Evaluating the levels of service delivery in the Matjabeng Local Municipality

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November 2014
DECLARATION

By submitting this thesis, I hereby declare that this mini-dissertation submitted to the North-West University for the Masters in Business Administration is my own original work and execution and that all material contained therein has been duly acknowledged.

Signed:________________

Date:__________________
DEDICATION

I dedicate this dissertation to the following people:

My late grandmother, Malekgowa Maria Ramabitsa who raised and made me the man I am today.

My late mother Mamokete Lisbeth Dlamini for caring our family through hard times.

My late siblings Nthabiseng and Mpuse Dlamini.

My late cousin and brother Nteso “The Great” Ramabitsa you always wished me the best in life, you will always be remembered.

My family for their perseverance, words of encouragement in the past three years.

My daughters, daddy loves you.
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ABSTRACT

Despite the relative successes of the post-apartheid South African Government, government’s failure to adequately deliver basic services has led to recent national public unrest over the problem of poor service delivery. The aim of this study was to investigate satisfaction level pertaining the service delivery in Matjhabeng Local Municipality. Municipalities are mandated by the Constitution to provide basic services to its community such as potable water supply, electricity, refuse collection roads and sanitation. The analysis is mainly on the basis of service delivery experienced in different areas such as formal and informal townships, study amongst municipal employees, as well as middle and high suburb areas within Matjhabeng LM.

The realistic evidence has revealed that communities are unhappy because of, among other things, the cadre deployment to the municipality, the poor service delivery, corrupt councillors, uncommitted employees, communication between municipality and its residents and interference of politicians which have impacted negatively on service delivery. The results showed that although many respondents are unhappy with the basic services besides the municipality making an effort to provide basic services. Furthermore, it is evident from the results that while being unhappy with services more than residents who receive monthly bills are willing to pay for services rendered.

Key words: service delivery, backlog, non-payment, level of satisfaction, residents, politicians, skills, municipality.
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<td>Department of Water Affairs</td>
</tr>
<tr>
<td>EPWP</td>
<td>Expanded Public Works Programme</td>
</tr>
<tr>
<td>MIG</td>
<td>Municipal Infrastructure Grant</td>
</tr>
<tr>
<td>DPLG</td>
<td>Department of Provincial and Local Government</td>
</tr>
<tr>
<td>MLM</td>
<td>Matjhabeng Local Municipality</td>
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1.1 PURPOSE OF THE STUDY
The primary purpose of this study is to evaluate the levels of service delivery in the Matjhabeng Local Municipality.

1.2 CONTEXT OF THE STUDY
The legacy of apartheid left some South African municipalities with distorted spatial patterns. The marginalised communities were on the periphery with large numbers of areas lacking basic infrastructure such as water, sanitation, decent roads and electricity. This largely restricted investment of the private sector in the poorest areas, and led to an uneven distribution of social and economic development. On the other hand, the white enclaves enjoyed better quality services, which were financially prioritised over the larger population who proceeded through life without access to these services, considered basic to ordinary life (Bahl and Smoke, 2003:23).

They further stated that the democratically elected government inherited a system that was aimed at providing quality services for a racially defined, privileged white minority, and systematically excluded the majority of South Africans from owning land in urban areas, employment, education, health and other basic services. In other words, when the new government came into being in 1994, it inherited a country with high levels of poverty, social dysfunctionality and growing levels of inequality (Smith and Vawda, 2003:36).

In an attempt to redress apartheid legacies, the new government reformed previous legislations and policies to address issues pertaining to segregation, inequity, inequality, discrimination, poverty as well as to establish new transitional local authorities. New institutions have been created with new principles, philosophies and support mechanisms, in order to make the transformation of local government a success (Nyalunga 2006:2).

Pretorius and Schurink (2007:19) state that in post-apartheid South Africa, access to effective public services is no longer seen as an advantage enjoyed by only a
privileged few in the community, but as a legitimate right of all residents, particularly those who were previously disadvantaged. This stance emphasizes “service to the people” as parameter for local government transformation. One of the most important indicators in assessing the transformation of local government is the experiences and perceptions people have of service delivery in their day-to-day lives, more specifically whether they perceive an improvement in the services delivered to them. The implication of this is for local government to transform words into deeds, and thus to prioritize and satisfy the needs of the communities they service.

Nnadozie (2013:91) states that other important dimensions regarding basic service provision in South Africa relate to the municipalities’ capacity to deliver, the maintenance of existing infrastructure, and institutional problems of corruption and mismanagement.

Managa (2012:1) states that in the second decade of South Africa’s post-apartheid constitutional democracy, growing concern has been expressed about the government’s ability to deliver the public services that its people yearn for and are entitled to – and that they have, since 2004, taken to the streets to demand better service. Poor service delivery has elicited protests all over the country, which have brought local government under the spotlight. Over the years, the majority of these protests have been marked by exceptionally high levels of violence and vandalism as people vent their frustration and anger. This perpetuates the perception, and unfortunately the harsh realities, of violence in the country.

These include the brutal death of Andries Tatane during a service delivery protest in 2011 in Ficksburg, making him a symbol of the new resistance when he died because the government failed to deliver (News24); the recent Phomolong service delivery protest on 21 January 2013, where residents marched to demand the allocation of land, the construction of a clinic and the eradication of the bucket toilets system (SABC News); as well as the Metsimaholo (Sasolburg) protest on 22 January 2013 against the proposed merger of Ngwathe and Metsimaholo municipalities (News24).
Thornhill (2008:492) explains that local government is often the first point of contact between an individual and a government institution. It is therefore also often argued that local government is the government closest to the people.

The Matjhabeng Local Municipality (MLM) is the biggest local municipality in the Free State Province in South Africa in terms of population. The Matjhabeng Local Municipality is situated in the Lejweleputswa District Municipality in the Free State. It is bound by the Nala Local Municipality in the north, the Masilonyana Local Municipality in the south, the Tswelopele Local Municipality to the west and the Moqhaka Local Municipality to the east. The Matjhabeng Local Municipality represents the hub of mining activity in the Free State Province. The municipality covers a total area of 5155km (Local Government).

The Matjhabeng Local Municipality, just like any other municipality, faces serious challenges of rendering services to its community. Currently the municipality was faced with debt worth more than R1,8 billion, due to non-payment by consumers (Public Eye News).

Pretorius and Schurink (2007:19) explain that attempting to provide a framework for people-centred public service delivery the South African Government, introduced Batho Pele (derived from a Sesotho word meaning “putting people first”) in 1997. This initiative strives towards moving public servants to become service orientated, to pursue excellence in service delivery and to commit them to continuously improve service delivery. It also sets the principles for transforming service delivery with regard to consultation, service standards, access, courtesy, information, openness and transparency, redress and value for money. These principles are required, since it is argued that a transformed local government needs to be measured against its commitment to continuous service delivery improvement.

The most commonly cited reason for the protests is a lack of service delivery on the part of municipalities. Reports in the media have highlighted communities’ concern about the slow or non-existent delivery of housing and basic services in their areas. A contributing factor in many cases may be that communities feel excluded from decision-making processes which affect them. Clearly, the channels of
communication between municipalities and affected communities must be distorted if residents feel that they need to resort to protest action in order to be heard. Problems with ward councillors and ward committees may contribute to the perception that a municipality is not responsive to its community’s needs (Local Government Bulletin).

1.3 PROBLEM STATEMENT AND RESEARCH QUESTIONS

Since many communities have revolted against the local municipalities in terms of service delivery strikes in recent months, the need arose to investigate the state of service delivery in the Matjhabeng Local Municipality.

The proportion of households having access to piped water is high in all provinces. The highest proportion of those with piped water inside the dwelling or yard is in Gauteng with 89,4%, followed by the Free State with 89,1% and the Western Cape with 88,4%. The proportion of households that reported to have no access to piped water is the highest in the Eastern Cape with 22,2%, followed by KwaZulu-Natal with 14,1%, and Limpopo 14,0%. The proportion of households that have flush toilets connected to the sewerage system is constantly increasing. It has increased from 50% and 55% respectively, in both Census 2001 and Community Survey 2007, to 57% in Census 2011. The proportion of households using pit toilets with ventilation (VIP) has also increased. The bucket system has declined from 3,9% in 2001 and 2,2% in 2007, to 2,1% in 2011. The households without toilets had also declined significantly from 13,3% in 2001 to 5,2% in 2011. The proportion of households using electricity for lighting has increased while those using candles and paraffin have decreased. The highest proportion has been recorded in the Western Cape with 93,4%, while the lowest has been recorded in the Eastern Cape with 75%. In addition, the proportion of households using energy (electricity) for cooking and heating has increased. The proportion of households whose refuse is removed by local authority weekly, has increased from 52,1% in 1996 to 62,1% in 2011, while for those whose refuse has been removed less often, it has decreased from 2,2% in 2001 to 1,5% in 2011 (SALGA 2012).

In 2008 the (then) National Department of Provincial and Local Government (DPLG), received a report from the Afrikaanse Handelsinstituut (AHI), alerting the department
on service delivery problems in a number of municipalities throughout South Africa. The report highlighted several problems that these municipalities were experiencing at the time, including:

- challenges in the general rendering of services to the community;
- procedures followed when appointing new staff members;
- irregularities and deficiencies with procurement procedures;
- leakages and overflowing of sewerage systems; and
- a general lack of consultation and of cooperation between the municipalities and the business community, in particular the AHI-affiliated business chambers of the AHI (Infrastructure News).

It seems therefore as if service delivery is a problem worth researching. From this problem statement, the following research questions therefore need to be answered:

### 1.3.1 Main research question

- What are the levels of service delivery in the Matjhabeng Local Municipality?

### 1.3.2 Sub-research questions

The sub-research questions of the study are normally derived from the main research question and are:

- Is the community satisfied with the level of service delivery in the Matjhabeng Local Municipality?
- What is the perception of the community regarding how political influences affect service delivery?
- To what extend does the lack of skills, commitment and unwillingness of employees in the municipality affects the service delivery?
- What are reasons for non-payment of services by the community?

### 1.4 RESEARCH OBJECTIVES

The aim of the study is to evaluate the levels of service delivery in the Matjhabeng Local Municipality communities pertaining to service delivery. The achievement of this aim will lead to attainment of the following objectives;
1.4.1 Main objective

- To evaluate the levels of service delivery in the Matjhabeng Local Municipality.

1.4.2 Subsidiary objectives

- To establish how communities rate the level of service delivery from the municipality.
- To investigate how political influence affects service delivery.
- To determine the extent to which lack of skills, commitment and unwillingness of employees in the municipality affects service delivery.
- To evaluate how does non-payment of services derail service delivery.

1.4.2.1 Literature

Bekink (2006:3) explains that, in order to achieve optimal service delivery in terms of approaches on the basic principles of service delivery, each municipal government must choose a delivery system that is best suited to the type of municipality concerned and taking into account all special needs of the local community. When municipalities are deciding on the particular delivery options of their areas, they should be guided by certain basic principles. These principles can be summarised as follows:

- Accessibility – all communities should have access to at least the minimum level of service. This is not a goal, but a constitutional obligation.
- Simplicity – municipal services should not only be accessible, they should also be easy and convenient to use.
- Affordability – municipalities should strive to make services as affordable as possible.
- Quality – services should not be rendered below a certain determined quality.
- Integration – all municipalities should adopt an integrated approach to planning and ensuring municipal service provision.
- Sustainability – the provision of services to local communities in a sustainable manner is also a constitutional imperative for all municipal governments.
- Value for money – municipal services should account for money.
Promotion of competitiveness – all municipalities should take cognisance of the fact that job generation and the competitive nature of local commerce and industry, could be adversely affected by imposing higher rates and service charges on such industries in order to subsidise domestic users.

1.5 SIGNIFICANCE OF THE STUDY
The significance of this study may be demonstrated in a variety of ways. Results obtained from this study will help the Matjhabeng Local Municipality to identify key factors that are responsible for poor service delivery where it exists. Based on the findings, it has been possible to propose feasible remedial actions that could be used for addressing problems that are relevant to poor service delivery. Furthermore, in areas where the municipality is excelling in terms of service delivery, some action plan could be considered from recommendations to maintain and expand these successes.

Results obtained from this study could help the local municipality to address and improve on key factors in service delivery. Based on the findings, it has been possible to propose feasible remedial actions that could be used for addressing problems that are relevant to poor performance and poor service delivery, while also maintaining a good service record if it exists.

The communities will also benefit, because the municipality has been able to prioritise the key services as expected by the community. Once such services are rendered, the community will then be willing to pay for services which in turn will boost the municipal revenue. Satisfied communities pay their services, which in turn enable the municipality to provide more services to the community.

1.6 DELIMITATION OF THE STUDY AREA
The experimental component of the study is limited to the Matjhabeng Local Municipality and the study have been conducted in the following areas:

- The formal townships and informal settlements in Thabong as well as towns around Welkom.
Although relevant cases from other local municipalities have been considered in the research, the study was mainly limited to the level of satisfaction amongst the Matjhabeng Local Municipality communities pertaining to service delivery. In this regard, particular attention has been paid to service delivery from 2005 to 2013.

1.7 DEFINITION OF TERMS
The following key terminologies are defined in the study:

1.7.1 Local municipality
It is the municipality which shares its municipal executive and legislative authority in its area with a Category C authority (district municipality), within whose area it falls and which is described in Section 155 (1) (b) of the Constitution. In this study, “local municipality” refer to the Matjhabeng Municipality (The Constitution of South Africa).

1.7.2 District municipality
District municipality is referred to in Section 155 (1) (c) of the Constitution as a municipality that has municipal legislative and executive authority in an area that includes more than one municipality. In this study “district municipality” refers to the Lejweleputswa District Municipality (The Constitution of South Africa).

1.7.3 Service delivery
Basic service delivery refers, but is not limited, to community services (also referred to as amenities) which can be considered as “soft” services in contrast to “trading services”, such as water and sanitation, electricity, etc. Basic service delivery is referred to as the provision of such services, which are regarded as essential to ensure a reasonable and acceptable quality of life (Dlulisa 2013:26).

1.8 RESEARCH METHODOLOGY
1.8.1 RESEARCH METHODOLOGY/PARADIGM
Research design and methodology refers to either the use of qualitative, non-experimental, inferential multivariate descriptive design. Leedy and Ormrod
provide and separate these designs into pure quantitative and qualitative designs.

1.8.2 RESEARCH DESIGN

Blumberg, Cooper, and Schindler (2008:195) define research design as the plan and structure of investigation, so conceived as to obtain answers to research questions. The plan is the overall scheme or programme of the research. It includes an outline of what the investigator will do from writing hypotheses and their operational implications to the final analysis of data. A structure is the framework, organisation, or configuration of the relations among variables of the study. A research design expresses both the structure of the research problem and the plan of investigation used to obtain empirical evidence on relations of the problem.

According to Mouton (2008:49), a research design addresses a question that is considered the key; the question of what type of study were undertaken to provide acceptable answers to the research question or problem.

This study employs only quantitative research due to a fairly large sample of respondents.

1.8.2.1 Quantitative research

In conducting quantitative research, the researcher prepared and distributed questionnaires to the community of the Matjhabeng Local Municipality (see Annexure A).

Muijs (2004:2-3) indicates that “quantitative research is about explaining the phenomena by collecting numerical data that are analysed using mathematically based methods, particularly statistics”. In the case of the Lejweleputswa District Municipality’s state of service delivery, quantitative research has therefore been used to find statistical evidence of the level of satisfaction. In general the quantitative method is supported by the positivist paradigm, which leads the world in terms of observable, measurable facts (Jack 2007:61).

Leedy & Ormrod (2010:254) state that quantitative study involves choosing participants and data collection techniques such as questionnaires. It consists of research in which the data can be analysed in terms of numbers. The use of these
techniques in the research is likely to produce, if possible, quantified, generalized conclusions. Although questionnaires have been used as the primary instrument to collect data, interviews have also been conducted to validate the data gathered from the questionnaire.

1.8.3 POPULATION AND SAMPLE

1.8.3.1 Population

According to Welman, Kruger and Mitchell (2005:52), the population is the study object and consists of individuals, groups, organisations, human products and events, or conditions to which they are exposed.

The purpose of sampling in this study is (Salkind, 2005:33) to increase the possibility of a proper representative of the total population to a maximum so that the process of generalization can be achieved. The target population has been chosen due to their relationship with local government, their personal experience in terms of services rendered by the municipality, as well as their level of experience in local government matters.

In this study, the Matjhabeng Local Municipality employees and community constitutes the population. A number of sub-groups characterise the specific structure of the MLM population, such as managers, ordinary employees, different political structures, middle class workers, lower class workers, business people, indigents and unemployed people. All of these categories have been included in the study.

1.8.3.2 Sample and sampling method

McBride (2010:114) explains that a sample is a group of individuals chosen from a population to represent it in the research study. The sample should possess the features of the total population in which the researcher has an interest.

Sampling can be distinguished between probability and non-probability samples. Probability sampling determines the probability that any element or member of the population were included in the sample. Probability sampling constitute simple random sampling, stratified random sampling, systematic samples and cluster samples. Non-probability sampling cannot specify the probability that any element or
member of the population were included in the sample. Non-probability sampling methods constitute accidental or incidental samples, quota samples, purposive samples, snowball samples, self-selection samples and convenient samples (Welman et al., 2005:56).

