as the level which is closer to societies. Hence, they are obliged by the Constitution to provide effective and efficient services to the voters. The

relationship between the civil servants and the citizenry must always be considered when a constitutional obligation to render services is at hand.

5.2 Summary of the chapters

This section provides a summary of Chapters 1-4.

5.2.1 Chapter 1

In Chapter 1, a preliminary overview of the following aspects was discussed: problem statement, objectives of the study followed by the research questions, significance of the study, research methodology, research design and the area of the study. The objectives included identification of the types of embeddedness between the civil servants and the communities in Msukaligwa Local Municipality; determine the influence of the environment on the Msukaligwa Local Municipality civil servants who are responsible for the provision of basic public services; establish primary factors which contribute towards the effectiveness of the Msukaligwa Local Municipality civil servants in the provision of public services; and propose interventions to enhance basic services within and by the Municipality.

The qualitative research methodology was accepted to collect data from the chosen participants. Semi-structured interviews and questionnaires were utilized to gather the primary data. The participants were not restricted from responding only to the questions posed but were permitted to expand thereon.

The study selected 4 participants from each of the following Departments within the Msukaligwa Local Municipality: Corporate Services, Community and Social Services, Planning and Economic Development and Technical Services Department. The total number of participants was 16. A further 15 participants were selected from the Wesselton community. The total number of participants was 31. The Wesselton community members were selected because they are located and directly affected by the consequences of the efficiency and efficiency of the services provided by the Municipality. The stakeholders were included to increase the trustworthiness of the data gathered.

5.2.2 Chapter 2

This chapter focused on the extensive reviewed literature, which included a brief explanation of the concept service delivery and embeddedness, followed by the reasons for the poor delivery of basic public services, the significance of leadership to advance the delivery of public services, community participation in decision-making, factors which contribute to violent protests in South Africa, and strategies to enhance service delivery.

This chapter provided a detailed overview of multiple scholars who had conducted similar studies. This chapter endeavored to explore the influence of civil servant's embeddedness in the provision of basic services by the Msukaligwa Local Municipality.

In the 2015 South African Social Attitudes Survey (SASAS) was conducted by the HSRC. A total of 78% of the participants prioritized unemployment, followed by safety and security (46%), poverty and service delivery (25%), and unemployment (78%). Both the provision of tangible public goods and intangible services is referred to as services (Johannison, 2007; Venter, 2010). A phenomenon's reliance on its surroundings, which might be described in terms of institutions, society, cognition, or culture, is referred to as embeddedness in social science. These two concepts play an important role in a link between service delivery and the people of Msukaligwa Local Municipality.

Community participation encourages community members to participate in governments affairs to influence decisions related to the enhancement of the provision of services. Factors such as corruption, maladministration, nepotism, favoritism, lack of skilled and knowledgeable civil servants and fraud are amongst factors which result in violent community protests.

5.2.3 Chapter 3

Chapter 3 of this study focused on the relationship between South Africa and Zimbabwe's civil servant's embeddedness in the delivery of basic services. Furthermore, it was endeavored to highlight similarities and differences in the way these two countries govern and provide services to their respective constituencies.

Zimbabwe was selected because it is an African country several of its electorate which resides in South Africa benefits from the basic delivery of public services. Furthermore,

Zimbabwe is a member of SADC. All of SADC's members, including South Africa and Zimbabwe, are bound by its rules and decisions, which also affect how these nations' economies and basic services are distributed. The main goals of SADC are to promote economic growth, peace, poverty alleviation, raise the standard of living for its citizens in Southern Africa, and use regional integration to assist the socially disadvantaged. Zimbabwe and South Africa share the principles of constitutionalism and the acceptance of local government institutions.

