

**An investigation of water delivery constraints at
Mabokelele village, Limpopo Province, South Africa**

By

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**Research mini-dissertations submitted in fulfillment of the
requirements for the degree**

Masters of Development

In the

Turfloop graduate school of leadership

At the

University of Limpopo

Supervisor: Dr. T. Moyo

2010

TABLE OF CONTENTS

CHAPTER 1: BACKGROUND TO THE STUDY	
1.1. Introduction	1,2,3
1.2. Problem Statement	3
1.3. Motivation for the study	4
1.4. Aim of the study	4
1.5. Objectives of the study	4
1.6. Research questions	4
1.7. Significance of the study	5
1.8. Definition of concepts	5,6
CHAPTER 2: LITERATURE REVIEW ON DELIVERY OF WATER SERVICES	
2.1. Introduction	7
2.2. The role and importance of water in development: Overview of theoretical argument	7,8,9
2.3. Policy and Legislative Framework on water services	10, 11
2.3.1. Overview of Legislative Provisions	
2.4. The role of the Local Municipality in water Provision	11, 12
2.5. The role of Department of Water and Forestry in the Provision of water	13, 14 14,15,16,17,18

2.6. Situation analysis: Water service in South Africa	18
2.7. Evidence on underlying constraints on water delivery	18, 19
2.7.1. Natural factors and water delivery challenges	19, 20
2.7.2. Theft and corruption in Local Municipality	20
2.7.3. Lack of community participation	21, 22, 23
2.7.4. Lack of capacity at Local Municipalities	23
2.8. The status of water delivery constraints at Polokwane Local Municipality	23, 24, 25, 26
2.8.1. Lack of Financial Management skill by the special business unit that deals with water and sanitation	26,27
2.8.2. Vandalism and illegal connections	
CHAPTER 3: RESEARCH METHODOLOGY	
3.1. Research Design	28
3.2. Area of Study	28
3.3. Population	29
3.4. Sampling Method	29
3.5. Data Collection Procedures	29
3.6. Data collection methods	30
3.7. Reliability of data	31
3.8. Data of analysis	32

CHAPTER 4: PRESENTATION AND INTERPRETATION	
4.1. Introduction	33
4.2. Situation analysis : Water situation at Mabokelele Village	34,35
4.3. Community perceptions on underlying reasons for the water delivery constraints	36
4.3.1. Lack of community participation and consultation in water service provision	36,37
4.3.2. Poor local governance	37,38,39,40
4.4. Capacity challenges at Polokwane Local Municipality	41
4.4.1. Human resource constraints	41
4.4.2. Inadequate water service infrastructure	42
4.4.3. Vandalism and illegal activities	43
4.4.4. Lack of financial management skills	43
4.4.5. Long delays in the awarding of water project tenders	44
4.5. Interpretation of findings	45
4.5.1. Poor budget management	45,46
4.5.2. Inadequate water infrastructure	46,47
4.5.3. Vandalism and illegal; connections	47
4.5.4. Long delays caused by tendering process (red tapes)	47
4.6. Implication of results	47

4.6.1. The implication of poor leadership	47,48,49
4.6.2. Implication of poor service delivery	50,51
4.7. Conclusion	51
CHAPTER 5: CONCLUSION AND RECOMMENDATIONS	
5.1. Introduction	52
5.2. Summary of research findings	52,53,54
5.3. Recommendations	54
5.3.1. Priorities of effective delivery of water	54,55
5.3.2. Community consultation and participation	55,56
5.3.3. Municipality to support community to resolve their water problems	57
5.3.4. Dealing with the problem of vandalism	57
5.3.5. Addressing capacity constraints at the Municipality	57
5.3.5.1 Human resource	57
5.3.5.2 Water Service Infrastructure	58
5.3.5.3. Finance and budget management	59
5.3.5.4. Skills development	59
5.3.5.5. Fast tracking of water service tendering system	59
5.4. Limitation of the study	60
5.5. Future Research	60

6. REFERENCES	61, 62, 63, 64, 65, 66
7. ANNEXTURES	67, 68, 69, 70, 71,

ABSTRACT

The aim of the research study was to examine and analyse the main constraints faced by the Polokwane Local Municipality in delivery water services to Mabokelele Village. For the researcher to be able to achieve the aim of the study, key research questions were posed which enabled the researcher to gather / collect data that helped shed more light in the research project. Research questions such as what are the constraints faced by the Polokwane Local Municipality in water delivery services, and what strategies are been to address those constraints and how effective are those strategies, were posed to the participants of this research study.

The study used the qualitative research design. Respondents were seen as experts of their own life situation. Face to face interviews were used to collect data from the participants.

Data analyses was done in the form of content data analysis.

The key findings of the research project:-

Shortage of skills in financial management, inadequate water service infrastructure, inadequate human resource for water service delivery, lack of co-operation between the Polokwane Municipality and the Mabokelele Induna and lack of community participation

and consultation by the Polokwane Local Municipality and long delays caused by the tendering process were identified as the key findings for the study.

Recommendations for the study was guided by the findings of the research project. The following served as recommendations for the study : Polokwane Local Municipality should ensure that people with financial management skills and project management are employed to avoid under-spending of the budget. Community participation and consultation should be key when implementing projects to the community, Department of Water Affairs to ensure that enough water service infrastructure is provided so that the Municipality can function properly. Dwarf should speed up the transfer of officials to Polokwane Local Municipality and lastly, the red tapes in the tendering processes should be minimized to avoid long delays in the approval of water projects.