According to MacMillan and Schumacher (2006:126), in purposive sampling, the researcher selects particular elements from the population who are representative or informative about the topic of interest. Based on the researcher’s knowledge of the population, a judgment is made, about which subjects should be selected to provide the best information to address the purpose of the research. Hence, purposive sampling was utilized in collecting data from the municipal officials (including managers, ordinary employees, middle class workers and lower class workers), as well as in selecting the areas/townships and the economic level of people that were approached. Also, a deliberate effort was used to collect data from significantly large groups of employed and unemployed people respectively.

Within each of the segments that were selected in the purposive sampling phase of the study, simple random sampling was used. This study used simple random sampling because it allowed the researcher to make generalisations from the sample to the population.

Table 1.1: Profile of respondents

<table>
<thead>
<tr>
<th>Participants</th>
<th>Number that was targeted to be sampled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees (all classes)</td>
<td>80</td>
</tr>
<tr>
<td>Formal area: Unemployed residents</td>
<td></td>
</tr>
<tr>
<td>Middle class workers</td>
<td>30</td>
</tr>
<tr>
<td>Lower class workers</td>
<td>25</td>
</tr>
<tr>
<td>Informal settlement: Workers</td>
<td></td>
</tr>
<tr>
<td>Indigents</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>45</td>
</tr>
<tr>
<td>Welkom Area A: Employed</td>
<td></td>
</tr>
<tr>
<td>:Unemployed</td>
<td>50</td>
</tr>
<tr>
<td>:Unemployed</td>
<td>30</td>
</tr>
<tr>
<td>Welkom Area B: Employed</td>
<td></td>
</tr>
<tr>
<td>:Unemployed</td>
<td>40</td>
</tr>
<tr>
<td>:Unemployed</td>
<td>40</td>
</tr>
<tr>
<td>Total</td>
<td>400</td>
</tr>
</tbody>
</table>
1.8.4 THE RESEARCH INSTRUMENT

The common measuring instrument to be used to collect information from the respondents is in the form of questionnaires (structured questions).

1.8.4.1 Questionnaires

Salkind (2003:140) refers to questionnaires as a paper-and-pencil set of structured and focused questions which save time, because individuals can complete them without any direct assistance or intervention from the researcher.

Leedy et al. (2010:197) define a questionnaire as research in which the researcher poses a series of questions to willing participants; summarises their responses with percentages, frequency counts, or more sophisticated statistical indexes; and then draws inferences about a particular population from the responses of the sample.

Closed questions structure the answer by allowing only answers which fit into categories that have been decided in advanced by the researcher. A total of thirty eight closed ended questions have been developed and distributed to around 400 participants.

It provides some of the following advantages:

- They can economical. This means they can provide large amounts of research data for relatively low costs.
- The questions are standardized. All respondents are asked exactly the same questions in the same order;
- The data can be quickly obtained as closed questions are easy to answer (usually just ticking a box). This means a large sample size can be obtained which should be representative of the population, which a researcher can then generalize from.

It also provides some of the following disadvantages:

- They lack detail. Because the response if fixed, there is less scope for respondents to supply answers which reflects their true feelings on a topic.
- More time is needed for scoring (SimplyPsychology 2014).
1.8.5 PROCEDURE FOR DATA COLLECTION

One data collection method has been used to collect information required from the respondents. A questionnaire, as a form of data collection, has been used.

1.8.6 DATA ANALYSIS AND INTERPRETATION

The responses have been analysed and interpreted to obtain comprehensive information regarding the level of satisfaction pertaining to service delivery in the Matjhabeng Local Municipality. The data derived from the unstructured interviews, secondary data, as well as the information or reports obtained from the various sources, have been analysed and organised to establish possible links.

1.8.7 LIMITATIONS OF THE STUDY

- Fear of employees to participate;
- Resistance from the municipality to disclose some financial information and relevant information;
- Some community members might fear victimization;
- Furthermore, data about service delivery records may be so sensitive that some employees may not be willing to make it public.

In retrospect, these did not seem to materialise.

1.8.8 VALIDITY AND RELIABILITY

More generally, reliability is the consistency with which a measurement instrument yields a certain result when the entity being measured has not changed (Leedy & Ormrod, 2005:29). Reliability is concerned with findings of the research and relates to the credibility of the findings (Welman et al., 2005:145).

According to Saville (2008:74), reliability is the extent to which the study of some phenomenon yields approximately the same results across repeated trials.

Validity is the extent to which the research findings accurately represent what is really happening in the situation (Welman, et al., 2005:145). According to Manson (2003:190), validity is often related to the operationalization of concepts. Validity was established by a confirmatory factor analysis.
1.9 OUTLINE OF CHAPTERS

The study consists of five chapters set out as follows:

Chapter 1 is the introductory chapter, which provides some background to the study. The purpose of the chapter is to explain the rationale and objectives of the study and outline the research problem, the research question and the research methodology that will be applied.

Chapter 2 deals with the theoretical exposition of service delivery and the level of satisfaction amongst the community.

Chapter 3 concentrates on the empirical study. It is concerned with how the study was carried out.

Chapter 4 addresses findings and discussions emanating from the research surveys.

Chapter 5 is the concluding chapter, which presents the conclusion of this study and recommendations for further research that can be made to management of the municipality.
CHAPTER TWO
THE THEORETICAL EXPOSITION OF SERVICE DELIVERY AND LEVEL OF SATISFACTION AMONGST THE COMMUNITY

2.1 INTRODUCTION

According to the Constitution (RSA, 1996), a municipality has the right to govern the local government affairs of its community, on its own initiative, subject to national and provincial legislation. Section 152(1) of the Constitution sets out the objectives of local government, which are:

(a) to provide democratic and accountable government for local communities;
(b) to ensure the provision of services to communities in a sustainable manner;
(c) to promote social and economic development;
(d) to promote a safe and healthy environment; and
(e) to encourage the involvement of communities and community organisations in the matters of local government.

It means that a municipality must ensure that the municipality services are:

• Equitable and accessible;
• Provided in a manner that is conducive to:
  the prudent, economic, efficient and effective use of available resources and the improvement of standards of quality over time.
• Financially sustainable;
• Environmentally sustainable; and
• Regularly reviewed to enable upgrade, extension and improvement.

It requires that the powers and functions of local government be exercised in a way that has a maximum positive impact on the social development of communities, in particular meeting the needs of the poor and on the growth of the local economy.

Mudzamba and Sibanda (2012:14-15) explain that section 1 of the Municipal Finance Management Act, 2003 (MFMA. Act 56 of 2003) defines the service delivery and budget implementation plan as a detailed plan approved by the mayor in terms of section 53 (1) (c) (ii), for implementing a municipality’s service delivery plan and
the implementation of the annual budget, which must include service delivery targets and performance indicators for each year. In this regard, a customer-focused quality service delivery could be strategically rendered by using service delivery plans encapsulated in municipal Integrated Development Planning. These must, however, be responsive to the needs of residents and service delivery measured against budget implementation plans.

Any government has the responsibility of providing basic services to its citizens, and such services should be provided at the highest possible level of responsiveness and efficiency (Johnson, 2004:77). Manning (2006:20) asserts that the 2006 Democratic Alliance survey revealed that the ANC-led government has failed citizens in service delivery. The survey states that, of the 284 municipalities, 71% were unable to offer sanitary services to 60% of their residents; 64% failed to remove refuse from 60% of homes; 55% could not provide water for 60% of properties; 13% could not provide free basic electricity as promised; 43% could not provide electricity for 60% of homes; and 41% could not provide housing for 60% of their residents.

Municipalities must ensure that they deliver at least the needed basic day-to-day services to the community it serves. There are a large number of services that they provide, the most important being:

- Water supply;
- Sewage collection and disposal;
- Refuse removal;
- Electricity and gas supply;
- Municipal health services;
- Municipal roads and storm water drainage;
- Street lighting;
- Municipal parks and recreation (Education and Training Unit),

The provision of services by municipalities is a constitutional obligation. Part B of Schedule 5 of the Constitution, concerning functions falling concurrently within the national and provincial competence constituent units, identifies the following services
that fall within the ambit of local government and its municipalities. These are water; electricity; town and city planning; road and storm water drainage; waste management; emergency services such as firefighting; licenses; fresh produce markets; parks and recreation; security; libraries; and economic planning. Part B of Schedule 4 of the Constitution as functions within the exclusive domain of provincial government further identifies the following matters that are also the responsibility of municipalities: air pollution, building regulations, child care facilities, electricity and gas reticulation, local tourism, municipal airports, municipal planning, municipal health services, municipal public transport, and municipal public works (RSA, 1996).

Chuenyane (2009:6) explains that there have been violent service delivery protests in eight provinces of South Africa since May 2009, and these later spread to the ninth province, namely the Northern Cape. These protests came as a result of lack of service delivery, corruption in general, lack of leadership, poor financial controls, corruption on the allocation of houses, lack of proper water and sanitation, unavailability of land, unemployment, and lack of electricity.

If the above services are not delivered by the municipality, the community may become disgruntled and take forms of measures against the municipality. Khale and Worku (2013:61-70) explain that protest marches have been commonly noted in both Gauteng and the North West Province in the years 2009, 2010 and 2011. The protest marches were characterised by overall dissatisfaction with the quality of services provided by local councillors and municipal officials, failure to respond to the needs of the communities, failure to account for public moneys and resources, and failure to consult adequately with ordinary members of the communities living in the Tshwane District and Madibeng.

According to the Municipal IQ Hotspot Monitor (2013:1–2), Figure 2.1 shows that service delivery protests between January and July 2013 accounted for over 14% of protests recorded since 2004, with a peak for 2013 recorded in June. This figure is relatively low as compared to the year 2012.
Figure 2.1: Major Service delivery protests, by year (2004 – July 2013)

Source: Municipal IQ Municipal Hotspots Monitor (2013)

Figure 2.2: Service delivery protests by province January-July 2013

Source: Municipal IQ Municipal Hotspots Monitor (2013)

Figure 2.2 shows that protest activity during 2013 has been distinguished from previous years, with the Eastern Cape narrowly ahead of Gauteng as the most protest-afflicted province in 2013. A diverse group of KwaZulu-Natal municipalities have experienced growing levels of protest activity, surpassing the Western Cape where protest activity (excluding the so-called ‘toilet wars’) have receded so far this year.

The amount owed to municipalities could seriously impact on their ability to deliver services. South Africans owe almost R87 billion to the country’s 278 municipalities, with residents owing municipalities across the country an overall amount of R86.9
billion, while the various government departments owe R4.2 billion to municipalities (Mail and Guardian).

The Department of Cooperative Governance and Traditional Affairs (COGTA) has confirmed recently that Eskom is owed R10 billion in arrears by municipalities around the country. The Minister said Gauteng municipalities owe R3.4bn; Eastern Cape municipalities owe R650m while Free State municipalities owe R1.5bn (Fin24).

2.2 DEFINITION OR TOPIC BACKGROUND DISCUSSION

Martin (2000:63) states that service delivery should be designed around the needs of end users, rather than departmental bureaucracies, or the convenience of delivery institutions. Since the South African Government is encouraging citizen participation in all its activities, especially in the local sphere of government, this principle means that when municipalities deliver services to their constituencies, such services should satisfy the needs of the local people, not the needs of the municipal official (municipality). This means that services that are delivered by municipalities should be services that reflect the local challenges the municipality faces.

Furthermore, in the current chapter, a few sources summarise the studies that have been done well, and these sources are referred to frequently.

2.3 SATISFACTION LEVEL AMONGST THE COMMUNITY PERTAINING TO MUNICIPAL SERVICE

2.3.1 Studies carried out about satisfaction pertaining to service delivery

According to Paradza, Mokwena and Richards (2010:34), the Randfontein Municipality faces a high demand for electricity from people who cannot afford to pay these costs. This means that the municipality has to subsidise the poor, which in turn undermines the council’s ability to generate revenue. According to municipal officials and councillors, ESKOM’s reported limited capacity to generate electricity poses another challenge to Randfontein Municipality’s capacity to provide access to electricity for all its residents. Councillors also reported that residents faced problems of frequent disruptions to their supply. This has attributed to the overloading of the existing electricity infrastructure caused by illegal connections.

Councillors have reported major problems as a result of the poor water supply (shortage) which affected some of the public schools in Randfontein. The wastage of
water due to the ageing infrastructure and leaking pipes within the municipality is another problem cited by councillors. In addition, the failure by Council to maintain storm water drainage systems in the municipality, has led to the flooding of residents’ housing and damage to property. The failure by Council to maintain road infrastructure and pavements has been cited as another service delivery challenge. Councillors have also identified the high and growing number of residents in need of services, as a challenge to municipal service delivery. The increasing population demand for services in this municipality was attributed to rural migration into the municipality (Paradza et al., 2010:34-35).

In the Phumelela Local Municipality, one of the main issues underlying these service delivery problems is the issue of financial resources. All the interviewees, both elected representatives and public officials, have been emphatic about the need to increase the municipality’s financial resources. A report prepared by the Centre for Development Support (University of the Free State), similarly highlighted a lack of effective financial management and fiscal controls as an important contributing factor to the dismal performance of the municipality with regard to service delivery (Paradza et al., 2010:72).

In the Madibeng Local Municipality, findings from Statistics South Africa are confirmed by perceptions of the respondents interviewed. There has also been general agreement among councillors and officials alike that the following represented the main service delivery issues faced by the municipality:

- Housing provision and land reform;
- The extension and maintenance of the water infrastructure;
- Electricity provision;
- Expanding the municipality’s road network to facilitate greater connectivity between the various parts of the municipality, particularly the rural areas and villages and the town centres, as well as general road maintenance, to avoid the development of potholes, etc.;
- The provision of proper sanitation through the eradication of the bucket system;
- Ensuring the timely and regular removal of refuse (Paradza et al., 2010:80).
Christmas (2007:7) states that community members are more likely to respond to a municipality that is accountable to them and which takes the time to explain why their needs and service delivery expectations are not being satisfied.

2.4 IMPACT OF EMPLOYEE SKILLS IN ACCELERATING SERVICE DELIVERY

According to the South African Auditor General, Mr Terence Nombembe (Auditor General, 2012:17), only 5% of the 283 local municipalities in South Africa have received a clean financial audit for the budget year 2010/2011. Five district municipalities, eight local municipalities and four municipal entities have received clean audit reports. None of the municipalities in the Eastern Cape, the Free State, Gauteng, the Northern Cape and the North West Province received clean audit reports (Auditor General National Report).

Mpehle (2012:222), from one of his research findings, states that one of the underlying causes of lack of service delivery by municipalities in South Africa, is the inadequate human capacity. The common perception held by 71% of community respondents is that municipal officials, particularly those in key positions, had not been put there because of their qualifications, competence and experience, but rather on political affiliation and nepotism. The redeployment of cadres into senior municipal positions, as admitted by President Jacob Zuma (Times Live, 08 August 2010), has affected the performance of certain municipalities. This is a major concern as it adversely affects service delivery. Furthermore, South Africa, like any developing country, is faced with the challenge of attracting professionals at all levels of government, while the most affected are the provincial and local governments.

Less than half of the country’s municipal managers and their municipalities’ chief financial officers have the skills they need to do their job. An opinion poll of municipalities in six provinces by City Press has revealed than only 40% of municipal managers and 34% of their CFOs have met Finance Minister Pravin Gordhan’s deadline to acquire the appropriate qualifications. In the Free State Province, all 24 municipal managers and CFOs have not met the deadline. A Nama Khoi municipal manager in the Northern Cape has a Grade 9 qualification (City Press Newspaper).
In the Free State Province, the Mangaung Metropolitan Municipality has received a qualified audit opinion in its first year as a metropolitan municipality. A total of 19 (90%) municipalities incurred unauthorised expenditure of R2 241 billion, a total of 23 (96%) auditees incurred irregular expenditure of R1 106 billion, compared to R827.1 million in the previous year. In total, 24 (100%) auditees incurred fruitless and wasteful expenditure of R151.1 million, compared to R133.4 million in the previous year, which represents an increase of 13% (Auditor General Free State Report 2011/12: 13-16).

A total of At 23 (96%) audited officials supporting the municipal manager, chief financial officers and heads of supply chain management, did not have the minimum competencies and skills required to perform their jobs. This refers to all employees at senior management level as well as staff in the finance, supply chain management and service delivery units (Auditor General Free State Report 2011/12:17).

Of the 24 audited municipalities, only the Fezile Dabi District Municipality Trust received a clean audit, the Lejweleputswa District Municipality, Fezile Dabi District, Thabo Mofutsanyana, Xhariep, Nketoana and Lejweleputswa Development Agency, received unqualified reports. Only the Metsimaholo Mayoral Trust received a qualified report. Adverse or disclaimer was received by Kopanong, Maluti-a-phofung, Mafube, Matjhabeng, Mohokare, Moghaka, Naledi, Phumelela and Centlet (Auditor General Free State Report 2011/12:25).

In South Africa, most municipalities still have high staff turnover rates and have difficulty in attracting critical skills, such as engineering, spatial planning and chartered accounting. For example, it is estimated that one third of the municipalities have no civil engineers to manage and maintain infrastructure. This has led to a decline in the condition of assets such as roads and water infrastructure and an increase in service delivery protests. According to the report, staff vacancies are substantial, with just 72% of the available municipal posts filled nationally. The Limpopo Province has the highest number of vacancies (39.5%). The survey has also found that almost 50% of technical service managers did not have degrees or
diplomas. It is these managers that are responsible for the municipal assets and functions that take up the bulk of municipal expenditure (Deloitte 2013:1).