5.2.4 Chapter 4

This chapter analyzed strategies and explained the findings. The findings which emanated from the participants including selected aspects from Chapter 1 were discussed in this chapter. The information which was gathered from persons who volunteered to contribute to the study was examined and analyzed in accordance with the questions posed. The two primary units comprised of community members and municipal employees, particularly the officials from Community and Social Services, Technical, Planning and Economic, and the Finance Departments. The data gathered was authenticated through a skilled review, *i.e.,* professionals were called to a meeting to present the data gathered from the participants. These specialists were asked to evaluate the gathered data. They were separated into two clusters, *i.e.,* primary informants for members of the community, and the local municipality. The data was evaluated independently to inhibit bias. Since this stage is generally time consuming, several persons were questioned followed by detailed discussions.

5.3. Findings and recommendations

5.3.1 Theme 1: Status of service delivery in Wesselton community

Local government is obliged to guarantee that the communities are provided with basic services to fulfil their needs. The citizenry must have access to basic services as

prescribed in the South African Constitution of 1996. Some of the services include access to education, employment, rural growth, and access to selected resources. All these basic services have an instant outcome on individualistic value of life in the country. The Wesselton community is currently facing serious difficulties with the supply services. Members of the community claimed that days go by without water, electricity. Moreover, the clinics do not have resources to attend to their health needs. The lack of good quality health services in the area has resulted in unsafe and unhealthy circumstances.

5.3.2 Theme 2: Political infighting

Two participants reported that the municipality is struggling to deliver basic services to the communities because of political differences with the municipal leadership. The participants further added that the municipality experienced instability after the local government elections due to wanting to occupy selected political positions. Municipal service delivery was also negatively affected by political infighting and related conflict between the South African local government political and managerial officials. South Africa is not an exception to the rule because the entire public sector in African Continent is politicized (Booysen, 2012; Cameron, 2003; 2010; De Visser, 2010). There have also been difficulties with the political administrative relationship at the municipal level. South Africa is considered a young democracy (Ndudula, 2013:3).

Political parties must encourage each other to find common ground and work together to stabilize the municipalities. Municipal administration must remain neutral and not be dragged or become part of political infighting. This would increase tension and destabilize the municipality.

5.3.3 Theme 3: Protests poor service delivery

Several participants added that they constantly engage in protests because they want the municipality to deliver enhanced services. The participants added that they turn to violence during protests because the politicians only respond thereto. Protests due to the lack of proper mandatory public services was first utilized to target ethnical structures to express dissatisfaction with the lack of services during the oppressive racist apartheid

regime. The primary objective was to create social movements and community-based organizations to challenge the apartheid regime. Govender and Reddy (2012:72) cited Alexander that protests outside the 1994 local government regime could be perceived as grassroots demonstrations due to the inadequate quality of services and associated issues.

Political infighting and related disputes between the political and managerial components of South Africa's local government have also had a negatively charged and manipulation on services. Political problems have an adverse effect on governance and the provision of services both within the municipality and across the spheres of government (Booysen, 2012, Reddy, 2010; 2015, Republic of South Africa, 2009). The strikes have taken numerous dissimilar forms, specifically, police hostilities, municipal representatives forced to resign, toy-toying, large public gatherings, issue memoranda and petitions, residents from other centers support the uprising, boycott elections, block roads, burn tyres, and loot property (Alexander, 2010:26; Booysen, 2012; Tshishonga, 2015:136).

There are numerous ways in which local government could discourage protests due to the poor provision of basic services, *e.g.,* capacitate local councillors with communication skills so that they can communicate in clear simple language with the communities. Encourage communities to report illegal activities in local government. Listen and implement possible solutions provided by the community. Furthermore, political and administrative representatives could find a way to work together and place the needs of communities first.

5.3.4 Theme 4: Dysfunctionality of local government

The participants highlighted the lack of skilled and qualified employees which contributed towards the lack of services within the municipality. The lack of proper functional local government includes poor management and political leadership to make suitable appointments, act conclusively on challenges, multiple failures to pass municipal budgets, failure to achieve qualified audits, and to reach out to the communities to address their needs.

The study recommended that the recruitment policies be reviewed and amended to ensure a fair and justifiable recruitment process. Local government leadership must be strict and apprehend officials who fail to perform in accordance with the required expectations. Since political deployment is not based on qualifications and experience, it must be abolished. Strict requirements must be adhered to before an appointment is made to ensure that the provisions of the municipality will be adhered to and delivered.