DECLARATION

I declare that an investigation of water delivery constraints at Mabokelele Village mini-dissertation hereby submitted to the University of Limpopo for the degree of Master of Development has not previously been submitted by me for a degree at this or any other university, that is my work in design and in execution and that all materials contained herein has been duly acknowledged.

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16 AUGUST 2010

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ACKNOWLEDGEMENT

I would like to give special thanks to my supervisor Dr. T. Moyo for her constant guidance.

I would also extend my thanks to the Mabokelele Headman and the households that I have visited for their co-operation and not forgetting the local ward councilor and the Polokwane Municipality & DWAF for been transparent in giving out the necessary data that had helped a lot for the success of this project.

Last but not least, I would like to extend my heartfelt thanks to my wife, Maserole and my children, Kagiso, Khutso, Hunadi and Tlou Koketso for their love and patience when I was caring out my study.

LIST OF ABBREVIATIONS

RDP	-	Reconstruction and Development Programme
DWAF	-	Department of Water Affairs and Forestry
UN	-	United Nations
IDP	-	Integrated Development Plan
LED	-	Local Economic Development
WSA	-	Water Service Authority
SADC	-	Southern African Development Community
NEPAD	-	New Partnership for African Development
WCD	-	World Commission of Dams
DLGH	-	Department of Local Government and Housing
SALGA	-	South African Local Government Association

ANNEXTURES

- 7.1. Annexure A = Interview questions
- 7.2. Annexure B = A letter of request for information from Polokwane Local Municipality
- 7.3. Annexure C = Consent letter signed by the participant
- 7.4. Annexure D = Map of the area of study (Mabokelele)
- 7.5. Annexure E = A letter of proof of Editing

CHAPTER 1: BACKGROUND AND CONTEXT

1.1. INTRODUCTION

South Africa is a country with marked spatial and temporal variability in the rainfall it receives (Earle, A. 2005:3). The natural variability in rainfall coupled with the high rates of potential evapotranspiration has placed the gathering, storage and reticulation of water high on the planning agenda from colonial times until the present (Turton et al, 2004). With industrialization, urbanization and population growth the demand for municipal water services will continue increasing, placing pressure on the ability of the natural systems to provide a sufficient quality and quantity of water sustainably. South Africa is a semi-arid region with an uneven distribution of rain.

Most parts of the country do not have high rainfall and droughts are an ever present threat in all regions. The average annual rainfall of 500mm is only 60 percent of the world average. Twenty one percent of the country receives less than 220mm while sixty five percent of the country receives less than 500mm of rainfall annually (Basson 1997:8). South Africa is also poorly endowed with ground water as it is mainly underlain by hard rock formations which although rich in mineral, do not contain any major ground water aquifers which could be utilized on a material

scale (Earle et al 2005:6).

Under the South African apartheid regime, the government policies were geared at advancing the needs of the selected few. The introduction of the apartheid policies of separate development was aimed at ensuring that services were delivered along racial lines, with black South Africans receiving inferior and inequitable services or no services at all (Hunter et al, 2003).

The history of uneven distribution of resources between whites and blacks, urban and rural has left a huge inequality that will not be bridged overnight. The history of South Africa indicates that inequality in terms of allocation of piped water distribution to blacks was 43%, colored 94,5%, Indians 100% and whites 99.9%.

It is further indicated that the population without piped water in South Africa prior the dawn of the democracy was 173 0000 blacks, 150 000 colored zero Indians and 500 whites (DWAF 1997: 3).

The legacy of apartheid left the democratic government elected in 1994 with a situation in which some 12-14 million people lacked access to formal water supply and 21 million people out of a total population of 41 million had no formal sanitation (DWAF, 1999). Most of these people lived in the former homeland areas where

75% of the population lived on 13% of mostly water-short land. The apartheid policy denied the Blacks what is fundamentally the basic human right to have access to safe portable water (WRC 1997:3).

The emergence of a new democratic dispensation brought with it expectations of equalization across racial, gender, socio-economic and geographic boundaries, fair and just delivery of services, access to basic services, and hope that all citizens could own their freedom and dignity (Smith 2005:435).

The introduction of the Reconstruction and Development Programme (RDP) in 1994 by the government was aimed at redressing South Africa's skewed water resource and service legacy and to recognize the right of all South Africans to access clean water and adequate sanitation (African National Congress 1994).

This was in contrast with the apartheid regime that was providing water services based on political patronage and allegiance to the state (McDonald 2002:3).

Another noticeable milestone which the new democratic South Africa has achieved was the establishment of a single water sector to ensure that all communities in the country have access to basic water services. It was from this background that the Department of Water and Forestry was created. DWAF was created with the mandate to ensure that all people living in South Africa have access to an

appropriate acceptable, safe and affordable basic water supply and sanitation and to ensure that all water service providers are accountable, cost effective, efficient and viable (DWAF 2003:9).

When addressing the National Freedom Day Celebration held at Galeshewe stadium, Kimberly in the Northern Cape on the 9 August 2006, President Mbeki appealed to all government departments to work together in order to fast track basic service delivery in poor communities. He described service delivery as being central to our liberty, because we cannot enjoy freedom while our fellow South Africans have no clean water, no sanitation and are still using the “buckets system”. He stressed that about 16 million people have gain access to clean portable water and assured the people that by 2009, all households in South Africa would be having access to clean running water (DWAF, 2006:5).