While a lack of dedicated capacity is at the root of the weaknesses in service delivery reporting, the skills gap is the most pronounced in the financial field. The Matjhabeng municipality spent R1 312 527 539 and R846 809 659 in unauthorised, irregular, fruitless and wasteful expenditure in 2011/12 and 2010/11 financial years respectively (Local Government, 2009).

Ntliziywana (2011:17) explains that financial officers are on middle management level. In the case of other financial officers at or below middle management level (supervisors), there is no difference between high- and low-capacity municipalities when it comes to qualifications. They are all required to have, or attain by 1 January 2013, qualifications on NQF level 5 in the fields of accounting, finance and/or economics (equivalent to a two-year diploma and occupational certificate), or the National Diploma in Public Finance Management and Administration. The only difference is with regard to the experience required. For high-capacity municipalities, they are expected to have five years’ relevant experience, two of which must be at middle management level. For low-capacity municipalities, four years’ relevant experience is required, one of which must be at middle management level. The heads of supply chain management units in high-capacity municipalities are required to have, or attain by 1 January 2013, at least a qualification on NQF level 6 or a certificate in municipal financial management. The relevant experience required is, either five years, two of which must be at the middle management level, or seven years, in a role related to the position of the official.

According to the South African Auditor-General’s 2010/11 local government report, procurement to the value of R3,5 billion could not be audited because the required information or documentation was not made available by auditees.

Kanyane (2006:116) notes that weak leadership in strategic management including corporate governance; shortage of skills to implement financial management; legislation; misplacement of skills within municipalities; political considerations in
appointments of senior managers without required qualifications; had tremendously weakened the performance of municipalities.

2.5 PERCEPTION OF THE COMMUNITY REGARDING HOW POLITICAL INFLUENCE AFFECTS SERVICE DELIVERY

2.5.1 Effective role of political leadership in service delivery

Odaro (2012:36) states that greater political accountability has been shown to improve public services and reduce corruption in Uganda, where transparency about government transfers to local spending units has reduced misappropriation of funds by as much as 90%.

Rapoo and Richards (2010:9) state that, where councillors perform their functions and responsibilities effectively, it have been through maintaining frequent contact with residents and ensuring a two-way flow of information between the municipality and the residents. This resulted in communities being more satisfied with service delivery, despite the lack of severe resources and perceived municipal failures in service delivery. It has also been found that councillors play a mediating role between residents and the administration. The study has found a best practice case in the Northern Cape.

An internal survey carried out in 2009 by the Khara Hais municipality to assess the ratepayers’ opinion of councillors, established that 70% of the community was satisfied with the general performance of councillors. Findings from the survey therefore suggested that municipal councillors are playing an effective role in service delivery in the community. According to the Khara Hais Public Participation Officer, Khara Hais has an effective public participation system in place and this is attributable to a number of reasons:

- Councillors hold regular meetings with the community;
- There are no service delivery protests in Khara Hais municipality;
- People attend meetings;
- The public makes quality input into the Integrated Development Plan (IDP);
- There is good attendance at IDP meetings (Paradza, Mokwena and Richards 2010:56).
The Municipal Council convenes regular Mayoral imbizos to facilitate interaction between the municipality and the residents. The Mayor, councillors, municipal and technical staff interacts with the public at these meetings. Councillors play a role in mobilising people to attend the meetings. The imbizos in Khara Hais enable the senior councillors, including the Mayor, to have direct interaction with the community. In this way, the senior officials can appreciate community problems (Paradza et al., 2010:56).

According to Maserumule (2008:441), the political and administrative components of the municipality should have skills, competences and knowledge that befit the imperatives of a developmental system of local government.

### 2.5.2 Poor role of political leadership in service delivery

The case of municipalities in the North West and Free State provinces highlighted the consequences of poor councillor-citizen relationships. Factors such as the large size of the wards, municipal consolidation, and weak councillor capacity, aggravated citizen frustration with poor services, leading to widespread service delivery protests (Rapoo and Richards 2010:9).

With the exception of the Northern Cape municipalities, the oversight committee did not appear to be performing their functions effectively owing to a number of factors: lack of administrative support (Gauteng); incompetence and lack of basic literacy among some councillors (North West Province); and political interference as well as heavy-handedness by the leadership, including politically motivated arbitrary assignments and reshuffling of committee members (North West Province) (Rapoo and Richards 2010:9).

In the Free State Province, there are two main factors in Phumelela that negatively impact on councillors’ roles in service delivery. The one is a structural factor, vis-à-vis the spatial profile of Phumelela and the geographical spread between the various settlements in the municipality, in the light of the amalgamation of historically distinct administrative blocs. The second relates to the general competence of councillors who operate in an administrative context, where the Council as a whole is responsible for fulfilling a collective executive role (Paradza et al., 2010:72).
Furthermore in Phumelela, that have only 15 councillors, skills and competencies are already thinly spread, thereby requiring an even greater competence in the skill levels among the few councillors in Council. The Municipal Manager decried the lack of skills, such as basic numeracy and literacy, arguing that political parties should not only bear some of the responsibility for training their electoral candidates in preparation for public office as elected representatives, but she also argued that political parties set minimum qualifying standards for their candidates, for example, that candidates should have a matric certificate in order to qualify to run for public office (Paradza et al., 2010:72-76).

In the North West Province, there are some main factors in Madibeng that limit councillors’ ability to facilitate the effective provision of services by the municipality to its residents. Councillors in Madibeng are faced with the following set of challenges: (a) divisive party politics in the municipality and more generally, in the province; (b) unclear information flows and limitations in terms of access to information; (c) lack of skills and portfolio-specific competencies; and (d) ward demarcation and the geographical spread of constituencies. It is envisaged that where these challenges are addressed over time, there is a possibility to establish an environment that is more conducive to improved performance of councillors in service delivery (Paradza et al., 2010:81).

Being in touch with local residents on the ground also appeared to present a challenge to councillors, with some 64% of respondents believing that councillors never, or only sometimes, listen to what ordinary people have to say. Councillors’ roles as the intermediaries between residents and the municipal administration could also be strengthened. When respondents were asked how well or how badly they thought their local council was making the council’s programme of work known to ordinary people, only 6% reported ‘very well’, whilst 57% of respondents reported such communication to be ‘very’ or ‘fairly bad’. Finally, when respondents were asked how well or how badly their local council was allowing citizens to participate in council decisions, only 7% reported ‘very well,’ whereas some 64% reported either ‘very’ or ‘fairly bad’ (Paradza et al., 2010:18)
2.6 IMPACT OF NON-PAYMENT OF SERVICES BY THE COMMUNITY

2.6.1 Non-payment or late payment of service providers

Non-payment of rates, service charges and other tariffs began in the black townships in the 1980s, as a political strategy to confront the former government and its system of separate development. It was then justified and it was also taken for granted that this would just wane out after the political transition to a democratic country. However, fifteen years after the historic transition to democracy in South Africa, non-payment of services continues to pose a serious financial challenge to municipalities (Van Schalkwyk, 2010:94).

Late payment by residents and business people derail the municipality in paying its service providers, which in turn delays the delivery of services. The Matjhabeng local municipality is owed more than a billion rand by its community currently, and in turn it owes both Eskom and Sedibeng Water millions of rand, due to such reasons. In the past both service providers have threatened to cut off its services to the municipality and it was rescued by the Provincial Government on several instances. Matjhabeng owes in excess of R500 million to Sedibeng Water and as of the end of October, the Eskom arrears were R239, 7 million (Bulletin Online, 2013).

The Matjhabeng Local Municipality is teetering on the brink of financial ruin because of a combined debt of R1.2 billion, which residents and rate payers, including government departments, owes it in the form of unpaid water and electricity bills. Chief debtors include private residencies, which owe R967 million, private businesses owing R182 million, National Government owing R4.6 million and Provincial Government R7.1 million (Public Eye News).

Municipalities have responded to the non-payment crisis by implementing a harsh policy of disconnecting municipal services. Operation Patala was launched by the Matjhabeng Local Municipality in October 2013 to recoup a combined debt of R1.5 billion owed by consumers and taxpayers. Municipality cut off water or electricity to those who owed the municipality (The Weekly, 2013).
2.7 MATJHABENG MUNICIPALITY IN 2013/14 FINANCIAL YEAR: SOURCE OF FUNDING FOR CAPITAL PROJECTS

Municipalities provide the service themselves, partially through the use of their own resources - finance, equipment and employees, and also a part of the “equitable share and conditional grants” (Van Schalkwyk, 2010:91). The total budget for the Matjhabeng Local Municipality is R1 900 548 369, with the Capital budget amounting to R212 842 000 (National Treasury). The sources of funds for the capital budget are as follow:

2.7.1 Municipal Infrastructure Grant (MIG)

The Municipal Infrastructure Grant (MIG) Programme is a new municipal infrastructure arrangement. It was established through the consolidation of:

- The Consolidated Municipal Infrastructure Programme (managed by the Department of Provincial and Local Government);
- The Water Services Capital Grant (managed by the Department of Water Affairs and Forestry),
- The Community Based Public Works Programme (managed by the Department of Public Works);
- The Building for Sports and Recreation Programme (Managed by the National Department of Sport and Recreation);
- The Urban Transport Grant (Managed by the Department of Transport).

The vision of the Municipal Infrastructure Grant (MIG) programme is aimed at providing all South Africans with at least a basic level of service by the year 2013. This has been achieved through providing grant finance to cover the capital cost for basic infrastructure for the poor. The MIG programme is part of government’s overall strategic programmes to eradicate poverty and create conditions for local economic development. The programme is demand-driven and service delivery is decentralised to municipalities where they play a central role in coordinating development activity and the delivery of municipal infrastructure in their jurisdictions (DPLG, MIG, 2007:3).

The entire approach of MIG is focused on improving the capacity, efficiency, effectiveness, sustainability and accountability of local government. Whilst National
and Provincial Government are responsible for creating and enabling policies, a
financial and institutional environment for the programme MIG, the municipalities are
responsible for planning municipal infrastructure and for using MIG to deliver the
infrastructure. This can be seen in the MIG policy framework that encourages
moving the responsibility for municipal infrastructure development to the lowest
possible level (DPLG, MIG, 2007:3).

The management of the grant at municipal level must occur within the planning,
budgeting, financial management and operational arrangements within the
municipality. The Municipal Manager, as accounting officer, is responsible for the
effective management of capital funds. All municipalities need to develop capacity to
administer MIG funds and manage infrastructure projects, because all municipalities
have to address infrastructure backlogs of one type or another (DPLG, MIG, 2007:7).

The municipal MIG funding allocation for the current financial year stands at
R189 907 000, which includes multi-year projects.

2.7.2 Expanded Public Works Programme (EPWP)

The Expanded Public Works Programme (EPWP) is a key government initiative,
which contributes to Governments Policy Priorities in terms of decent work and
sustainable livelihoods, education, health; rural development; food security and land
reform and the fight against crime and corruption. A nationwide programme (EPWP),
covering all spheres of government and state-owned enterprises, has been launched
in 2004. This programme provides an important avenue for labour absorption and
income transfers to poor households in the short to medium-term, while creating
work opportunities for the unemployed (Expanded Public Works Programme). The
EPWP creates work opportunities in four sectors, namely Infrastructure-, Non-State,-
Environment & Culture- and Social sector, through:

- increasing the labour intensity of government-funded infrastructure projects
  under the Infrastructure sector;
• creating work opportunities through the Non-Profit Organization Programme (NPO) and Community Work Programme (CWP) under the Non-State sector; and

• creating work opportunities in public environment and culture programmes under the Environment and Culture sector;

• creating work opportunities in public social programmes under the Social sector (Expanded Public Works Programme).

The municipality received R1 million in the current financial year (2013/14) to be used for implementation of any projects, or to be used in the existing projects, and it should report the expenditure on a monthly basis to the provincial department.

2.7.3 Integrated National Electrification Programme (INEP)

Tinto and Banda (2005:26) explain that the Integrated National Electricity Programme (INEP), under the auspices of the Department of Minerals and Energy, has unarguably contributed significantly and productively to government objectives of improving the lives of a historically marginalized section of society brought about by the apartheid regime.

The success of the INEP has been implemented with distinction compared to other government projects. Delivery has reached deep into the rural areas of the Eastern Cape, KwaZulu-Natal and Limpopo, which have access to electricity although there are still huge electrification backlogs in these provinces. The then Minister of Minerals and Energy, Ms Phumzile Mlambo-Ngcuka, announced that since the inception of the electrification programme, the overall money spent on household electrification nationally amounts to 12 billion. She further explained that 5 million houses had been electrified countrywide. To date, eleven thousand nine hundred and seventy six schools and clinics have been electrified nationally (DME, 2004). The programme has greatly contributed to relieving women of the strenuous time spent on activities such long distances for collecting wood fuel - distances that increase when marginal resources are depleted. The use of wood fuel as a source of energy, particularly at household level, has resultant health problems from in-door air pollution because of the smoke from the traditional energy fuels and commercial fuels, such as coal, affecting mainly women and children (Tinto et al., 2005:29).
The Matjhabeng municipality received R1 575 000 in the current financial year (2013/14) to implement the electrification project.

2.7.4 Own funding

The municipality has committed R20 000 000 in the current financial year (2013/14) to capital expenditure.

2.8 TREND RELATED TO SERVICE DELIVERY AND LEVEL OF SATISFACTION

2.8.1 Local trend

2.8.1.1 Current state of local government per province

According to the Community Survey Report published by Statistics South Africa in July 2011, in terms of housing, the percentage of households that fully own the dwellings they inhabit, decreased from 58,1% in 2010 to 53,6% in 2011. This decline was accompanied by a slight decline (0,9 percentage points to 10% in 2011) for households that partially owned their house, and a slight increase in the percentage of households that rented accommodation. The greatest increase was observed for households maintaining ‘other’ tenure arrangements (10,4% in 2010 to 15,5% in 2011).

Figure 2.3: Dwelling ownership status for households living in formal dwellings: 2002–2011

Source: Stats SA (2011:21)
The percentage of South African households that were connected to the main electricity supply, increased from 76.8% in 2002 to 82.7% in 2011. The highest percentage was recorded in the Free State (92.9%) and Northern Cape (90.3%). By contrast, less than three-quarters (74.7%) of households in the Eastern Cape and 77.9% of households in KwaZulu-Natal had similar connections. Gauteng (-5.3%) and the Western Cape (-3.4%) experienced decreases in the number of households connected to the main electricity supply, between 2010 and 2011, while the biggest increases were recorded in Limpopo (+5.6%) and the Eastern Cape (+4.9%).

**Figure 2.4: Percentage of households connected to the main electricity supply, by province: 2002, 2003, 2005, 2007, 2009 and 2011**

Source: Stats SA (2011:25)

Households in the Western Cape (99.5%) and Gauteng (97.4%) enjoyed almost universal access to water. The percentage of households with access to water in the Eastern Cape (74.8%), Limpopo (82.2%), KwaZulu-Natal (84.5%) and Mpumalanga (86.9%), still lagged the national average of 89.5%.
The percentage of households that had no toilet facility/used bucket toilets had declined over the period 2002 to 2011 across all provinces. This is also reflected in the steady decline in the national average – from 12,6% in 2002 to 5,7% in 2011. The highest percentage of households living without toilet facilities or having to use bucket toilets was found in the Eastern Cape (17,0%), Limpopo (7,9%), the Northern Cape (7,6%) and Mpumalanga (6,7%). The biggest improvements since 2002 were noted in the Eastern Cape (-19,4%), the Free State (-12,4%), Limpopo (-12,4%) and the Northern Cape (-10,1%).
The percentage of refuse removal services provided by municipalities throughout the country was notably higher in the largely urbanised provinces of Gauteng (87.9%) and the Western Cape (88.1%) in 2011, compared to lower levels in the more rural Eastern Cape (44.0%), Mpumalanga (38.5%) and Limpopo (16.1%). Nationally, the percentage of households whose refuse was removed by the municipality increased from 57.8% to 61.0% between 2002 and 2011. In addition to the 57.8% of households where refuse was removed on a weekly basis by the municipality, the municipalities less frequently removed refuse for a further 1.9% of households.

**Figure 2.7:** Percentage of households whose refuse is removed by the municipality at least once a week, by province: 2002, 2003, 2007 and 2011

Source: Stats SA (2011:34)

2.8.1.2 Matjhabeng Local Municipality

**Table 2.1:** MLM service delivery status from the 2001 to 2011

Table 2.1 shows the status of service delivery in 2001 and 2011 according to Stats South Africa.