5.3.5 Theme 5: Corruption and mismanagement

The community members who participated in the study complained about corruption and identified other illegal activities which were major problems that resulted in poor delivery of services. Corruption in administration at numerous levels contributes significantly towards poor delivery of basic public services. The mismanagement of local government resources, poor procurement systems, and a lack of transparency and accountability exacerbates the delivery of basic public services. The findings of the study revealed that corruption is a primary concern in the Msukaligwa Local Municipality, which also results in underperformance. Furthermore, selected municipal officials make decisions that only benefit them and their loved ones. Corruption is exacerbated through unauthorized granting of tenders, withhold critical information, questionable budget procedures, favoritism, and deployment of cadres.

Possible solutions to address corruption include organizing community meetings to raise the understanding and awareness of the scourge, establishing committees and community organizations to keep track of public projects resources, promote accountability and transparency and have access to information and decision-making. Address informal and formal procedures, *i.e.,* work with the government as well as non-administrative assemblies to change the behavior of the officials and demand progress.

5.4 Limitations of the study

This study was limited to the following:

- The Msukaligwa Local Municipality officials, and the Wesselton community members.

- The explorations, observations, and strategies of the targeted population; both municipal officials and community members.

5.5 Conclusion

The final chapter of the study provided a brief overview of the chapters of the study, followed by an outline of the findings and recommendations. The study endeavored to examine the influence of civil servant's embeddedness in the delivery of basic services provision to communities in the Msukaligwa Local Municipality including the increase in the levels of poverty.

The reasons for the inadequate provision of services in South Africa is of major concern. The first problem which was identified was political interference at the local level of administration which significantly affected and continues to affect effective delivery. Of services including growth. These challenges are both a local and a national government concern. The delivery of housing was but one significant basic service which had not been addressed because the government lacks adequate funding. Moreover, this problem is exacerbated by maladministration in the local and national spheres of government. Poor financial administration has led to extreme levels of financial mismanagement and fraud. The challenges associated with maladministration have been widely reported in the media. Several municipalities and government departments in selected provinces across the country were placed under administration.

The reviewed literature revealed that South Africans have lost trust in the government due to various reasons, *e.g.,* government is accused of nepotism; tenders are awarded to underserving contractors, and they are seldom afforded an opportunity to participate with government officials on the multiple issues which affects their daily lives. The Wesselton community claimed that there is a growing concern about the way government officials speak and address their concerns. The poor delivery of services would persist if it were not addressed. Moreover, the cost would increase, which has created much dissatisfaction amongst the members of the communities. Foreign investment has declined rapidly over the last decade. Generally, those who reside in rural regions are

less fortunate compared to the metropolitan areas. Numerous issues affect people in rural regions, *e.g.,* low income, unemployment, and poor-quality social services, healthcare, education, and telecommunications infrastructure. To address the prerequisites mentioned an effective and efficient effort is required by the government. The country's economy is suffering due to multiple strikes on a regular basis.

There needs to be some level of political maturity in local councils, particularly amongst the various political parties. Qualified and expert municipal functionaries must hold senior local government positions, *e.g.*, mayors, deputy mayors, speakers, municipal managers, and executive and senior managers. Furthermore, they must be committed and enthusiastic to enhance the delivery of services to improve the lives of the local communities. These issues should be high on the municipal agenda instead of cheap political point scoring and rivalry, to enhance the country's development.

‘’The recommendations should be considered by the Msukaligwa Local Municipality, and possibly other municipalities across the country because these have the same intentions as prescribed in Section 152 of Constitution of the Republic of South Africa of 1996. This was the first study which was conducted in the Msukaligwa Local Municipality, with reference to the examination of the influence of civil servant’s embeddedness in the provision of basic services to the communities in the municipality. These challenges include the lack of services which have resulted in discrepancies, poverty, and dissatisfaction amongst the communities.

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