Another noticeable milestone that the new government has set is the formulation of policies, and legislative frameworks on water delivery services and the Batho Pele principle. All these were promulgated with the sole aim of improving effective and affordable basic services to the people. Municipalities are given the mandate to ensure that there is provision of water services to the communities (DOLGH 2003:19). The constitution of the country also states that every citizen has the right to access basic needs. The literature review examines if the Polokwane

Municipality is operating in line with the mandate and also to analyse strategies that have currently been carried out to address the water delivery constraints at Mabokelele village as well as their effectiveness.

1.2. PROBLEM STATEMENT

Mabokelele Village Limpopo Province has a problem of water delivery. The village depends on water supply from private owned boreholes for survival. The use of boreholes for water supply poses a health hazard since most of the villagers still use pit toilets for sanitation. Water drawn from underground gets contaminated by pit toilets and kraals and this poses a serious health hazard to the community. The water project that has been constructed at Mabokelele Village is dysfunctional. The water taps that have been installed on the streets have been vandalized by the villagers. The study is an investigation into all these water challenges facing the village.

1.3. MOTIVATION FOR THE STUDY

The study was motivated by a keen interest to understand why poor service delivery is happening despite the country having achieved democracy. The

researcher wanted to understand why despite its developmental mandate, the Polokwane Local Municipality appeared to be failing to deliver clean, adequate and reliable water services to communities such as the Mabokelele Village. He was also interested to find out the views of the community, in particular, the nature of their participation in decision making and the extent to which the municipality has consulted them.

1.4. AIM OF THE STUDY

The aim of the study is to examine and analyze the main constraints faced by the Polokwane Municipality in delivering water services to Mabokelele Village.

1.5. OBJECTIVES OF THE STUDY

Specific objectives for the study are as follows:

- (a) To assess the nature and the magnitude of water problems at Mabokelele village.
- (b) To investigate the major constraints faced by the Polokwane Municipality in delivering water services to Mabokelele village.
- (c) To recommend feasible strategies that can be used to ensure that clean water is delivered to Mabokelele village.

1.6. RESEARCH QUESTIONS

The research addresses the following critical questions

- (a) What is the mandate of Polokwane Municipality in terms of providing water services to communities such as Mabokelele village?
- (b) How is Polokwane Municipality performing in terms of the mandate?
- (c) What constraints is the Polokwane Municipality facing in the provision of water services?
- (d) What strategies are currently in place to address those constraints and how effective are they?
- (e) What other strategies should Polokwane Municipality consider in order to deal with the problems more effectively?

1.7. SIGNIFICANCE OF THE STUDY

The study is expected to contribute to the body of knowledge on the challenges of water service delivery in Polokwane Municipality. It is hoped that the recommendations arising from the study will contribute to the design of a more effective water services to Mabokelele village.

1.8. OPERATIONAL DEFINITIONS

Basic Water Supply

Basic water supply is defined under the Section 9 (1) of the Act as six kilolitres per households per month or 25 liters per person per day within 200 metres of the house at a flow of not less than 10 minutes (R.S.A., 1997:35).

Councilor

A member of a Municipal Council (R.S.A. 2000)

Local Municipality.

A Municipality that shares a Municipal executive and legislative authority in its area with a district Municipality within those area under which it falls (R.S.A. 1998) Sec 35.

Water Service Provider

Water Service Provider means organization that provides water to consumers or to another water services institution (RSA, 1997)

Water Board

This means an organ of state established or regarded as having been established in terms of water service Act 108 of 1997 to perform as its primary activity a public function (WRC, 1997:8).

District Municipality

This is a Municipality that has a Municipal executive and legislative authority on an area that include more than one Municipality and which described section 155 (1) of the constitution as a category Municipality (RSA. 1998: Sec 20).

Water Service Authority

A Water services authority is any Municipality that has the executive authority to provide water services within its area of jurisdiction in terms of the Municipal structures Act 118 of 1998 (DWA 2003:15).

Water Service committee

The Minister may establish a water service committee. No water service committee may be established if the water service authority having jurisdiction in the area in question is able to provide water services effectively in the proposed service area.

Local Economic Development (LED)

Local economic development is about equal distribution of wealth, the harnessing of resources and the capacity to produce commodities and services (RSA 2000:35).

Integrated Development Plan

The integrated development is a process through which a Municipality should establish a plan for development for short, medium and long term. IDP is an integrated development plan which all Municipalities use as a tool to ensure that planning is conducted in a transparent and democratic manner. The IDP is an operational plan. It is a corporate plan that covers all the details that will be carried out over a period of time (RSA, 2000:8)

CHAPTER 2: LITERATURE REVIEW ON DELIVERY OF WATER SERVICES

2.1. INTRODUCTION

The chapter presents a review of the literature. It begins by articulating the theoretical arguments on the role of water in development. It then describes the situation of water services in South Africa in general and Limpopo Province in particular. The chapter provides an extensive review of the literature with regard to

some of the constraints which explain the poor service delivery of water. Information gaps are identified and the likely contribution of the current research to the body of knowledge on water services delivery is highlighted.