<table>
<thead>
<tr>
<th>Service Provided</th>
<th>2001 Percentage</th>
<th>2011 Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flush toilets connected to sewerage</td>
<td>62.4</td>
<td>81.1</td>
</tr>
<tr>
<td>Formal dwellings</td>
<td>56.8</td>
<td>78.5</td>
</tr>
<tr>
<td>Piped water inside dwellings</td>
<td>25.9</td>
<td>54.8</td>
</tr>
<tr>
<td>Electricity for lightning</td>
<td>69.9</td>
<td>91.1</td>
</tr>
<tr>
<td>Weekly refuse removal</td>
<td>76.7</td>
<td>86.3</td>
</tr>
<tr>
<td>Unemployment rate</td>
<td>46.5</td>
<td>37</td>
</tr>
</tbody>
</table>
Growth rate | -0.04
---|---
Population | 408 170 | 406 461
Number of households | 120 289 | 123 195

Source: Stats SA (2011)

### 2.8.1.3 National service delivery challenges

According to Mkhabela, Mafela and Harper (2009:13), the recent Provincial Report reveals that service delivery is still an issue in almost all provinces. They give a brief analysis as depicted in Table 2.2.

**Table 2.2: Service delivery challenges**

<table>
<thead>
<tr>
<th>PROVINCE</th>
<th>SERVICE DELIVERY CHALLENGES</th>
</tr>
</thead>
</table>
| Eastern Cape | • The province has failed in service delivery, and blamed the private sector for not delivering textbooks in schools, drugs in hospitals and for not playing an active part in the building of houses.  
• Scopa revealed that there was gross financial mismanagement in the 2007/2008 financial year.  
• Corruption was in abundance in the tendering and procurement processes that robbed citizens of quality services |
| Free State Province | • The problematic area is the delivery of housing, as some municipalities did not have housing plans.  
• There was poor provisioning in proper sanitation: a large number of households were still using the ‘bucket-system toilets’ and pit latrines.  
• There was poor collection of refuse. |
| Gauteng | • The Departments of Health and of Education were identified as having financial mismanagement. |
| KwaZulu - Natal | • There was a lack of rural development  
• In more than half of the 61 municipalities, less than 60% of... |
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>households</strong></td>
<td>had access to formal housing, water and electricity in 2004,</td>
</tr>
<tr>
<td></td>
<td>• Only 45% of municipalities had the capacity to provide refuse removal and sanitation services.</td>
</tr>
<tr>
<td><strong>Limpopo</strong></td>
<td>• Decline in the standards of education: in 2007 it was revealed that</td>
</tr>
<tr>
<td></td>
<td>• 8 000 children of school-going age were not attending school, and approximately 600 000 of the population above the age of 15 were illiterate.</td>
</tr>
<tr>
<td></td>
<td>• The number of matriculation exemptions produced has given rise to incompetence of civil servants in the delivery of services.</td>
</tr>
<tr>
<td></td>
<td>• The lack of service delivery is compounded by the fact that there is no proper mechanism for monitoring their performance.</td>
</tr>
<tr>
<td><strong>Mpumalanga</strong></td>
<td>• The Provincial Government does not know how people feel about the services rendered, because of the lack of follow up on the implementation of <em>Batho Pele</em> principles by government institutions.</td>
</tr>
<tr>
<td></td>
<td>• Regarding the Government's output, it seemed that the thing that matters is the quantity rather than the quality of services rendered.</td>
</tr>
<tr>
<td></td>
<td>• The illiteracy level is quite high.</td>
</tr>
<tr>
<td></td>
<td>• Poor planning plagues the Provincial Government, and as a result there has been a lack of focus, which led to change of programmes time and again</td>
</tr>
<tr>
<td><strong>Northern Cape</strong></td>
<td>• The lack of qualified staff in the healthcare service has adversely affected the quality of service despite Northern Cape being one of the provinces that received a substantial amount of money. The budget was doubled from R836m in 2004/2005 to R1.77bn in 2008/2009.</td>
</tr>
<tr>
<td><strong>North West</strong></td>
<td>• There are huge backlogs in service delivery in informal and rural areas.</td>
</tr>
<tr>
<td></td>
<td>• Education and illiteracy still remain a challenge, although the province is better than Limpopo, the Eastern Cape and</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Western Cape

- Poor financial management
- Lack of funds
- Lack of staff: there are many vacancies but no people filling them because of lack of funds. A great deal of money is spent on consultants, marketing strategies and parties. Top management positions are in abundance but there are few people in service delivery positions.


2.8.2 International trend

The recent history of Lagos has been marked by a stark deterioration in quality of life. Over the past 20 years, the city has lost much of its street lighting, its dilapidated road system has become extremely congested, there are no longer regular refuse collections, violent crime has become a determining feature of everyday life, and many symbols of civic culture such as libraries and cinemas have largely disappeared. The city’s sewerage network is practically non-existent and at least two thirds of childhood dwellings suffer from routine flooding and a third of household’s disease is attributable to inadequate access to safe drinking water. During heavy rains, over half of the cities must contend with knee-deep water within their homes (Gandy 2006:372).

In the case of Spain, different companies are normally used for water services and some cultural and housing services. In the case of water services, the most important company is the “Agbar” Group. For cultural and housing services, local governments use specific companies, an option that is predominant in Catalonia and the Basque Country (Cuadrado-Ballesteros, García-Sánchez and Prado-Lorenzo, 2013a:25).

In Kerala (India), local governments during the People’s Campaign for Decentralized Planning, have focused mainly on services such as housing for poor, child services and roads, which specifically benefited socially and economically marginalized sections. The factors responsible for improvement in these services comprise
inclusionary participation in the working of local governments, adoption of transparent mechanisms in beneficiary selection and development of local planning documents. Local governments were able to develop new infrastructure in the form of houses for the poor (306,288 new houses), sanitary latrines (413,174 toilets), provision of piped water (32,503 water taps) and 87,591 drinking water wells. The active involvement of local governments in provision of transport for medical emergencies and supply of contraceptives at the health centres, also improved access to health facilities (Ghuman and Singh, 2013:10).

In most of the Asian countries' local governments suffer on account of inadequate resources and fiscal discipline. The financial hardships in the form of underfunding, such as fund diversion, impact on the quality of services, along with diminishing accessibility. The financial sustainability of local governments should be strengthened by enhancing the own-source revenue generating capacity of local governments. Local governments should be provided with access to capital market for long-term finance for infrastructure development accompanied by appropriate regulatory mechanisms (Ghuman and Singh, 2013:19).

According to Denhere, Tafirei, Zivanai, Lovemore and Chingarande (2011:68), access to and the quality of urban services has been deteriorating in most cities and towns in Zimbabwe, constraining productivity and government efforts to improve living conditions. This has been exacerbated by the poor management of municipal services and the structure of central local fiscal relations which affects the adequacy of resources or incentives for improving infrastructure and services (World Bank, 2000).

Denhere et al. (2011:68-69) states that from the year 2000 to around 2008 Bindura municipality, like all other urban councils, suffered from a setback of the hostile economic environment that prevailed in the country. During this period the country experienced social, economic and political crises. For example, the unemployment rate was in excess of 80 percent, while hyperinflation reached a staggering 300 million percent, and growth rate was a negative 12.5% in 2007. On the international arena the country was also under sanctions and this was worsened by suspension
from the International Monetary Fund (IMF) that effectively closed the lines of credit to the country (RBZ Monetary Policy 2008).

The results revealed that the level of service delivery was a cause for concern to most of the municipal clients, with 61% indicating that service quality needed urgent attention, while only 11% rated the municipality as doing well. The remaining 28% were indifferent about service quality at Bindura Municipality. The major areas of concern were roads, housing, sewerage, refuse removal, health, education and water supplies. According to the residents, the roads were in a bad state, with a lot of potholes making it difficult to navigate, while raw effluent was flowing everywhere from burst sewer pipes, posing a health hazard to the community. In addition, refuse collection was almost non-existent, with mounts of garbage lying around, remaining uncollected for months. The education system was of poor quality with the pupil-teacher ratio as high as 50:1. Furthermore, the health delivery system faced an acute shortage of drugs and provision of housing was characterised by over 10 year backlogs. Water supply was rated at 47%, because the council itself could supply water twice a day (2 hours in the morning and 2 hours in the evening), and during the day residents could access it from the bore holes drilled by UNICEF to alleviate the problem (Denhere et al., 2011:70).

2.9 ABOUT THE MATJHABENG LOCAL MUNICIPALITY (MLM)

The name: Matjhabeng’

The name is a Sesotho word meaning “where nations meet”. It is derived from the migrant labour system where people from various countries like Lesotho, Mozambique, etc., meet to work in the mines of the Goldfields.

2.9.1 The vision of the Matjhabeng Local Municipality

The vision of this municipality is to be a benchmark developmental municipality in service delivery excellence.

2.9.2 The mission of the Matjhabeng Local Municipality

- To be a united, non-racial, non-sexist, transparent, and responsive municipality;
• To provide municipal services in an economic, efficient, and effective way;
• To promote a self-reliant community through the promotion of a culture of entrepreneurship;
• To create a conducive environment for growth and development;
• To promote cooperative governance; and
• To promote dynamic community participation and value-add partnerships (Matjhabeng Local Municipality)

2.9.3 Roles and functions

According to the Constitution (RSA, 1996), a municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation. Section 152(1) of the Constitution sets out the objectives of local government which are:

(a) to provide democratic and accountable government for local communities;
(b) to ensure the provision of services to communities in a sustainable manner;
(c) to promote social and economic development;
(d) to promote a safe and healthy environment; and
(e) to encourage the involvement of communities and community organisations in the matters of local government.

2.9.4 Departments of MLM

2.9.4.1 Community Services

Some of the functions of the Executive Director of the department are the following:

• Determine stakeholder needs and expectations with regard to service delivery;
• Ensure that community needs are satisfied through appropriate systems, processes and procedures;
• Adhere and comply to national, provincial and local government regulations during stakeholder engagements;
• Create and maintain awareness of the Municipality within the community;
• Ensure the functional execution of Public Safety and Transport Management in the Directorate;
• Ensure the functional execution of Social Service in the Directorate;
• Ensure the functional execution of Waste Management in the Directorate.

2.9.4.2 Corporate Services

Some of the functions of the Executive Director of the department are the following:
• Develop an overall corporate services risk management plan, identify potential threats or risks to progress and proactively implement corrective action as necessary;
• Retain goodwill with all stakeholders to the benefit of the Municipality;
• Ensure that recruitment requirements are aligned to job specifications and the EE Plan are provided to Human Resources for implementation;
• Ensure the efficient management of the Occupational and Safety function;
• Ensure the efficient management of the Human Resources function;
• Render legal services on behalf of the Municipal Manager;
• Ensure effective corporate communication by relaying all important matters internally and externally;
• Ensure that effective auxiliary services are rendered.

2.9.4.3 Infrastructure

Some of the functions of the Executive Director of the department are the following:
• Ensure the effective provision of electrical, storm water systems, water services, roads and sewer services to the community;
• Ensure the effective maintenance of all infrastructure to the community;
• Ensure the efficient management of building control, building maintenance and building construction in Matjhabeng;
• Ensure the efficient management of legislative compliance in respect of land use rights and building control in Matjhabeng;
• Manage directorate related programmes and projects.

2.9.4.4 Local Economic Development and Planning (LED)
Some of the functions of the Executive Director of the department are the following:

- Ensure the development of LED initiatives;
- Source business development partners from both private and public sectors;
- Conduct a stakeholder analysis in terms of local economic development needs;
- Develop a LED Plan;
- Ensure the optimal utilisation of land through effective Spatial Planning Practices;
- Assess the availability of infrastructure architecture;
- Manage all LED projects.

2.9.4.5 Service Delivery

Some of the functions of the Executive Director of the department are the following:

- Ensure that community needs are satisfied through effective Service Delivery;
- Delegate and empower others to increase their contribution and level of responsibility;
- Ensure that performance appraisals are conducted as per policy requirements and feedback in accordance with performance management principles;
- Design specific projects to enable change that are aligned to the organisational objectives.

2.9.4.6 The Chief Financial Officer

Some of the functions of the Chief Financial Officer include the following:

- Manage financial compliance within the legislative requirements in respect of the income of the Matjhabeng Local Municipality;
- Revenue management;
- Budget and treasury management;
- Manage directorate related programmes and projects;
- Supply chain management;
- Expenditure management.
2.9.5 Population

The current population size of MLM is estimated at 406,467; a decrease of 1,709 since Census 2001; which constitutes a 4% negative growth rate. The MLM has 123,195 households, with an increase of about 2,966 households since 2001. A total of 99,650 people are employed, while 13,290 are discouraged work-seekers. According to Census 2011, 58,524 people are unemployed; making the unemployment rate 37%. Of the youth aged 15–34, 39,442 are employed and 38,975 are unemployed (Stats SA, 2011).

2.10 CHAPTER SUMMARY

In this chapter, the importance and relevance of theory in the study of service delivery, was outlined. Topics such as community satisfaction, pertaining service delivery; the skills impact in the local municipality in accelerating service delivery; the role of political leadership in enhancing service delivery; and the impact of none or late payment of services by residents, were discussed in detail.

Both the local and international trends regarding the topic were discussed. Locally, service delivery challenges per province were highlighted, and furthermore the source of funding for capital projects with budgets of municipality under study, were highlighted. On the international level, local government areas of concerns were discussed for countries like Zimbabwe, India and Spain, as well as the quality of service and how it affects the country.
CHAPTER 3
EMPIRICAL STUDY

3.1 INTRODUCTION
This chapter deals with the research methodology applied to this study. It starts with the research design, sampling, the instruments to be used, and lastly data analysis.

3.2 RESEARCH DESIGN AND METHODOLOGY

3.3 RESEARCH DESIGN
Research designs play an essential role in the planning phase of research. It provides a map with steps to be followed which guide researchers (Punch 2005: 62-63). According to (Bryman 2004:27), research designs provide the means of identifying relationships between variables in order to understand behaviour and meanings assigned to experiences.

Gray (2009:131) further defines research design as the overarching plan for the collection, measurement and analysis of data. It describes the purpose of the study and the types of questions being addressed, the techniques to be used for collecting data, approaches to selecting samples, and how the data are going to be analysed.

In this study only quantitative research was used. The method is discussed below.

3.3.1 Quantitative research
The researcher defines quantitative data as information that has been collected in numeric form (e.g. counts, levels, or Likert-format responses). Quantitative data analyses, are similarly defined as forms of analysis that do not rely on numeric representation and quantitative data analyses as forms that do (Yoshikawa, Kalil, Weisner and Way 2008:345).

While conducting quantitative research, the researcher prepared and distributed questionnaires to the community of the Matjhabeng Local Municipality (to be attached in Annexure A).

Quantitative research “is based on observations that are converted into discrete units that can be compared with one another using statistical methods”. Quantitative
studies focus on the relationship between independent and dependent variables, not processes (Bergman, 2008:11).

Leedy & Ormrod (2010:254) point out that quantitative study involves choosing participants and data collection techniques, such as questionnaires. It consists of research in which the data can be analysed in terms of numbers. The use of these techniques in the research is likely to produce quantified, if possible, generalized conclusions. Although questionnaires have been used as the primary instrument to collect data, interviews have also been conducted to validate data gathered through the questionnaire.

3.4 POPULATION AND SAMPLE
3.4.1 Population

A population, according to Gray (2004:82), can be defined as the total number of possible units or elements that are included in the study. Mertens and McLaughlin (2004:144), further define the target population as all the members of a group of people who share the same type of characteristics and who should be able to provide insight into the phenomenon under study.

Welman, Kruger and Mitchell (2005:52) explain population as the study object that consists of individuals, groups, organisations, human products and events, or conditions to which they are exposed. Strydom (2007:193) says population is a term that sets boundaries on the study units. It refers to individuals in the universe who possess specific characteristics. It is a set of entities in which all the measurements of interest are presented to the practitioner or researcher.

Salkind (2012:95) further argues that it is a group of potential participants to whom you want to generalize the results of a study.

In this study the research population comprised of the Matjhabeng Local Municipality employees, residents in the Welkom town areas, as well as the informal and formal settlements in Thabong. A number of sub-groups characterise the specific MLM population, namely the managers, ordinary employees, middle class workers, lower class workers, business people, indigents and unemployed people.
3.4.2 Sample and sampling method

Sapsford and Jupp (2006:26) explain a sample as a set of elements selected from a population in some way. The aim of sampling is to save time and effort, but also to obtain consistent and unbiased estimates of the population status in terms of whatever is being researched. Creswell (2008:152) further explains a sample as a sub group of the target population which the researcher plans to study for generalising about the target population.

According to Salkind (2012:95), a sample is a subset of the population. Cohen (2007:100) indicates that sampling is actually influenced by the following key factors:

- The sample size and sample strategy to be used;
- Representativeness and parameters of the sample;
- Access to the sample.

Sampling can be distinguished between probability samples and non-probability samples (Welman et al., 2005:56).

For this study, the research sample consists of 300 participants in the Matjhabeng Local Municipality area.

3.4.3 Probability sampling

Bailey (2007:63-64) states that a primary purpose of using probability sampling is to be able to statistically generalize the results from the sample to the population. It is usually used when a large population is desired.

According to Salkind (2012:96), there are four types of probability sampling, namely random, systematic, stratified sampling and cluster sampling. He further explains that with probability sampling, the likelihood of any one member of the population being selected is known.

Simple random sampling means that every element in the population of interest has an equal and independent chance of being chosen. It may however not be simple to achieve, depending on circumstances (Sapsford and Jupp, 2006:30-31). Simple random sampling, according to Gray (2009:151), relies on taking a completely random sample of the population, and it is used when it is believed that the
population is relatively homogenous with respect to the research questions of interest. It also relies on having access to a complete list of the population, thus it may not be predictable.