2.2. The Role and Importance of Water in Development: Overview of theoretical argument

Whilst there may be debates and controversies with regard to the most effective strategies of delivering water services to the population, there appears to be little dissention over the importance of water in development. This is because water is one of the key and probably the most fundamental and indispensable of natural resources. Fundamental to life, the environment, food production, hygiene, industry, power generation, it is fundamental to the overall quality of life (Basson, 1997:1)

Water can help communities to fight poverty. Communities can introduce farming projects like fruit and vegetable gardens. Community projects can provide food for poor households and can earn money for the community. Community farming projects can also help by providing affordable and healthy food to people affected by HIV and AIDS. As the project grows, employment is created for the local community. The employment will as a result provide income for households. In the

long term, community projects can become a business that sells its produce on a local, regional and even international markets and contribute to the economic growth of the country (Masibambisane, 2006:5).

Water is the most important source of life for which no organism can survive without it. Agriculture which is the backbone of human survival cannot succeed without the availability of water (Stein 1989 :13).

Provision of clean water to the community can reduce the outbreak of water related diseases such as cholera since people will refrain from using water drawn from the streams and contaminated rivers (Masimbambane, 2006:5).

Prosperity for South Africa and other countries depends upon the sound management and utilization of many resources with water playing a pivotal role. The industrial growth of any country depends on the accessibility of adequate water resource. Therefore water is life, water is development (Basson 1997:1).

All people need access to water for domestic use, for drinking and for washing and sanitation purposes.

Water is also mainly used in agriculture; for instance, water is needed to produce food, fibre, fuel-wood and timber. Such use can help to reduce poverty and

increase the earnings of people who depend on water based agriculture, including subsistence, emergent and commercial farmers (WRC, 2004:12).

Water plays a central role in all aspects of life, in the international and national environments, in our economics, in food security, in production and in politics. So water has a special significance not only in the preservation of life but also in the fulfillment of our goals for economic growth.

Water is recognized worldwide as the most indispensable of all natural resources (Blignaut & de Wit, 2004:206).

It is from this background that some of the targets that the Millennium Development Goals wants to meet are to see to it that the number of people without sustainable access to safe drinking water and sanitation is halved by 2015 (Visser, J and Mabazira, C 2006).

In South Africa, water services are a critical component of the development of communities. Large part of the country is dry and dependent on the capacity of local government to provide piped water to households (Basson, 1997:8).

In her address on water for growth and development summit held in Lephalale Municipality, the Minister of Water Affairs and Forestry stated that “water is a key

ingredient for ensuring economic growth and development and that access to water to alleviate poverty will impact on the second economy and rethinking the existing use of water in the first economy will help accelerate growth” (Kobe 2008:5).

The Department of Water Affairs and Forestry and the Local Municipality which are assigned the status of being water service authorities should see to it that communities are provided with sustainable water services to enhance their livelihood. Water is development and without water there would be no development at all. Water delivery to the community is a fundamental right not a privilege. It is a right that is enshrined in the constitution of the country that every citizen should have access and affordable water services.

DWAF as the custodian of water resources should ensure that adequate water storages are created. This will ensure effective and reliable delivery of water services to the communities. Boreholes should be erected to supplement the available water dams. DWAF should enter into an agreement with neighboring countries such as Lesotho, Zambia for water supply. Lesotho is reported to have a hundred percent rainfall which is far bigger than South Africa. As a result the abundance of water in Lesotho exceeds their water demand (LHWP; 2001).

It is of critical importance to South Africa to enter into an agreement with Lesotho for the importation of water into the country. This will eventually ensure that communities in South Africa preferably rural areas receive water for consumption as well as for irrigation and for use by industries.

2.3. Policy and Legislative Framework on Water Services.

2.3.1. Overview of Legislative provisions

According to the constitution of the Republic of South Africa 1996 Act 108 of 1996 it is every person's right to have access to clean water. It is from this background that the DWAF as policy formulator and implementer initiated the water supply and sanitation programme in 1994 in order to achieve a constitutional objective of ensuring that all South Africans have access to sufficient water and healthy environment with the focus on rural area.

The Free Water Policy was officially launched in July 2001. By March 2004, some 155 of the 170 Water Service Authorities claimed to be providing Free Basic Water. The total number of people receiving Free Basic Water at this stage is estimated at 30,5 million. Through The Free Basic Water Policy, each household receives up to 6000 litres of clean water per month. The target for 2004 was 70%

of the population while the actual percentage of the total population served by March 2004 was 65%. This reflects a slight shortfall (Burger, 2004/5: 603).

In 1997, the Water Service Act, 1997 (Act 108 of 1997) was passed. The aim of this Act was to ensure and define the right of access to basic water supply and basic sanitation services, to set out the rights and duties of consumers and those who are responsible for providing services and also to allow the minister of Water Affairs and Forestry to set national standards (including norms and standards) to ensure sufficient, continuous affordable and fair water services.

In 1998, The National Water Act of 1998 was passed. The Act aims at the control and the use of water resources, protect them from being impacted on or exploited and polluted and ensure that every person has equitable access to them, to integrate the management of surface water and ground water and to foster sustainable use of surface and ground water (Burger, 2004:603).

In 2003, The Strategic Framework for Water Services was approved by the cabinet. The key policy themes in the Strategic Framework for Water Services was to eliminate the backlog in basic services provision to encourage the water services authorities to provide intermediate and higher level of services.

The Strategic Framework for Water Service provides a summary of policy with

respect to the water services sector in South Africa. It outlines the vision goals and targets to be achieved by the Water Service Sector over the next ten years and to set up norms and standards for Water Services (Mvula, 2005:271).