Welman et al. (2005:61) explains that using stratified random sampling can be more certain of obtaining a representative sample from a population with clearly distinguishable strata than with simple random sampling. Gray (2009:152) says that stratified random sampling consists of taking a sample from various strata.

Salkind (2012:102) explains cluster sampling as one in which units of individuals are selected rather than individuals themselves. Sapsford and Jupp (2006:34-35) further explain a cluster sample as a probability sample in which the elements are all the members of randomly selected sampling units, each of which is a collection or cluster of elements from the population sampled. Cluster sampling improves on stratified random sampling by further reducing costs, but with a risk of increasing sampling error. It is advantageous when a sampling frame listing population elements is not available, or is not easily obtained, or is likely to be very inaccurate, and also when the cost of conducting the survey is unduly increased by the distance separating the elements.

Cluster sampling acknowledges the difficulty in sampling a population as a whole, especially when convenient sampling frames are not available (Gray 2009:152).

Welman et al. (2005:66) say that the disadvantage of cluster sample is that there is a possibility of such bias in each phase. This means that, in any phase, the researcher could draw a sample that is not representative of the population. Denscombe (2010:29) says that the advantage of this sampling technique is that the clusters, as the name suggests, contain items that are closely grouped together – normally in one location or in one geographical area.

### 3.4.4 Non-probability sampling

Salkind (2012:96) explains that in non-probability sampling, the likelihood of any one member of the population being selected is not known.

The non-probability sampling cannot specify the probability that any element or member of the population were included in the sample. The non-probability sampling
methods constitute accidental or incidental samples, quota samples, purposive samples, snowball samples, self-selection samples and convenient samples (Welman et al., 2005:56).

Salkind (2012:102) explains that non-probability sampling has two types, namely convenience and quota sampling.

In convenience sampling, the sample is selected purely on the basis that they are conveniently available. With snowball sampling, the researcher identifies a small number of subjects, who, in turn, identify others in the population (Gray 2009:153). According to Welman et al. (2005:69), convenience or haphazard sampling involves selecting haphazardly those cases that are easiest to obtain for our sample. It is prone to bias and influences that are beyond our control, due to the fact that the cases appear in the sample because they were easy to obtain.

According to Salkind (2012:104), the advantage of convenience sampling is that it is convenient and inexpensive while the disadvantage is that the degree of generalizability is questionable.

In quota sampling the researcher non-randomly selects subjects from identified strata until the planned number of subjects is reached. An advantage of quota sampling is that each group is of equal size, which can be important for certain inferential statistical tests. The disadvantage is that the size of certain strata may not accurately reflect their proportion in the overall population (Gray 2009:153). Salkind (2012:103) explains that quota sampling selects people with characteristics you want, but does not randomly selects from the population a subset of all such children, as would occur in proportional stratified sampling.

Salkind (2012:104) says that the advantage of quota sampling is that it ensures some degree of representativeness of all the strata in the population, while the disadvantage is that the degree of generalizability is questionable.

In the current study, three random sampling methods have been used. The population is stratified into different categories of employees, community, business people and politicians. A simple random sampling technique was used to select members from each stratum to participate in the study, since the Matjhabeng Local Municipality has four towns that have wards. The sampling mechanism took all the
various members of the study population into account so that representative samples could be selected. Cluster sampling was used in order to select the towns that would form the first group, instead of dealing with all six towns simultaneously, because they are scattered. The towns where studies were conducted were selected by using simple random techniques. Once the towns have been selected, the wards to participate in the study were selected from those towns by using simple random sampling techniques.

3.5 THE DATA COLLECTION INSTRUMENT

Lankshear and Knobel (2004:172) point out that data can be defined as bits-and-pieces of information found in the environment and are collected in systematic ways to provide an evidential base from which to make interpretations and statements intended to advance knowledge and understanding concerning a research question or problem.

For the purpose of this study, the common measuring instrument used to collect raw data from the respondents during the study, was questionnaires. The questionnaires were distributed in different towns as well as to colleagues.

3.5.1 Questionnaires

Gray (2009:337) explains questionnaires as research tools through which people are asked to respond to the same set of questions in a predetermined order. Leedy et al. (2010:197) further define a questionnaire as research in which the researcher poses a series of questions to willing participants; summarises their responses with percentages, frequency counts, or more sophisticated statistical indexes; and then draws inferences about a particular population from the responses of the sample.

There is a variety of ways in which questions can be put in a questionnaire, namely as open and closed questions. Open questions are those that leave the respondent to decide the wording of the answer, the length of the answer and the kind of matters to be raised in the answer. The questions tend to be short and answers tend to be long. The advantage of open questions is that the information gathered by way of these responses, is more likely to reflect the full richness and complexity of the views held by the respondent. The disadvantages are that they demand more effort on the part of the respondents and they leave the researcher with data which are quite raw
and require a lot of time-consuming analysis before it could be used (Denscombe 2010: 166-167).

According to Gray (2009:349), closed questions are those to which the respondent is offered a set of pre-designed replies such as “Yes/No”, “True or False”, multiple-choice responses, or is given the opportunity to choose from a selection of numbers representing strength of feeling or attitude. They may restrict the richness of alternative responses, but are easier to analyse. They also make it easier to compare the views of one group with another's and they can be useful in providing respondents with some structure to their answer.

According to Denscombe (2010:156), questionnaires are at their most productive:

- When used with large numbers of respondents in many locations;
- When what is required tends to be fairly straightforward information - relatively brief and uncontroversial;
- When there is a need for standardized data from identical questions – without requiring personal, face-to-face interaction;
- When the respondents can be expected to be able to read and understand the questions – the implications of age, intellect, language, and eyesight need to be considered;
- When the social climate is open enough to allow full and honest answers.

Disadvantages of questionnaires include the following:

- Pre-coded questions can be frustrating for respondents and, thus, deter them from answering;
- Pre-coded questions can bias the findings towards the researcher's, rather than the respondent's, way of seeing things; and
- Questions offer little opportunity for the researcher to check the truthfulness of the answers given by the respondents.

For the purpose of this study, structured questionnaires were used to allow participants to provide as much information as possible, and to clarify their answers. Furthermore the information to be gathered by way of the responses was more likely to reflect the full richness and complexity of the views held by the respondents.
3.6 PROCEDE FOR DATA COLLECTION

Questionnaires were used as a single data collection method in order to collect the information required from the respondents. The questionnaires were distributed to Finance; Engineering; and Corporate departments in the municipality; as well as to residents in the formal; informal; middle suburb and high suburbs in the Welkom region. Several people were chosen in each area to distribute questionnaires to the respondents, and collect it from them later.

3.7 DATA ANALYSIS AND INTERPRETATION

The responses were analysed and interpreted to obtain comprehensive information regarding the level of satisfaction pertaining to service delivery in the Matjhabeng Local Municipality. The data derived from secondary data, as well as the information or reports obtained from the various sources, were analysed and organised to establish possible links.

3.8 LIMITATIONS OF THE STUDY

The limitations of the study could include the following:

- Fear of employees to participate;
- Resistance from the municipality to disclose some financial information and relevant information;
- Difficulties in filling the questions since all questions were prepared in English;
- Some community members could fear victimization;
- Furthermore, data about service delivery records may be so vital that some employees may not be willing to make it public.

3.9 VALIDITY AND RELIABILITY

3.9.1 Validity

According to Bailey (2007:179), validity refers to studying or measuring that which one intended to study or measure, while reliability refers to the consistency of findings over time. For some qualitative researchers, validity serves as the key evaluative criterion - particularly internal validity - a term that refers to the correspondence between what is reported, and the social phenomena under study.
According to Gray (2009:155), to ensure validity, the research instrument must measure what it was intended to measure and he further states, that at a basic level validity can be defined as seven types: internal, external, criterion, construct, content, predictive and statistical validity.

The researcher achieves internal validity when he or she produces an accurate representation of the setting (Bailey 2007:181). He further explains that external validity is the ability to generalize from a sample to a larger population or from one setting to another.

Internal validity refers to correlation questions and to the extent to which casual conclusions can be drawn. It may be helped by testing only those who are willing to participate in the experiment. External validity is the extent to which it is possible to generalize from the data to a larger population or setting (Gray 2009:156).

Criterion validity is where we compare how people have answered a new measure of a concept, with existing, widely accepted measures of a concept, whereas construct validity is concerned with the measurement of abstract concepts and traits, such as ability, anxiety, attitude, knowledge, etc. Content validity is associated with validating the content of the test or examination (Gray 2009:157).

Construct validity is the extent to which the results of a set are related to an underlying set of related variables. Content validity indicates the extent to which a test represents the universe of items from which it is drawn, and it is especially helpful when evaluating the usefulness of achievement tests or tests that sample a particular area of knowledge. Criterion validity is concerned with how well a test estimates present performance, or how well it predicts performance. It is a measure of the extent to which a test is related to some criterion (Salkind 2012:124-125).

Predictive validity shows how well the test can forecast a future trait, such as job performance or attainment, while statistical validity is the extent to which a study has made use of the appropriate design and statistical methods that will allow it to detect the effects that are present (Gray 2009:158).
3.9.2 Reliability

Reliability, according to Burton and Bartlett (2005:26), describes the extent to which a research instrument or method is repeatable. It is important as assessment of the consistency of any method. The reliability of a measure is the extent to which participants will consistently respond to it in the same way. Denscombe (2010:298) explains that reliability refers to whether the research instrument is neutral in its effect and consistent across multiple occasions of its use. Salkind (2012:115) further points out that reliability occurs when a test measures the same thing more than once, and it still results in the same outcomes.

Bailey (2007:184) explains that reliable questions are those that, regardless of when they are asked, elicit the same responses from interviewees. Reliable respondents are those who provide consistent answers. Conclusions are reliable if different researchers draw similar ones from the same data.

According to Salkind (2012:119-122), reliability has four types, namely test-retest, parallel-forms, inter-rater and internal consistency reliability. Test-retest reliability is a measure of how stable a test is over time. In parallel-forms reliability is where different forms of the same test are given to the same group of participants. Inter-related reliability is a measure of the consistency from rater to rater, rather from time to time or even from test to test, and lastly internal consistency examines how unified the items are in a test or assessment.

3.10 CHAPTER SUMMARY

This chapter highlighted the methodology for this study. The study to be undertaken is quantitative research, considered to gather data from participants that could later be analysed. Participants therefore provide explanations and descriptions about how they feel about the study undertaken. The data collection method is discussed in this chapter, inclusive of questionnaires. The population and its sample are also discussed in this chapter with simple random and cluster sampling being used.

Lastly validity and reliability are discussed in the study.

The next chapter will discuss the findings and discussions of the research.
CHAPTER 4
DATA ANALYSIS

4.1 INTRODUCTION
The previous chapter gave an outline of the methodology and techniques applied to conduct the empirical research. The data were collected mostly through the use of questionnaires. In this chapter the results of the empirical study are recorded and discussed. Firstly, the results from the biographical questionnaire are discussed and secondly, an interpretation of the data from the instruments utilized is presented.

4.2 BIOGRAPHICAL QUESTIONNAIRE
Before the descriptive information is discussed, this section introduces the biographical profile of the respondents. Biographical information constitutes of gender, age group, race, level of education, employment sector, whether respondents were municipal employees or not, residing areas and whether they receive the municipal account, and pay it or not.

A total of 400 questionnaires were distributed to respondents of which a total of 298 were received back. Some of the questionnaires were returned after the questionnaires were already submitted for analysis.

Figure 4.1: Response by number of participants

The above chart shows the response from participants in all 5 areas and it indicates that all areas were almost evenly represented. This was due to the deliberate stratified sampling that was employed. The high suburbs represent areas such as Jim Fouche, St Helena, Flamingo Park and Riebeeckstad, while the middle suburbs are represented by areas such as Rietz Park, Dagbreek, Doorn and Seemeeu Park.
Figure 4.2: Response by gender

<table>
<thead>
<tr>
<th>Item</th>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>146</td>
<td>49.8</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>147</td>
<td>50.2</td>
</tr>
</tbody>
</table>

From the sample of 298 respondents, females (50.2%) represent the majority of the sample, while (49.8%) males are the minority of the sample. The gender is however well balanced.

Figure 4.3: Respondents by age brackets

<table>
<thead>
<tr>
<th>Item</th>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>18-25</td>
<td>30</td>
<td>10.6</td>
</tr>
<tr>
<td></td>
<td>26-35</td>
<td>53</td>
<td>18.7</td>
</tr>
<tr>
<td></td>
<td>36-45</td>
<td>114</td>
<td>40.1</td>
</tr>
<tr>
<td></td>
<td>46-55</td>
<td>61</td>
<td>21.5</td>
</tr>
<tr>
<td></td>
<td>56-65</td>
<td>26</td>
<td>9.1</td>
</tr>
</tbody>
</table>

According to the above pie chart, 10.56% of the respondents are between 18 and 25 years, 18.66% between the ages of 26 and 35 years, a further 40.14% between the
ages of 36 and 45 years, 21.48% between the ages of 46 and 55 years and 9.15% between 56 and 65 years of age. This spread can be explained by the race category below.

**Figure 4.4: Respondents by Race**

<table>
<thead>
<tr>
<th>Item</th>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Race</td>
<td>Black</td>
<td>183</td>
<td>61.4</td>
</tr>
<tr>
<td></td>
<td>White</td>
<td>55</td>
<td>18.5</td>
</tr>
<tr>
<td></td>
<td>Coloured</td>
<td>42</td>
<td>14.1</td>
</tr>
<tr>
<td></td>
<td>Indian</td>
<td>18</td>
<td>6.0</td>
</tr>
<tr>
<td></td>
<td>Other</td>
<td>0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

The above figure demonstrates that the great majority of the respondents are blacks (61%), followed by whites (18.5%), thirdly coloureds (14%) and lastly Indians (6%). Only these four races have participated in the study.

**Figure 4.5: Level of education**

<table>
<thead>
<tr>
<th>Item</th>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualification</td>
<td>Below Grade 12</td>
<td>72</td>
<td>24.1</td>
</tr>
<tr>
<td></td>
<td>Grade 12</td>
<td>64</td>
<td>21.5</td>
</tr>
<tr>
<td></td>
<td>Diploma/Certificate</td>
<td>77</td>
<td>25.8</td>
</tr>
<tr>
<td></td>
<td>B.Degree</td>
<td>54</td>
<td>18.1</td>
</tr>
<tr>
<td></td>
<td>Honours Deg.</td>
<td>24</td>
<td>8.1</td>
</tr>
<tr>
<td></td>
<td>Masters/PhD</td>
<td>7</td>
<td>2.4</td>
</tr>
</tbody>
</table>
The above figure displays that the great majority of the respondents (25.8%) has either a diploma or certificate, 24.1% has qualifications lower than grade 12, while 21.5% has grade 12. A very small number of respondents has a Bachelor’s degree (18%), or an Honours degree (8%) or a Masters or Doctorate degree (2.4%).

**Figure 4.6: Employment sector**

<table>
<thead>
<tr>
<th>Item</th>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Sector</td>
<td>Manufacturing</td>
<td>20</td>
<td>6.7</td>
</tr>
<tr>
<td></td>
<td>Mining</td>
<td>36</td>
<td>12.1</td>
</tr>
<tr>
<td></td>
<td>Retail</td>
<td>47</td>
<td>15.8</td>
</tr>
<tr>
<td></td>
<td>Agriculture</td>
<td>9</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Unemployment</td>
<td>68</td>
<td>22.9</td>
</tr>
<tr>
<td></td>
<td>Other</td>
<td>26</td>
<td>8.8</td>
</tr>
<tr>
<td></td>
<td>Local Government</td>
<td>66</td>
<td>22.2</td>
</tr>
<tr>
<td></td>
<td>Prov. Government</td>
<td>9</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>National Government</td>
<td>16</td>
<td>5.4</td>
</tr>
</tbody>
</table>

From the above figure it is clear that the majority of respondents (23%) are unemployed, 22.2% work in the local government sector, 15.8% in retail, 12.1% in
the mining sector (due to the fact that a few stay in areas where questionnaires were distributed) and other constitutes a total of 8.8%. A small portion works in manufacturing (6.7%), 5.4% for the National Government, 5.4% for the Provincial Government and lastly 3% in the agricultural sector.

**Figure 4.7: Municipal employment status**

<table>
<thead>
<tr>
<th>Item</th>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal Employee</td>
<td>YES</td>
<td>70</td>
<td>23.5</td>
</tr>
<tr>
<td>Permanent</td>
<td>51</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>Contract</td>
<td>13</td>
<td>19.1</td>
<td></td>
</tr>
<tr>
<td>Temporary</td>
<td>4</td>
<td>5.9</td>
<td></td>
</tr>
<tr>
<td>NO</td>
<td>228</td>
<td>76.5</td>
<td></td>
</tr>
</tbody>
</table>

The above histogram shows that only 23.5% of respondents work for the local government, as compared to 76.5% in other sectors. Of the 23.5% of local government workers, 75% is permanent, 19% is in contract employment, while 6% is temporary employees.