The National Water Act of 1998 specifies that the government is the trustee and custodian of the nation's water resources and in turn must ensure that water is protected, used, developed, conserved, managed and controlled in an equitable and sustainable manner for the benefit of all people. The National Water Act also provides a policy framework for water markets in the country as a means to address issues of water allocation and demand. The Act also gives the Minister of DWAF to establish a pricing strategy for charges for any water use (Blignaut & De Wit , 2004:212).

The significance of this policy framework and Water Acts is to ensure that the water service backlog that existed when the new democratically elected government came to power is being addressed and that water provision should be a universal right and not for the chosen few as it was the case in the apartheid regime. The critical significance of these policy frameworks is to address the imbalances of the past with the regard to provision of water resource to all citizens. The importance of this policy framework is to ensure that management and distribution is done in an efficient and effective manner for the

benefit of consumers.

2.4. The Role of the Local Municipalities in Water Provision

In 2003, Municipalities were given the role of Water Services Authority which means the provision of adequate affordable and potable access to clean water was now the responsibility of the Local Municipality and no longer of the Department of Water and Forestry.

According to the Municipality Systems Act 32 of 2000 Municipalities are given the power to move progressively toward social and economic upliftment of local communities and ensure universal access to essential services that are affordable to all. Municipalities should adopt an Integrated Development Plan that will reflect an assessment of existing levels of development in the Municipalities which do not have access to the basic needs.

The Municipalities should through appropriate mechanisms, processes and procedures involve the local community in the development implementation and review of the Municipalities performance (RSA. 2000:48).

A Local Municipality, according to the Water Service Act 108 of 1997 as Water Service Authority can assign the private sector to provide water and sanitation to local communities. The reasons for engaging the private sector are among others,

to provide better service standards, the need to overcome the water provisioning backlog which may place too great a burden on the staff of the local authorities. The quality of services that has been provided by private sector as compared to that of the local authorities is of high standard and acceptable to the communities (WRC, 1995:4).

Municipality as water service authority must ensure the provision of effective, efficient and sustainable water services (including water conservation) either by providing water services themselves or by selecting, procuring and contracting with external water providers.

A Municipality as Water Service Authority must prepare a Water Service Development Plan to ensure effective efficient affordable, economical and sustainable access to water services that promote sustainable livelihoods and economic development (DWAF, 2003:15).

In analyzing the role of the Municipalities in water provision, one can deduce that the local municipalities have not lived up to its expectations. It should be remembered that one of the research questions of this study was to examine how Polokwane local municipality is performing in terms of the mandate. It has been indicated that one of the mandates of the local municipality is to ensure universal access to essential services that are affordable to all.

With reference to Polokwane Local Municipality it is apparent that universal access to essential services is non - existing. Clusters such as Mankweng / Sebayeng, Moletjie and Molepo / Chuene are still below RDP standards in as far as water delivery services are concerned. On the other hand, Polokwane / Seshego cluster has no ward or household that is below the RDP level. All the households in the Polokwane / Seshego cluster are above RDP level. This demonstrates the fact that Polokwane local municipality haven't lived up to its constitutional mandate.

According to the Constitution of South Africa, Municipalities should involve the local communities in the implementation and review of the Municipalities performance (RSA. 2000:48). However, in spite of this provisions, the Polokwane local municipality have imposed the phase 1 water project to the Mabokelele village. The water project was municipal - driven and not community - driven. It has been indicated in the problem statement that, the water taps that have been installed on the streets have been vandalized by the Mabokelele villagers. The Mabokelele villagers rejected the phase 1 water project because there was no thorough involvement of the community from the planning phase of the project by the Polokwane Local Municipality.

Municipalities are the vehicles selected by national government to address the water service delivery challenge and to reduce the apartheid backlog whilst concurrently raising

the level of service delivered (Hemson, 2004).

2.5. The role of Department of Water and Forestry in the Provision of

Water

The Department of Water Affairs and Forestry's core function is to ensure that all South Africans have equitable access to water and sanitation and that the country's water resources and forests are managed in a sustainable manner (Burger, 204:597).

The role of the DWAF has altered with the Water Service Authority now being responsible for providing water services. DWAF's new role is to act as South Africa's water resources custodian. DWAF acts as water services policy formulator and regulator rather than providing operational services. DWAF will ensure that it provides an ongoing advisory support service to the water sector (DWAF, 2006:3).

DWAF as Policy formulator is to ensure that there is promotion of good practice, development and revision of national policies, oversight of all legislation impacting on the water sector, coordination with other national departments on policy, legislation and other sector issues, national communications and the development of national strategies to achieve water sector goals. DWAF also has the

responsibility to develop policy with regard to international water services issues (DWAF, 2003:22).

It is the responsibility of DWAF to draw up a strategic framework that would regulate the water services sector and to ensure that water service Acts are implemented and that there is total compliance, and to ensure that National Water Act is critical in reforming past laws relating to water resources which were discriminatory and did not recognize water as a basic human right (MVULA TRUST, 2003:2).

DWAF as the custodian of water resources has not done enough in terms of achieving its mandate. DWAF is also expected to provide financial and skills support to the water service provider such as Polokwane Local Municipality. With reference to Polokwane Local Municipality lack of skills with regard to water services has been a major constraint. Water projects in the municipality are managed by people who do not have the “know how” concerning the delivery of water services . Training that has been given to the water committees and ward committees is not sufficient. Maintenance and fixing of water taps often took a period of one month delay. Local Municipalities are still lacking skilled personnel in the water sector.