**Figure 4.8: Distribution of municipal accounts**

<table>
<thead>
<tr>
<th>Item</th>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receive Municipal service bill</td>
<td>Yes</td>
<td>213</td>
<td>73</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>79</td>
<td>27</td>
</tr>
<tr>
<td>Pay services</td>
<td>Yes</td>
<td>203</td>
<td>69.8</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>88</td>
<td>30.2</td>
</tr>
</tbody>
</table>
It is evident from the above figure that almost 73% of respondents have confirmed their receipt of municipal service accounts, while the other 27% does not. From the number of respondents receiving a bill, only 69.8% settles their accounts, while 30.2% has not. The increase in the number of residents paying bills is evident in the high suburbs (Jim Fouche, Riebeekstad, Flamingo Park, St. Helena, etc.), where the number of people who receives their municipal accounts monthly, is 93.3% while 95% of them is paying it. For areas like formal townships, where the number of residents who receive accounts (98.2%) exceeds those who pay (94.4%), the reason maybe that some people are either indigents or unemployed and thus cannot afford to pay for services rendered.

4.3 DESCRIPTIVE ANALYSIS

Table 4.1: Summary of questionnaires

<table>
<thead>
<tr>
<th>Answer Option</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 Local municipality is doing well to address service delivery backlogs.</td>
<td>61</td>
<td>145</td>
<td>76</td>
<td>15</td>
<td>2.15</td>
<td>0.802</td>
</tr>
<tr>
<td>Q2 Local municipality has employed skilled, competent and experienced people.</td>
<td>69</td>
<td>144</td>
<td>68</td>
<td>14</td>
<td>2.09</td>
<td>0.805</td>
</tr>
<tr>
<td>Q3 Effective role by local councillors improve service delivery.</td>
<td>61</td>
<td>115</td>
<td>97</td>
<td>20</td>
<td>2.26</td>
<td>0.865</td>
</tr>
<tr>
<td>Q4 Local councillors interfere in the administration of the municipality.</td>
<td>45</td>
<td>84</td>
<td>116</td>
<td>47</td>
<td>2.57</td>
<td>0.938</td>
</tr>
<tr>
<td>Q5 Local municipality responds quickly to residents service-related complaints.</td>
<td>94</td>
<td>131</td>
<td>55</td>
<td>14</td>
<td>1.96</td>
<td>0.836</td>
</tr>
<tr>
<td>Q6</td>
<td>Local municipality employees have been placed in positions relevant to their qualifications.</td>
<td>62</td>
<td>155</td>
<td>46</td>
<td>11</td>
<td>1.95</td>
</tr>
<tr>
<td>Q7</td>
<td>Local councillors communicate regularly with the community in their respective wards.</td>
<td>68</td>
<td>126</td>
<td>84</td>
<td>14</td>
<td>2.15</td>
</tr>
<tr>
<td>Q8</td>
<td>Some local councillors hinder the implementation of projects which are not in their wards.</td>
<td>33</td>
<td>117</td>
<td>102</td>
<td>39</td>
<td>2.51</td>
</tr>
<tr>
<td>Q9</td>
<td>Late payment or non-payment for services by residents hinders delivery of basic services.</td>
<td>26</td>
<td>54</td>
<td>92</td>
<td>123</td>
<td>3.06</td>
</tr>
<tr>
<td>Q10</td>
<td>Local municipality meets the basic needs of communities it serves.</td>
<td>65</td>
<td>122</td>
<td>93</td>
<td>17</td>
<td>2.21</td>
</tr>
<tr>
<td>Q11</td>
<td>Local municipality employees are well capacitated to enhance their skills and accelerate services.</td>
<td>54</td>
<td>146</td>
<td>71</td>
<td>15</td>
<td>2.16</td>
</tr>
<tr>
<td>Q12</td>
<td>I am happy with local councillor roles in my local municipality.</td>
<td>77</td>
<td>136</td>
<td>64</td>
<td>18</td>
<td>2.08</td>
</tr>
<tr>
<td>Q13</td>
<td>Local councillors prioritise their own needs ahead of the needs of the community they serve.</td>
<td>38</td>
<td>87</td>
<td>108</td>
<td>59</td>
<td>2.64</td>
</tr>
<tr>
<td>Q14</td>
<td>I am satisfied with municipal service delivery.</td>
<td>96</td>
<td>119</td>
<td>62</td>
<td>15</td>
<td>1.99</td>
</tr>
<tr>
<td>Q15</td>
<td>Municipal employees are committed to serve the community.</td>
<td>61</td>
<td>139</td>
<td>76</td>
<td>15</td>
<td>2.15</td>
</tr>
<tr>
<td>Q16</td>
<td>I am quite happy to pay for good services rendered.</td>
<td>50</td>
<td>94</td>
<td>84</td>
<td>66</td>
<td>2.56</td>
</tr>
<tr>
<td>Q17</td>
<td>Councillors ignore the needs of the community they serve once they are elected.</td>
<td>56</td>
<td>50</td>
<td>110</td>
<td>78</td>
<td>2.71</td>
</tr>
<tr>
<td>Q18</td>
<td>Municipality informs the community in time in case there would to be any services affected.</td>
<td>49</td>
<td>102</td>
<td>110</td>
<td>31</td>
<td>2.42</td>
</tr>
<tr>
<td>Q19</td>
<td>Municipal employees are committed.</td>
<td>91</td>
<td>116</td>
<td>72</td>
<td>17</td>
<td>2.05</td>
</tr>
<tr>
<td>Q20</td>
<td>Full-time local councillors ensure that crucial service delivery backlogs challenges are addressed.</td>
<td>75</td>
<td>119</td>
<td>80</td>
<td>17</td>
<td>2.13</td>
</tr>
<tr>
<td>Q21</td>
<td>Some local councillors are corrupt.</td>
<td>45</td>
<td>44</td>
<td>99</td>
<td>105</td>
<td>2.90</td>
</tr>
<tr>
<td>Q22</td>
<td>Refuse removal and waste collections are done regularly on a weekly basis.</td>
<td>104</td>
<td>83</td>
<td>85</td>
<td>23</td>
<td>2.09</td>
</tr>
<tr>
<td>Q23</td>
<td>Filling of all key positions will enhance service delivery.</td>
<td>36</td>
<td>57</td>
<td>107</td>
<td>95</td>
<td>2.88</td>
</tr>
<tr>
<td>Q24</td>
<td>Local councillors allow active participation of residents in services they need.</td>
<td>53</td>
<td>119</td>
<td>99</td>
<td>24</td>
<td>2.32</td>
</tr>
<tr>
<td>Q25</td>
<td>I do not trust my local councillor.</td>
<td>58</td>
<td>85</td>
<td>102</td>
<td>47</td>
<td>2.47</td>
</tr>
<tr>
<td>Q26</td>
<td>I am happy with the quality of drinking water</td>
<td>117</td>
<td>66</td>
<td>75</td>
<td>37</td>
<td>2.11</td>
</tr>
<tr>
<td>Q27</td>
<td>Local municipality recruitment processes of municipal employees are fair.</td>
<td>115</td>
<td>131</td>
<td>41</td>
<td>8</td>
<td>1.80</td>
</tr>
<tr>
<td>Q28</td>
<td>I am happy with the services delivered.</td>
<td>96</td>
<td>127</td>
<td>58</td>
<td>13</td>
<td>1.96</td>
</tr>
<tr>
<td>Q29</td>
<td>Roles of local councillors are communicated to residents.</td>
<td>66</td>
<td>124</td>
<td>95</td>
<td>10</td>
<td>2.17</td>
</tr>
<tr>
<td>Q30</td>
<td>Municipality is providing sustainable services to residents.</td>
<td>74</td>
<td>128</td>
<td>80</td>
<td>9</td>
<td>2.08</td>
</tr>
<tr>
<td>Q31</td>
<td>Some municipal employees are more productive when they get bribes from people</td>
<td>33</td>
<td>48</td>
<td>102</td>
<td>107</td>
<td>2.98</td>
</tr>
<tr>
<td>Q32</td>
<td>Local councillors listens to the resident services delivery complaints</td>
<td>60</td>
<td>122</td>
<td>92</td>
<td>20</td>
<td>2.24</td>
</tr>
<tr>
<td>Q33A</td>
<td>I always get the information I require from the municipality.</td>
<td>53</td>
<td>131</td>
<td>85</td>
<td>20</td>
<td>2.25</td>
</tr>
<tr>
<td>Q33B</td>
<td>Municipal employees are afraid to take decisions.</td>
<td>31</td>
<td>69</td>
<td>122</td>
<td>68</td>
<td>2.78</td>
</tr>
<tr>
<td>Q34</td>
<td>Services are implemented within a period of 3 years in informal settlements.</td>
<td>106</td>
<td>119</td>
<td>51</td>
<td>8</td>
<td>1.86</td>
</tr>
<tr>
<td>Q35</td>
<td>Municipality communicates effectively with its residents.</td>
<td>79</td>
<td>127</td>
<td>77</td>
<td>7</td>
<td>2.04</td>
</tr>
<tr>
<td>Q36</td>
<td>Municipal roads are in good conditions</td>
<td>188</td>
<td>57</td>
<td>41</td>
<td>8</td>
<td>1.56</td>
</tr>
<tr>
<td>Q37</td>
<td>Local councillors forwards residents’ service delivery complaints to the municipality</td>
<td>71</td>
<td>102</td>
<td>106</td>
<td>15</td>
<td>2.22</td>
</tr>
</tbody>
</table>

**Figure 4.9: Responses about addressing service delivery backlogs**

(Question 1)

From the figure above, 48.9% of the respondents feel that the municipality is not doing well to address service delivery backlogs. A total of 20.5% strongly agrees, and 25.6% agrees that the municipality is doing well to address the backlog. A small
percentage (5%) strongly agrees with this statement. The majority in the informal townships (58.3%) is not happy with service delivery backlogs, while in the formal townships only 22% of respondents are happy. Most of the municipal employees (40.7%) agree with the statement.

Figure 4.10: Responses about the skills, competency and experience of municipal employees (Question 2)

Almost half of the respondents (48.8%) disagrees that the municipality has employed skilled, competent and experienced people, while 23.4% disagrees. Almost a quarter (23%) strongly agrees with the statement, while a small portion (4.8%) agrees with the statement. Municipal employees strongly disagrees (32.8%), while 40.68% of the respondents strongly agrees that the municipality has employed skilled, competent and experienced people.

In high suburbs, 67.8% of the respondents disagree with the statement.

Figure 4.11: Responses to effective role of councillors (Question 3)

When asked to respond to whether effective role by local councillors improve service delivery, the responses from the respondents from the different areas were different.
The above chart reflects that 39.3% disagrees with the statement, while 33.1% agrees, 20.8% strongly disagrees and lastly 6.8% strongly agrees that effective role by councillors improve service delivery. Respondents of formal townships strongly disagree with the statement (30.4%), while 44.6% in the same area disagrees.

**Figure 4.12: About interference of councillor’s in the administration (Question 4)**

A total of 39.7% respondents confirm that local councillors interfere in the administration of the municipality, while 28.8% disagrees. A smaller fraction (16.1%) strongly agrees with the statement, while 15.4% strongly disagrees. Respondents in informal areas strongly disagrees (28.8%) with the statement, while 24.1% of municipal employees strongly agrees with the statement. In the high suburbs, 54.2% of the respondents concur with the statement.

**Figure 4.13: Responses about municipality service complaints (Question 5)**

As seen from the chart above, 44.6% of the respondents disagree with the opinion that local municipality responds quickly to residents’ service related complaints, while 32% disagrees. Only 18.7% agrees with the opinion and a mere 4.8% strongly agrees. An overwhelming 68.3% of the respondents in the high suburbs disagree.
that the municipality attends to service delivery complaints quickly, while 24.1% of the municipal employees agrees.

**Figure 4.14: Responses related to relevant placement of employees (Question 6)**

On the opinion that the local municipality employees have been placed in positions relevant to their qualifications, more than half (52.7%) disagrees, while strongly 27.9% disagrees. Small percentages, namely 15.7% agrees with the opinion and 3.7% strongly agrees. The majority (52.5%) of municipal employees disagrees with the statement, while a total of 17% of them agrees.

**Figure 4.15: Responses to regular communication between councillors and community (Question 7)**

On the statement that local councillors communicate regularly with the community in their respective wards, most of the respondents (43.2%) disagree, while 23.3% strongly disagrees. On the other hand, 28.8% of the respondents agree with the statement, while a mere 4.8% strongly agrees. The majority (36.7%) of the respondents in informal areas strongly disagree with the statement, while 6.9% in the middle suburbs strongly agrees.
Most of the respondents (40.2%) disagree with the opinion that some local councillors hinder implementation of projects which are not in their wards, as compared to 35% of those who agree. A small fraction of 13.4% and 11.3% strongly agrees and strongly disagrees respectively with the opinion. The majority of the respondents (57.9%) in the middle suburbs disagree with the statement, while 47.5% of the respondents in the high suburbs agree.

Many respondents (41.7%) strongly agree that late or non-payment of services by residents hinders delivery of basic services, while 31.2% agrees with the statement. Only 8.81% of the respondents strongly disagree and 18.31% disagrees. Respondents (58.3%) in the high suburbs strongly agree with the statement that late or non-payment of services by residents hinders delivery of basic services, while only 15.8% in the middle suburbs strongly agrees.
Figure 4.18: Opinion on municipality meeting their basic needs (Question 10)

With regard to meeting the basic needs of the community, 41.1% of the respondents disagree, while 31.3% agrees. On the other hand, 21.9% strongly disagrees with the statement, while a mere 5.7% strongly agrees. Almost half of the respondents (49.2%) in the formal townships disagrees that the local municipality meets their basic needs, while 37.3% of them agrees. A few respondents in all areas (strongly agree) rated the performance of the municipality very low with the smallest being 0% in the high suburbs and the maximum being 13.6% by the municipal employees.

Figure 4.19: Responses about municipality employees are well capacitated (Question 11)

The above chart shows that more than half (51%) of the respondents disagrees with the opinion that municipal employees are well capacitated to enhance their skills and accelerate services, while a further 18.8% strongly disagrees. The minority of respondents (24.8%) agrees and 5.2% strongly agrees with the opinion. More than two thirds (71.2%) in the high suburbs and 46.4% of the municipal employees disagrees with the statement as compared to a maximum of 30.5% in the informal areas, who agrees.
Figure 4.20: Opinion regarding satisfaction with councillor’s roles
(Question 12)

When asked if they are happy with the roles of local councillors in their respective areas, 46.1% of the respondents are unhappy, while 26.1% strongly disagrees (totally unhappy). Only 21.7% of the respondents are happy and 6.1% strongly agrees with the opinion. Almost a third (33.9%) of the respondents in the formal townships is extremely unhappy with councillors’ roles as compared to 1.7% respondents who are happy in the same area. The majority of respondents (65%) in the high suburbs are unhappy with councillor’s roles in the municipality.

Figure 4.21: Opinion about councillors prioritising their needs ahead of residents (Question 13)

On the question of whether local councillors prioritise their own needs ahead of the needs of the community they serve, 37% of the respondents agree and 20.2% strongly agrees. On the other hand, 29.8% disagrees while 13% strongly disagrees. The majority of the respondents (47.5%) in the high suburbs agree that local councillors prioritise their needs ahead of the community they serve, as compared to
17% of the respondents in the same area, who agrees. The majority of respondents in the informal townships (45.8%) feel that local councillors do not prioritise their needs ahead of those of the residents.

**Figure 4.22: Opinion about municipal service delivery (Question 14)**

The above chart shows that 40.8% of the respondents are unsatisfied with the service delivery, while 32.9% are extremely unsatisfied with the service delivery by the municipality. Only 21.2% and 5.1% are satisfied and extremely satisfied with the municipal service delivery respectively. Half of the respondents in the high suburbs are unhappy with the municipal service delivery as compared to 20% of the respondents in the same area who agrees.

**Figure 4.23: Responses about commitment of municipal employees (Question 15)**

From the chart above, it is noted that 47.8% disagrees that municipal employees are committed to serve the community, while 26.1% agrees. Another 21% of the respondents strongly disagree, while 5.2% strongly agrees with the statement. More than two-thirds (68.3%) of the respondents in the high suburbs disagree that municipal employees are committed as compared to a mere 10% of respondents in
the same area, who agrees. The majority of municipal employees (41.4%) feel that they are committed to serve the community, while 36% disagrees.

**Figure 4.24: Response about happy to pay for good services rendered**

(Question 16)

With respect to payment of services rendered by the municipality, 28.6% and 22.5% of the respondents agree and strongly agree respectively, as compared to 17% of the respondents who strongly disagree, while 32% who feel they are not happy to pay for services rendered. Just above a quarter (27.1%) of the high suburb respondents feel positive about paying for good services, while 30.5% of municipal employees are not happy at all.

**Figure 4.25: Responses to councillors ignoring their needs once elected**

(Question 17)

From the chart above it can be observed that many respondents (37.4) agree and 26.5% strongly agree that once elected, councillors ignore their needs. On the other hand, 17% disagrees and 19% strongly disagrees with the statement. Almost a third (33.3%) of the respondents in the formal townships strongly agrees that councillors
ignore their needs once elected, while 24.6% disagrees. Only 8.3% of respondents in the high suburbs strongly disagree with the statement.

**Figure 4.26: Responses about being informed of planned services to be affected (Question 18)**

Many respondents (37.7%) agree with the statement that the municipality informs them in cases when there would be any services affected, while 35% disagrees. On the other hand, a mere 10.6% strongly agrees, while 16.8% strongly disagrees. More than a third of the respondents in the formal townships (36.8%) confirm that the municipality do inform them in times of planned service interruptions, while 31.6% disagrees. Only 32.8% of the respondents in the middle suburbs agree that they are informed.

**Figure 4.27: Responses regarding commitment of municipal employees (Question 19)**

With regard to the above commitment, many of the respondents (39.2%) disagree while a mere 5.8% strongly agrees that municipal employees are committed. On the
other hand, 30.7% also strongly disagrees, while 24.3 agree that municipal employees are committed. The majority of the respondents (45.8%) in middle suburbs strongly disagree, as compared to 1.7% of the respondents who strongly agree in same area. The municipal employee category is fairly balanced as respondents who agree and disagree both scored 35.6% each.

Figure 4.28: Response on addressing crucial service delivery (Question 20)

The majority of the respondents (40.9%) feel that full-time councillors does little to ensure that crucial service delivery backlog challenges are addressed, as compared to 27.5% who agrees. The minority (5.8%) strongly agrees that full-time councillors address crucial service delivery challenges, while 27.5% just agrees. The majority of the respondents in the high suburbs disagree with the statement, as compared to 20% of the respondents who agree in the same area. None of the respondents from the high suburbs strongly agrees.

Figure 4.29: Opinion on some councillors being corrupt (Question 21)

With the opinion that some local councillors are corrupt, 33.8% agrees, 35.8% strongly agrees, while 15% of the respondents disagree and 15.4% strongly
disagrees that some councillors are corrupt. Almost half of the respondents (45.8%) in the high suburbs strongly feel that some councillors are corrupt, while only 3.4% of the respondents feel that some councillors are not corrupt. As for municipal employees, 45.8% of them feel that some councillors are corrupt, while only 18.6% disagrees.

Figure 4.30: Opinion on the frequency of refuse removals (Question 22)

With regard to the removal of waste, the majority strongly disagrees that it is collected weekly, while 28.1% disagrees. The minority (7.8%) strongly agrees that refuse is collected weekly, while 28.8% just agrees. The majority of the respondents (43.3%) in the high suburbs strongly disagrees that refuse collection is done weekly, while only 5% in the same area strongly agrees. In the formal townships, 29.3% of the respondents agree, while 27.6% has a different feeling.

Figure 4.31: Opinion regarding filling of key positions to enhance service delivery (Question 23)

From the chart above, it can be noted that many respondents (36.3%) feel that the filling of key positions will enhance service delivery, as compared to 12.2% who
strongly disagrees. Another 32.2% of the respondents strongly agree with the statement and 19.3% disagrees. Most of the respondents (54.2%) in the middle suburbs are of the opinion that filling of key positions will expedite service delivery, while 18.6% in the same area disagrees. In the informal townships, 39% of the respondents strongly agree with the statement.

**Figure 4.32: Opinion regarding engagement of residents in services they need (Question 24)**

![Pie chart showing percentages of participants strongly disagreeing, disagreeing, agreeing, and strongly agreeing.]

The chart above shows that 33.6% of the respondents feel that they actively participate in services they need, as compared to 40.3% who disagrees. On the other hand, a mere 8.1% strongly agrees that they participate, while 18% strongly disagrees. Almost two thirds (63.3%) of the respondents in the high suburbs feel they are not consulted in terms of services they need in their area, while 23.3% agrees they are engaged. In the formal township (Thabong), only 8.6% of the respondents strongly agree that they are engaged, while 27.6% strongly disagrees.

**Figure 4.33: Opinion about trusting local councillors (Question 25)**

![Pie chart showing percentages of participants strongly disagreeing, disagreeing, agreeing, and strongly agreeing.]

With regard to trust of councillors, 35% of the respondents agree to trust them, as compared to 29.1% who does not. Others (19.9%) strongly do not trust their councillors, while 16.1% has complete trust in them. The majority of respondents
(63.3%) in the high suburbs do trust their local councillor, 15.5% in the formal townships strongly trust them, while 28.8% in the informal townships do not trust them.

**Figure 4.34: Response to quality of drinking water (Question 26)**

The majority of the respondents (39.7%) are extremely unhappy with the quality of the water that they drink, as compared to 12.5% who are extremely satisfied. A quarter (25.4%) of the respondents is happy with the drinking water, while 22.4% is unhappy. Three quarters of the respondents in the high suburbs are strongly unhappy with the quality of drinking water, as compared to just 1.7% of the respondents who are strongly satisfied with the quality of the drinking water. The response in all areas in both the agree and disagree categories, is fairly balanced.

**Figure 4.35: Response to fairness of employee’s recruitment process (Question 27)**

The majority of the respondents (44.4%) disagree with the statement that the municipal recruitment processes are fair, as compared to 14% who agrees. A mere 2.8% of the respondents strongly agree, as compared to a vast 39% of the respondents who strongly disagrees with the statement. The majority of the
respondents (48% strongly disagrees and 48% disagrees) in the formal townships are strongly of the opinion that the employee’s recruitment process in the municipality is not fair, while only 3.4% in the same area agrees. The middle suburbs scored the highest percentage (5.2%) of the respondents who strongly agree that the recruitment processes of employees are fair.

**Figure 4.36: Satisfaction with services delivered (Question 28)**

With regard to service delivery by the municipality, 43.2% of the respondents are not happy, 32.7% are extremely unhappy, 19.7% are happy and a mere 4.4% are more than happy. In the middle suburbs, 30.5% of the respondents are unhappy with services, while 23.7% in the same area are happy. The majority (45.8%) in the middle suburbs are very unhappy with the services delivered. Surprisingly, only 8.5% of municipal employees are extremely happy with the services, while 52.5% are not satisfied at all. In the high suburbs, 55% of the respondents are not happy at all.

**Figure 4.37: Responses about roles of councillors communicated to residents (Question 29)**

The majority of respondents (42%) feel that the roles of local councillors are not communicated to them, as compared to 32.2% who feel it is communicated to them. The minority of respondents (3.4%) strongly agrees that roles are communicated to
them, while 22.4% strongly disagrees. Only 18.6% of the respondents in the formal townships agree that roles of councillors are communicated to them, while 54.5% in the same area disagrees. In the middle suburbs 44% agrees with the statement.

Figure 4.38: On sustainable services to residents (Question 30)

A mere 3.1% of the respondents strongly agree that the municipality is providing sustainable services to them, as compared to 25.4% who strongly disagree. The majority (44%) of respondents disagrees with the statement, while 27.5% of the respondents agree. Just below half of the respondents (42.1%) in the formal townships feel that the municipality is not providing sustainable services to them, while only 26.3% in the same area agrees with the statement. The majority of municipal employees (60.3%) disagrees that the municipality is providing sustainable services to the residents, while a mere 6.9% strongly agrees.

Figure 4.39: Response about some employees getting bribes (Question 31)

On the statement that some municipal employees are more productive when they get bribes from people, 35.2% agrees, while only 16.6% disagrees. The majority of the respondents (36.9%) strongly agree with the statement as compared to 11.4% who strongly disagrees. Just over half (55.2%) of the respondents in the middle
suburbs strongly agrees that some municipal employees are more productive when they get bribes from people, while a mere 6.9% in the same area strongly disagrees. Almost a third (32.8%) of the municipal employees disagrees with the statement, while 38% agrees.

**Figure 4.40: On local councillors listening to residents’ service delivery complaints (Question 32)**

![Pie chart showing responses to the question about councillors listening to complaints.]

From the above chart it is clear that the majority of respondents (45.3%) disagrees that local councillors listen to their service delivery complaints, as compared to 29.4% who agrees. A few respondents (6.9%) strongly agree with the statement, while 18.3% strongly disagrees. The majority of respondents (34.5%) in the informal townships feel that the councillors do not listen to residents’ service delivery complaints, while 32.8% of the respondents in the very same area agree. Less than 2% in the formal townships strongly agrees with the statement while none in the high suburbs responded.

**Figure 4.41: About always getting the required information from the municipality (Question 33A)**

![Pie chart showing responses to the question about always getting required information.]

The majority respondents agree that they always get information they require from the municipality as compared to 23.8% who disagree. The minority of respondents
strongly disagree with the statement as compared to 23.5% who strongly agree. More than half (61.2%) of the respondents in the high suburbs disagree that they always get information they require from the municipality, as compared to 20% who agree in the same area. A mere 7.3% of respondents in the informal area agree with the statement.

**Figure 4.42: On employees being afraid to make decisions (Question 33B)**

On the statement that municipal employees are afraid to make decisions, 42.1% agrees, as compared to 23.8% of respondents who disagrees. Almost a quarter of the respondents (23.5%) strongly agree that municipal employees are afraid to take decisions, while a mere 10.7% strongly disagree. Almost half (49.1%) of the respondents in the informal area agrees that municipal employees are afraid to make decisions, as compared to 22.8% who agrees. Only 12% of the respondents of the municipal employees strongly disagree with the statement.

**Figure 4.43: On implementing projects in informal settlement (Question 34)**

On the statement that services are implemented within 3 years in the informal settlements, 42% of the respondents disagree, while only 18% agrees. The minority
(2.8%) strongly agrees that services are implemented within 3 years in the informal settlements, while 37.3% strongly disagrees with the statement. A quarter (24.6%) of respondents in the middle suburbs agrees that services are implemented within a period of 3 years in informal areas, while 45.6% disagrees in the same area. With respect to strongly agreeing with the statement in all areas, only 2 scored the highest with 7%, while in the high suburbs and informal townships none of the respondents strongly agrees with the statement.

**Figure 4.44: Communication between the municipality and residents (Question 35)**

The minority of respondents (2.4%) strongly agrees that the municipality communicates effectively with them, as compared to 27.4% who strongly disagrees. On the other hand, 43.8% disagrees with the statement, while 26.5 agree. With regard to effective communication between the municipality and residents, 19.3% of the respondents in the middle suburbs agree, as compared to 35.1% who disagrees in the same area.

**Figure 4.45: Opinion about the condition of municipal roads (Question 36)**

Almost two thirds (63.7%) of the respondents strongly disagree with the statement that municipal roads are in good condition, as compared to just 8% that strongly
agrees. Other respondents (14.2%) agree that roads are in good conditions, while 19.3% disagrees. In terms of the municipal roads being in good condition, 90% of respondents in the high suburbs strongly disagree, while none strongly agrees in the same area. Only 5% of the respondents in the formal townships agree that municipal roads are in a good condition, while 22% of municipal employees agree.

**Figure 4.46:** About forwarding of residents’ complaints by councillors to the municipality (Question 37)

As seen from the above chart, almost half (24.2%) of the respondents strongly disagrees that local councillors forward their service delivery complaints to the municipality, as compared to 5.1% that strongly agrees. More than a third (39.6%) of the respondents in the formal townships strongly disagrees, while 41.4% in the informal township agrees.

### 4.4 VALIDITY

Validity was established through a confirmatory factor analysis. The factors were identified and originally divided into a group of six (6) factors, which were then submitted to the NWU Stats consultation services for analysis. After a series of factor analyses, it was discovered that certain questions does not fit (negative value) into the proposed factor group, which were then re-run. After the second analysis, the factors were identified and divided into a group of eleven (11), in which some of the factors had only 2 or 3 questions. Some of the questions appeared to fit in more than one factor.

The factors were named as follows: Factor 1: Service is made of eight variables, Factor 2: Continuous service is made of two variables, Factor 3: Skills comprises of five variables, Factor 4: Commitment comprises of four variables, Factor 5:
In the study “service” refers to what the municipality is providing to its residents, such as water, sanitation, refuse removal, electricity, and accessible road networks. The term “continued service” is referred to as whereby the municipality goes the extra mile by informing its residents of any services to be interrupted, upgraded or implemented. The “skills” is referred to as the tools needed to enhance the service delivery in the local government. “Commitment” is referred to as extra performance by the municipality or its employees to improve the performance of the municipality. “Indecisive” is hereby referred to as scenarios whereby employees cannot make decisions promptly. “Positive role by politicians” are those whereby they enhance service delivery and improve the lives of the community, while “negative role” refers to situations where politicians prioritise their needs, become greedy and are not trusted.

“Trust of politicians” is referred to situations whereby residents feel confident about the leaders that they chose to represent them. “Payment of services” is referred to when residents are happy and willing to pay for services rendered by municipality. “Quality of service” means when residents feel that infrastructure or services delivered exceeds their expectations. “Accelerating service” referred to situations whereby the municipality take drastic measures to address residents’ demands promptly and also ensures that vacant key positions are filled, capacitate its employees, and attracts the best employees to speed up the services.

Table 4.2 Descriptive statistics

<table>
<thead>
<tr>
<th>Factor</th>
<th>Mean (on a 4 point Likert scale)</th>
<th>Average Standard Deviation</th>
<th>Maximum</th>
<th>Coefficient of variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service</td>
<td>2.02</td>
<td>0.823</td>
<td>4.00</td>
<td>40.9</td>
</tr>
<tr>
<td>Continuous service</td>
<td>2.34</td>
<td>0.856</td>
<td>4.00</td>
<td>36.6</td>
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</table>
From the above table 4.2, it can be observed that with a mean of 2.02 for the service factor, the people are not happy at all with the service provided by the municipality. The services in discussion here relates to how quickly the municipality responds to service complaints, whether people are happy with the service delivery, if the municipality is providing sustainable services, etc. When it comes to the continued services factor, it emanates from the above table that a mean of 2.36 explains that the people or community are not happy and feels that they are not informed in the case of services to be affected. Also with regard to the skills factor, it is clear that with a mean of 2.01, people feel that the municipality has not employed enough skilled, competent, experienced, committed people, and that they have been rightfully placed in terms of their qualifications. With regard to the commitment factor (2.31 mean), the people feel that municipal employees are not committed to serve the community.

Factor 5, which is represented by indecisiveness, scored a mean of 2.11, which shows that people are unhappy with the fact that some municipal employees cannot make decisions. A positive role by politicians also has a very low mean (2.18), meaning that people disagree with the questions regarding that their roles enhances service delivery, that they communicate regularly with the community they serve, that they forward their complaints to the municipality, and that they ensure that service delivery backlogs are addressed. Judging by the mean value of 2.46, it is clear that
people agree that politicians interferes in the administration of the municipality, that they impede some projects, and some are corrupt. A mean of 2.32 shows that people does not trust their politicians. A mean of 2.82 simply means that most people disagrees that non-payment of services delays service delivery and that they are not happy to pay for services rendered. The quality of the service factor with a mean of 1.83 clearly indicates that people are not happy at all with the quality of their drinking water and the condition of roads. With regard to the accelerating service factor, the people are unhappy and feel that municipal employees are not committed or productive to accelerate service delivery. This is simply proved by a mean of 2.12.

4.5 RELIABILITY

Following the identification and naming of the factors, the internal consistency (reliability) of the sub-scale scores were calculated and evaluated by means of Cronbach’s Alpha. The value of Alpha, the item-total correlations, as well as the average inter-item correlation, were taken into account. Factor reliability is presented in Table 6 below.

Table 4.3: Results of the factor reliability

<table>
<thead>
<tr>
<th>Factor</th>
<th>Cronbach Alpha based on standardized variables</th>
<th>Number of variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service</td>
<td>0.825</td>
<td>8</td>
</tr>
<tr>
<td>Continuous service</td>
<td>0.461</td>
<td>2</td>
</tr>
<tr>
<td>Skills</td>
<td>0.737</td>
<td>5</td>
</tr>
<tr>
<td>Commitment</td>
<td>0.608</td>
<td>4</td>
</tr>
<tr>
<td>Indecisive</td>
<td>0.559</td>
<td>2</td>
</tr>
<tr>
<td>Positive role by politicians</td>
<td>0.799</td>
<td>6</td>
</tr>
<tr>
<td>Negative role by politicians</td>
<td>0.402</td>
<td>2</td>
</tr>
<tr>
<td>Trust to councillors</td>
<td>0.641</td>
<td>4</td>
</tr>
<tr>
<td>Payment of services</td>
<td>0.502</td>
<td>2</td>
</tr>
<tr>
<td>Quality of service</td>
<td>0.444</td>
<td>2</td>
</tr>
<tr>
<td>Accelerating service</td>
<td>0.557</td>
<td>3</td>
</tr>
</tbody>
</table>

Since some of the factors after the second round of factor analyses consisted of only 2 or 3 items, it was expected that these factors might not prove reliable, due to the
lack of statistical evidence from the small number of questions. This happened to be the case, as can be seen in Table 4.3, where the factors with 5 or more questions tested reliable. Albeit not statistically justifiable, this could indicate that the questionnaire can be regarded as reliable in general. Further studies are necessary to be done to confirm this. From the factor reliability table above, it is clear with the Cronbach Alpha value of 0.825, 0.799, 0.737, 0.641, service, positive role by politicians, skills, and trust to councillors, respectively yield higher values, therefore the results are reliable and can be trusted. The factor reliabilities of the commitment, indecisive and accelerating service delivery, scored just above average values and therefore are also reliable.

The factor values for continued service, negative role by politicians, payment of services, and quality of services, scored lower reliability values of 0.461, 0.402, 0.502 and 0.444 respectively. The values can therefore not be trusted and this might be because of the fact that only two (2) variables were available or used for each factor.
CHAPTER 5
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION
The study looked at the level of satisfaction amongst the Matjhabeng Local Municipality community pertaining to service delivery. This chapter will provide concluding remarks and recommendations relating to the study.