Financial support to Municipalities by the DWAF will without doubt enable Municipalities to function properly. Polokwane Local Municipality has experienced financial constraints that has seen water projects been brought to a hold until a new budget is allocated. The water project that is at Moletjie Central has been called off. DWAF should assist Municipalities by ensuring that Municipal financial grants are available to those under- performing Municipalities.

2.6. Situation analysis: water services delivery in South Africa

Statistics South Africa (2004) indicates that in 2003, Limpopo Province had 667649 of households that were receiving basic water services from Municipalities. It is also stated that out of 667649 households, about 370791 received free basic water in Limpopo Province in 2003. It is also indicates that 55, 5 percent of the Limpopo households were receiving water services from the municipalities.

However, in 2004, the Limpopo Province recorded 871783 of households that receive water from the municipalities and out of 871783, 539640 are households that received free basic water form the municipality. An increase of 761,9 percent households was recorded in 2004. This would mean Limpopo province experienced an increase of 6.4 percent of households that receive water from the Municipalities (Statistics S.A. 2004).

However, according to Statistics South Africa non-functional census of Municipality issued in 2007, Limpopo Province reported 10 69 365 as consumer units receiving basic water services from Municipalities and service providers and about 50 491 6 as consumer units that receive free basic water. An increase of 19 758 2 was recorded by Limpopo province as a number of units receiving basic water services in 2006 (Statistics South Africa, 2007).

Statistics South Africa (2009) indicated that Limpopo Province had recorded an increase of 1124911 of consumer units that receive basic water from Municipalities and service providers and an increase of 515 005 of consumer units that receive free basic water was also recorded. On the other hand, an average increase of households that receive free basic water from the Municipalities and other service providers in South Africa are reported to be 10345797 households (Statistic South Africa, 2007).

In analyzing the water delivery in Limpopo Province, according to Statistics South Africa, one can deduce that there has been a remarkable increase from 2004 to 2007. The question is, can this increase be quantified? The fact that there are still people who depend on water form the wells is a course for concern. The fact that people use donkey cart to carry water, it means that the proximity of the water taps or source of water are far from the dwelling.

Statistics South Africa (2004) indicates that only 15,4 percent of households receive piped water on a community stand, less than 200m from the yard, while 9,9 percent of households receive piped water inside a dwelling while 30,7 percent receive piped water inside the dwelling (Lehohla, 2004:75-76). The statistics given, displayed great imbalances in as far as delivery of water services to households in Limpopo Province is concerned. Most households that are negatively affected are the rural areas of the province.

The scarcity of water Limpopo Province has been evident at places such as Thabazimbi Local Municipality where the community spent about a month without water. The community is forced to spend R 1.50 to get 25 litres of water and many people are not working and those who cannot afford to pay for water resort to water from the wells, fountains or rivers. The aging infrastructure and the mining excavations in the area have been blamed as the cause for the scarcity of water in the area. The likelihood is that the Thabazimbi community might spend the 2008 festive season without water (Ngwepe A. 2008:4). A similar water shortage in Limpopo Province has been evident at Glen Cowie and Phokwane. The residents have to share the river with donkeys, goats and cattle. The political differences in the ANC at the area have been attributed to the stoppage of bulk water supply which was targeting 17 villages. The village taps have been without water for days,

forcing residents to walk long distances in search of water in wells and rivers (Matlala, A 2008:7).

Polokwane Local Municipality falls under the Capricorn District Municipality. It is imperative to analyze the Capricorn District Municipality and have a sense of how the district municipality is performing with regard to water supply to the communities. Limpopo Province has been demarcated into District Municipalities, namely Waterberg, Capricorn, Bohlabela, Mopani, Vhembe and Sekhukhune.

Statistics South Africa (2004) indicates that about 19 317 000 households in Capricorn District receive water from the water board and 13 451 76 receive water from the water service provider and 22 437 032 receive water from own sources. The fact that 22 437 032 households still receive water from own source is a cause for concern. It is the responsibility of the local municipality to ensure that there is water service delivery to the communities. This is the constitutional right which the communities should be provided with. The fact that about 22 437 032 households in Capricorn still receive water from own source implies that there are more households that are without basic water supply from the Capricorn District Municipality than those households which receive water from the water board and water service provider. This demonstrates that the backlog in Limpopo Province is still huge in as far as water service delivery is concerned (Stats: South Africa, 2004

: 187).

Statistics South Africa (2004) states that, about 25 655 of households receive water from the boreholes, 1 840 households from a spring, 4 697 receive water from a dam, pool and stagnant water, 8 373 households receive water from rivers and streams, 12 426 from water vendor and 12 094 from other sources (Stats, S.A. 204;76). The district has not achieved its mandate. If the majority of households are still receiving water from rivers, streams and spring, this implies that more households are at risk of using contaminated water and as such suffer water related diseases such as cholera. Statistics South Africa, (2004) indicates that in Limpopo Province a total number of 55 960 498 households receive water from own sources and 37 654 780 from Water Board and 95 289 00 from Water Service Provider. According to the figures given, it is clear that more households in Limpopo are still not yet receiving water services from the Municipalities (Stats S.A. 2004:187).