For the past few years, service delivery protests have been a predominant issue in municipalities across South Africa, with angry residents taking to the streets in disapproval of the poor performance of these municipalities. Many of service delivery protests have at times turned violent and led to the destruction of property, looting of some shops, blocking off some busy roads, and even burning tyres and throwing stones in protest against the lack of services in their communities.

In the previous chapter of the study, it was found that the MLM residents are extremely unhappy with the level of service delivered to them, ranging from the quality of water, the condition of the roads they use, the skills and commitment of some municipal workers, their trust in some politicians or councillors they have elected, etc. This chapter will try to propose measures that the municipality can follow to fulfil its constitutional obligation by providing basic services to its community.

5.2 SUMMARY OF FINDINGS
Chapter one of the studies gave an introduction to the whole study under review, as well as the background of the study area, which is the Matjhabeng Local Municipality. It included the statement of the problem of the study, the research objectives, both main and subsidiary, the significance of the study, the profile of the respondents in each area, the research design and methodologies, the delimitation, as well as the research methodology.

Chapter two of the study was the literature review and it researched the literature relevant to the study topic. This was intended to provide different works of literature by a number of sources, in order to testify that the matter being investigated was
indeed crucial and that it had to be attended to, considering the number of service delivery strikes the country faced in the past months. Firstly the literature review first touched on the basic services our municipalities should provide to its residents on a daily basis. The issue of the service delivery protests in the different local municipalities were also highlighted. Several cases in countries like Spain, India, Zimbabwe and Nigeria were also discussed. The discussions relating to community satisfaction level pertaining to service delivery, the impact of employee’s skills in accelerating service delivery, community perception on how politicians affect service delivery, as well as the impact of non-payment of services by the residents, were highlighted.

Chapter three gave an overview of the research methodologies that were employed when gathering primary data in the Matjhabeng Local Municipality. Quantitative research was undertaken for the study and only questionnaires were used as data collection tool. The population and sample of respondents was chosen from the municipality employees and the residents in different areas, including towns and townships.

Chapter four reflected the results obtained from the questionnaires, which were particularly important in highlighting the community’s level of satisfaction pertaining to service delivery. The questionnaires used for data collection assisted in gathering all the information that deemed necessary for the study which in turn assisted in presenting the results.

Chapter 5 deals with a summary of the findings and conclusions for the eleven factors evaluated, namely Service, Continuous Service, Skills, Commitment, Indecisive, Positive role by politicians, Negative role by politicians, Trust to councillors, Payment of services, Quality of services, and Accelerating service, while recommendations were made for the improvement of the credibility of the Matjhabeng Local Municipality.

5.2.1 Service

The service factor was measured through preparation of eight (8) questions that were distributed to respondents and a summary of the responses. The majority of respondents are unhappy with how the municipality is addressing service delivery
backlogs, how it responds to service related queries, and how it communicates to its residents. The mean is 2.02 on a four point Likert scale for the factor “service”.

5.2.2 Continuous service

Only two questions were used to determine if the MLM provide continuous service by means of communicating with the residents. From the respondents, it is clear that the communication vary from area to area studied. The mean for the factor “continuous service” is 2.34 on a four point Likert scale.

5.2.3 Skills

Five sets of questions were used to measure how skill improves service delivery and the majority in most areas felt that the municipality did not employ skilled, competent personnel, and are not placed in relevant positions. Furthermore, it was revealed that recruitment processes are not fair. The mean for the factor “skills” is 2.01 on a four point Likert scale.

5.2.4 Commitment

To measure commitment by municipal employees, four questions were used, and respondents felt that the most employees are not committed and dedicated to enhance service delivery. The mean for the factor “commitment” is 2.31 on a four point Likert scale.

5.2.5 Indecisive

From the two sets of questions used, many respondents felt that municipal employees are afraid to make decisions. The mean for the factor “indecisive” is 2.11 on a four point Likert scale.

5.2.6 Positive role by politicians

A total of six questionnaires were used to measure how positive roles by politicians can improve service delivery and most respondents felt that their roles are not improving the service delivery. The mean for the factor “positive role by politicians” is 2.18 on a four point Likert scale.
5.2.7 Negative role by politicians

Only two questionnaires were derived to assess the negative impact that politicians have on service delivery. Respondents in most areas felt that they interfere and impede some developments. The mean for the factor “negative role by politicians” is 2.46 on a four point Likert scale.

5.2.8 Trust in politicians

Four questions were used to measure the level of trust that residents have in the politicians, and many felt that they prioritise their needs, ignore them after being elected, and that some are corrupt. The mean for the factor “trust to politicians” is 2.32 on a four point Likert scale.

5.2.9 Payment of service

Many respondents who answered the two questions used to assess the impact on the payment of services agree that late payment or non-payment affects services to be delivered. The mean for the factor “payment of service” is 2.82 on a four point Likert scale.

5.2.10 Quality of service

Two questions were used to measure the quality of services related to drinking water and the condition of roads. The majority of people are not happy at all with these services. The mean for the factor “quality of service” is 1.83 on a four point Likert scale.

5.2.11 Accelerating service

Two questions were used to measure the speed of services delivered. Most of the respondents felt that municipal employees are not doing enough to accelerate delivery of services. The mean for the factor “accelerating service” is 2.12 on a four point Likert scale.

5.3 CONCLUSIONS

Conclusions regarding the selected factors as per area are discussed below.
5.3.1 Conclusions regarding the service provided by the municipality

Most of the respondents from all five areas believe that the municipality is not doing well to address the service delivery backlog. An overwhelming 48% of people in the informal settlements believe that the statement is true. They are followed by 47% of the respondents in the high suburbs. In the informal settlements, 41% of the respondents were youth, with 98% (of which 67% have below grade 12 and 21% have grade 12) of the entire respondent group having up to a grade 12 level of education. It is clear that most of the youth are not happy, with the services provided, as compared to 59% of the adult group.

In the high suburb area, 47% of the respondents were males, 89% adults, only 18% had up to grade 12, with the majority having a Bachelor’s degree. A total of 93% of them receive their monthly bills and 95% of them pay them.

5.3.2 Conclusions regarding the employee skills in the municipality

Most (82%) of the employees agree that they have skills, are competent, and have relevant experience, but disagree (48%) that they are placed in the right positions. Most of the respondents are youth, with 37%, most have a National Diploma and above (66%), while 92% of them agreed on receiving their monthly bill, and 95% pay them.

On the contrary, 68% of the respondents in the high suburbs disagree with this statement. Overall, most people are not happy with the level of skills, competence and experience the municipal employees possess.

5.3.3 Conclusions regarding the commitment of municipal employees

Most of the respondents in the four areas researched are not happy with the level of commitment by municipal employees, while only 41% of municipal employee respondents feel that they are committed. Like in the skills factor, 68% high suburbs respondents, of which almost 90% are adults with 82% above National Diploma level, are not happy with municipal employee’s commitment.

5.3.4 Conclusions regarding the positive role by politicians
All the respondents are unhappy with the role of full-time councillors in addressing service delivery backlogs, with people in the middle suburbs which consists of 43% youth (44% of them have up to grade 12), with a pay rate of 66%, and who are extremely unhappy with full-time councillors’ roles.

5.3.5 Conclusions regarding the negative role by politicians

Most respondents in all areas feel that councillors ignore their needs after being elected and that some of them are corrupt. The formal townships which consist of 87% of adult respondents, 67% of them having above a National Diploma, and 94% pay their services; strongly agree that some councillors are corrupt.

Municipal employees (37%) also feel that councillors forget about them after being elected and that some are corrupt.

5.3.6 Conclusions regarding the payment of services

Most residents are happy to pay for good services rendered by the municipality, except in the middle suburbs (33%) and the informal area, of which this is understandable because they do not have any services.

5.3.7 Conclusions regarding the quality of services

Most respondents in all areas are unhappy with the quality of drinking water and the condition of the roads. The area with the unhappy respondents is the high suburbs, with 75% and 90% respectively for quality of drinking water and the municipal roads. Other unhappy respondents are the formal township people with 48% and 76% for water and roads respectively.

5.4 RECOMMENDATIONS ON HOW TO IMPROVE SERVICE DELIVERY IN MLM

This section presents recommendations which are aimed at the municipalities improving on their service delivery so that the consumers of the services are encouraged to pay for the services. Below are the recommendations:

- The municipality needs to urgently improve on the quality of services to ensure that consumers' willingness to pay for services is raised,
• Strengthen human and resource capacity, which will enable municipalities to deliver its constitutional mandate to the public,
• Introducing systems to measure outcomes and value for money,
• Revenue collection and debt recovery methods must be improved so that the municipality does not rely too heavy on the budgetary allocation that comes from the National Treasury,
• Promoting active public participation whereby communities should then be able to influence the determination of the type of service delivery that they receive from the municipality,
• Ensuring that relevant, skills, experienced and competent people, are placed in the right positions to enable the officials to make the right decisions. Based on the results, more than half of municipal employees are not happy with their placements,
• That municipality’s recruitment processes should be fair to all races and political affiliations, as some people cited that only ruling party supporters get appointed, with most not meeting the requirements,
• Ensure that critical posts requiring financial and managerial expertise are filled, to ensure that the funds allocated for service delivery and infrastructure development are spent wisely according to need or demand,
• The municipality must give heed to its employees in order to ensure that they are motivated to serve the community,
• Municipal maintenance and operational plans must be implemented to avoid most infrastructures from getting dilapidated within a short space of time after completion of projects,
• Ensure that old asbestos water reticulation pipes are replaced, as they contaminate the drinking water, and that the condition of the roads are prioritised as they form part of the infrastructure that also attracts investors,
• That the role of political office bearers are clarified and measures be taken to ensure they do not interfere with the administration or impede some infrastructure projects,
• Developing implementation plans with clear roles, responsibilities and timelines for actions,
• To ensure that the municipality continues to provide service delivery to its residents. Councillor’s interference should not be allowed, since from the results the most respondents felt that they interfere with the administration of the municipality,

• The municipality must expedite the attention of service delivery complaints, especially in towns where the most respondents felt that the municipality is not effective,

• Make and honour commitments to root out nepotism and corruption in areas, such as recruitment for municipal positions and the awarding of tenders for services.
REFERENCES


Department of Provincial and Local Government. Municipal Infrastructure Grant: A Guide for the Establishment of a Project Management Unit (PMU) by municipalities 2007/08


REQUEST TO CONDUCT THE STUDY

The Municipal Manager
Matjhabeng Local Municipality
P.O. BOX 708
WELKOM
9460

Dear Sir,

I am a student (student number: 24012983) at North-West University and will be doing my last year in Master of Business and Administration (MBA) in 2014 and part of the studies in the final year is for students to do Mini-Dissertation. I am conducting a study on the level of satisfaction amongst communities pertaining to service delivery, and your municipality is the demarcated area of study. In order to this, employees at your municipality will be requested to complete a questionnaire based on the level of service delivery.

The employees that are expected to participate in this study will be selected randomly. Participants should take part in this study willingly and their anonymity is guaranteed. Furthermore, the research findings will remain confidential, except when an article has to be written for academic purposes. The following can be made available to managers if they wish to have them.

Thank you for your consideration in this regard.

Diao Rnabitsa

diego@lejwe.co.za

Tel: 079 1071 026
OFFICE OF THE MUNICIPAL MANAGER

To : All Employees
Cc : Executive Director Corporate Support Services
From : Municipal Manager
Date : 17 March 2014
Ref : 5/6/4

PERMISSION TO CONDUCT STUDY WITHIN MATJHABENG LOCAL MUNICIPALITY

Permission is hereby granted to allow Mr. Dibo Ramabitsa to conduct a study for his mini-dissertation (thesis) that will contribute towards his studies with the North West University.

Mr. Ramabitsa has made an undertaking that the information that will be gathered will be kept confidential and that he will share the results of the study with Matjhabeng Local Municipality.

I therefore request the employees who will be consulted by Mr. Ramabitsa to afford him the necessary cooperation.

Yours faithfully,

G. RAMATHEBANE
MUNICIPAL MANAGER
ANNEXURE C: RESEARCH QUESTIONNAIRES
THE LEVEL OF SATISFACTION AMONGST MATJHABENG LOCAL MUNICIPALITY PERTAINING TO SERVICE DELIVERY

Thank you for your willingness to participate in this study. Your participation in this study is voluntary, all your feedback will be treated with the strictest confidence, your identity and dignity will be carefully protected and not be disclosed at any stage during the analysis. The study is conducted by myself (with permission from the municipality) to do a mini-dissertation in partial fulfilment of the degree of Masters in Business Administration with the Potchefstroom Business School of the North-West University. This is part of my academic study and summary of all the findings will be presented to the Matjhabeng local municipality upon completion of the study. I sincerely hope this study makes a positive difference to the life of each and every person who fills in a questionnaire.

Diao Ramabitsa

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male</th>
<th>Female</th>
</tr>
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<tbody>
<tr>
<td>Age</td>
<td>18-25 1 26-35 2 36-45 3 46-55 4 56-65 5</td>
<td></td>
</tr>
<tr>
<td>Race</td>
<td>Black 1 White 2 Coloured 3 Indian 4 Other: 5</td>
<td></td>
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<tr>
<td>Qualification</td>
<td>Below Grade 12 1 Grade 12 2 Diploma/Certificate 3 B. Degree 4 Honours Deg. 5 Masters/PhD 6</td>
<td></td>
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<tr>
<td>Employment Sector</td>
<td>Manufacturing 1 Mining 2 Retail 3 Agricultur e 4 Unemployed 5 Other 6</td>
<td></td>
</tr>
<tr>
<td>Municipal Employee</td>
<td>YES 1 Permanent 2 Contract 3 Temporary 4</td>
<td></td>
</tr>
<tr>
<td>Residential Area</td>
<td>Informal area 1 Formal township 2 Farm/smallholding 3 Area 1 4 Area 2 5</td>
<td></td>
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</tbody>
</table>
Next to each statement, please tick the option that most closely resembles your opinion.

1 = strongly disagree, 2 = disagree, 3 = agree, and 4 = strongly agree

<table>
<thead>
<tr>
<th>Statement</th>
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<tbody>
<tr>
<td>Strongly disagree</td>
</tr>
<tr>
<td>1. Local municipality is doing well to address service delivery backlogs.</td>
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<tr>
<td>2. Local municipality has employed skilled, competent and experienced people.</td>
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<td>3. Effective role by local councillors improve service delivery.</td>
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<td>4. Local councillors interfere in the administration of the municipality.</td>
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<td>5. Local municipality responds quickly to residents service-related complaints.</td>
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<td>6. Local municipality employees has been placed in positions relevant to their qualifications.</td>
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<td>7. Local councillors communicate regularly with community in their respective wards</td>
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<tr>
<td>8. Some local councillors hinder implementation of projects which are not in their wards.</td>
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<tr>
<td>9. Late payment or non-payment of services by residents hinders delivery of basic services.</td>
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<tr>
<td>10. Local municipality meets the basic needs of communities it serves.</td>
</tr>
<tr>
<td>Statement</td>
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<tr>
<td>---------------------------------------------------------------------------</td>
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<tr>
<td>11. Local municipality employees are well capacitated to enhance their skills and accelerate services.</td>
</tr>
<tr>
<td>12. I am happy with local councillor roles in my local municipality.</td>
</tr>
<tr>
<td>13. Local councillors prioritise their own needs ahead of the needs of the community they serve.</td>
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<td>14. I am satisfied with municipal service delivery.</td>
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<td>15. Municipal employees are committed to serve the community.</td>
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<td>16. I am quite happy to pay for good services rendered.</td>
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<td>17. Councillors ignore the needs of the community they serve once they are elected.</td>
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<td>18. Municipality informs community in time in case there would be any services affected.</td>
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<tr>
<td>19. Municipal employees are committed</td>
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<tr>
<td>20. Full-time local councillors ensure that crucial service delivery backlogs challenges are addressed.</td>
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<tr>
<td>21. Some local councillors are corrupts</td>
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<tr>
<td>22. Refuse removal and waste collections are done regularly on weekly basis.</td>
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<tr>
<td>23. Filling of all key positions will enhance service delivery</td>
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<tr>
<td>24. Local councillors allow active participation of residents in services they need.</td>
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<tr>
<td>Statement</td>
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<td>-------------------------------------------------------------------------</td>
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<tr>
<td>25. I do not trust my local councillor.</td>
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<tr>
<td>26. I am happy with the quality of drinking water</td>
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<tr>
<td>27. Local municipality recruitment processes of municipal employees are fair.</td>
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<tr>
<td>28. I am happy with services delivered.</td>
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<tr>
<td>29. Roles of local councillors are communicated to residents.</td>
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<td>30. Municipality is providing sustainable services to residents.</td>
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<tr>
<td>31. Some municipal employees are more productive when they get bribes from people</td>
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<tr>
<td>32. Local councillors listens to the resident services delivery complaints</td>
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<tr>
<td>33. I always get information I require from the municipality.</td>
</tr>
<tr>
<td>33. Municipal employees are afraid to take decisions.</td>
</tr>
<tr>
<td>34. Services are implemented within a period of 3 years in informal settlements.</td>
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<tr>
<td>35. Municipality communicates effectively with its residents.</td>
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<tr>
<td>36. Municipal roads are in good conditions</td>
</tr>
<tr>
<td>37. Local councillors forwards residents service delivery complaints to the municipality</td>
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