The Polokwane Local Municipality Integrated Development Plan of 2006/11, indicates that there are no communities in the municipality that are without water; however there are 79 villages that are below RDP standard as far as the water provision is concerned (Polokwane Municipality 2006/11).

Polokwane Local Municipality Draft Integrated Development Plan reflects a huge backlog in terms of provision of water services to Molepo / Chuene. Mankweng/ Sebayeng and Moletjie clusters. The three clusters form a large part of the rural settlement of Polokwane Municipality. Most of the villages in all the three clusters are still below RDP level in respect of water. The Polokwane City / Seshego cluster is well off in terms of water supply (Polokwane Municipality 2006). According to the Baseline Study Report findings, some villages within the Moletjie cluster are still using natural streams as a source of water. Most of the completed water projects are dysfunctional (Polokwane Local Municipality , 2006 / 11).

Mabokelele village is faced with a challenge of population growth. The village has experienced an increasing population growth since 2005. This population growth at Mabokelele village has been as a result of people migrating from their original settlements to come and settle near their work places in Polokwane city. This population growth has impacted negatively on the inadequate water resources. Another challenge that has been indicated by Polokwane Local Municipality in a base line study conducted in 2005 / 6 is that the source of water in the rural areas is limited. In some instances, water projects have been completed, but the water supply is not yet realized as there is no source of water (Polokwane Local Municipality, 2004: 65).

2.7. Evidence on underlying constraints on water delivery

The following constraints have been identified during the literature review as some of the major constraints that make delivery of water services to the communities difficult :

- Natural factors and the water delivery challenges
- Theft and corruption in local municipalities
- Lack of community involvement
- Lack of capacity in terms of skills that are required for water service delivery.

2.7.1. Natural factors and water delivery challenges

The limited rainfall received by the country is a major constraint which makes the storage of surface water very difficult. The limited rainfall in seven provinces of South Africa (except KZN and Western Cape) rendered most of the rivers dry through out the season. Most water dams get dry before the beginning of the new rainy season. According to statistic South Africa 2004, 67 762 households in South Africa receive water from a rain water tank while in Limpopo, 3 236 households receive water from a rain water tank. It is also further indicated by the Statistics South Africa of 2004 that 73 511 9 households in South Africa used rivers and stream and wells as the main source of water. This evidence means that the provisions of water to these households depend on the mercy of enough rainfall (Lehohla: 2004:75).

As a result of this natural factor of receiving limited rainfall in some other parts of the country, it will be logical for South Africa to ensure that water is drawn from those provinces that receive more rainfall to those that are receiving little rainfall. The Department of Water and Forestry as the custodian of water resources should ensure that Provincial water dams are interconnected. This would ensure that provinces such as Limpopo and Eastern Cape are not left behind in terms of households that have access to piped water.

The DWAF can also enter into agreement with other countries that have abundance of water to address these natural factors, Lesotho in particular; the country is reported to be receiving annual rainfall of 100 mm from October to April (LHWP, 2001). These are the opportunities that DWAF can make use of to address the drought stricken provinces. It has been indicated at the beginning of this chapter that water is development. Without water, provinces such as Eastern Cape and Limpopo will always remain at the bottom of the ladder in terms of human development index.

Despite Annual rainfall that is received by South Africa, the country also depends largely on ground water. It is a known fact that most of the rural areas of South Africa do use the on site sanitation system such as pit toilets and this can cause

the ground water to be contaminated (Muller, 1989:30).

According to South Africa Year Book, 2004 provinces such as Limpopo, Northern Cape, North West and Eastern Cape receive most of their bulk water from the ground water resources. It is estimated that about 52% and 82% of community water supply schemes is from ground water resources (Burger , 2006/7:608). This would mean that more people in those provinces are at risk of drinking contaminated water from the ground. It is therefore imperative that water treatment and testing be done on regular basis by the Water Service Providers to ensure that consumers are not infected by contaminated water drawn from the ground.

2.7.2. Theft and corruption in local municipalities.

According to Myburgh(2008:15-17), theft of generators and water pumps and vandalism of water pump valves regularly results into most rural areas going without water for weeks in Limpopo. One incident of this nature happened in Mankweng Township an area that is under the jurisdiction of Polokwane Local Municipality. In a similar incident, in Louis Trichardt, residents had no water for the entire day after cables at the pump station at the Albasini dam were stolen (Myburg 2008:3).

Cable theft continues to grow rampant in Limpopo Province. Diesel generators

used to draw the underground water are the targets of criminals. The majority of rural areas in Limpopo Province still use diesel generators to draw water from the boreholes to the reservoirs. This is in line with the Free Basic Water Supply to ensure that poor communities do receive water. It is however, the responsibility of the Municipalities to ensure that security measures are put in place to prevent further theft. The Local Polokwane Municipality should also encourage communities to take ownership of the municipality's infrastructure by reporting criminal acts to the police. It is from this background that President Thabo Mbeki on his state of the nation address in 2008 demanded that all local municipalities must have had anti- theft and corruption strategies to deal with corruption (Rohan 2008:24).

2.7.3. Lack of community participation

The mayor of Musina Local Municipality, Caroline Mahasela in her address to Musina Local Municipality IDP Representative Forum 2009/10 stated that community members should take part in the decision making processes of their municipalities and that participation of the affected and interested parties ensures that the IDP addresses real issues that are experienced by communities within the municipality (Maubane M. 2008:5).

In Mabokelele village, the Polokwane Local Municipality has not involved the

community when the phase 1 water project at the village was implemented. The water project was driven by the Municipality and not by community demand. This is witnessed by the Baseline Study On Households Livelihood conducted by the Polokwane Local Municipality. The overall concern raised by the clusters interviewed was that communities were not involved in the project planning and implementation phases of such projects and hence the implementation was not appropriate to their conditions. A special case is at Mabokelele village where the community was expecting water taps to be connected in the yard but the municipality decided to put water pipes on the streets. This is an indication that the community of Mabokelele was not properly involved in the planning of the water project. These are some of the reasons that have left a number of completed water project being dysfunctional.

Participation of communities in determination of services to be provided is imperative. The Municipal System Act (Act 32 of 2000) Section 29 (6) (ii) indicates that Municipalities must allow direct participation by the local communities in the drafting of the IDP. This is an effort to ensure that the priorities set are determined by the community members themselves.

This is supported by the Batho Pele Principles which also state that the views of the community should be taken into account when making decisions about

services that should be provided. The projects that are given to the community should be community driven. The community should have a sense of ownership of the projects (RSA White Paper 1997).

Eastern Cape in its effort to involve the community had adopted the use of community based organization for provision of water services in the rural areas. The significance of using CBO's as part of community involvement is that vandalism of projects will be reduced, local work is done best by local people (Illing, C and 1 Gibson, 2004).

In his state of the nation address in 2008, President Mbeki emphasized that "It is business unusual this year all hands on deck to speed up change" (Mbeki T. 2008). In analyzing the President's speech, the message was clear that community participation should be encouraged in all spheres of government. The government alone cannot speed up changes that are required by the communities. It is a matter of working together "all hands on deck" to ensure that services such as water service delivery are accelerated.

Community participation is the key for the success of project implementation. Water projects that have been implemented without community participation are

being vandalized as a sign of rejection by the communities. It is significant for the Polokwane Local Municipality to ensure that the necessary procedures are adhered to before a water project is implemented.

2.7.4. Lack of capacity at Local Municipalities

Devas and Rakodi (1993:190) indicate that inadequate financial management and resources remain among of the key constraints on the provision of satisfactory service delivery.

Lack of financial skills in running huge projects such as water service projects has been a major constraint in the country. It is from this background that the PDLGH has considered it imperative to deploy experts in various fields to build capacity among the weak municipalities that are unable to perform according to the required standards and procedures.

South African Local Government Association (SALGA) has also embarked on ensuring that Municipal Councilors are equipped with the necessary skills to manage big projects in their municipalities. It is a known fact that most of the councilors in all municipalities are elected and not appointed. In some instances, some are without the necessary skills that are required to ensure that service to the people is delivered.

Ward Committees have been legislated to ensure that they are the agent of development in their own community areas. The truth is that ward committees are still lacking the know-how in terms of executing their tasks. It is imperative that ward committees are empowered with the skills to enable them in coordinating projects in the communities. Capacity building for the staff of local government must be provided to ensure the delivery and maintenance of services, including water. This capacity building in education and training is an important element that should ensure an awareness of water supply, water conservation, health issues, management and control of community water supply (Constantinedes, G. 2003).

In a parliamentary media briefing, the Minister of Water Affairs and Forestry :- Ronnie Kasril (2000) stated that the newly elected local government structure must be trained and empowered to ensure the provision of water and sanitation services (Kasril 2000).

Mhone and Edighehi (2003:237) indicated that local Municipalities are still weak in capacity whilst they are expected to ensure sustainable delivery of services. In an attempt to address the issue of skills shortage within the Municipalities, the department of Local Government has introduced Project Consolidator. The project consolidator will ensure that one hundred - and - thirty six under-performing municipalities throughout South Africa are given the necessary skills to ensure that

they deliver services such as water to the communities.

It is imperative for National and Provincial government to support and strengthen the capacity of municipalities to manage their own affairs (Motshekga M. 1996:11).

It is therefore, necessary that DWAF as the custodian of water resources should ensure that skilled personnel who are equipped with water service delivery skills are deployed to municipalities. The transfer of these skilled personnel to local municipalities by the DWAF will ensure that water service delivery is speeded up.

2.8. THE STATUS OF WATER DELIVERY CONSTRAINTS AT POLOKWANE

MUNICIPALITY

The evidence picked up from the Municipality Service Plan 2008 indicates that lack of skills in the financial management, vandalism of water service infrastructure and illegal connection of water taps has been a major constraint that has delayed the delivery of water services to the communities (Polokwane Local Municipality, 2008: 16)

2.8.1. Lack of financial management skills by the special business unit that deals with water and sanitation

Lack of financial management skills by the special business unit that deals with water and sanitation in the municipality has contributed greatly toward lack of water service delivery. The capital project budget status of the municipality with

special reference to water and sanitation has shown a huge under- spending of the budget. The special business unit for water and sanitation has been unable to spend the budgeted money from 2004/5 to 2008/9 fully

Evidence from the municipality's water and sanitation budgets from 2004 to 2008/9 shows that the SBU for water and sanitation has under -spent the budget that was allocated. In 2004/5 the special business unit for water and sanitation was allocated R110, R134, R476 million by the municipality but only R69, R814, R618 million was used respectively. The special business unit for water and sanitation has been unable to use R40319, 858 million which was to have been used in the allocated budget for 2004 /5. This indicated a huge under-spending by the special business unit. The R40, 319, 858 million should have been used to provide water services to the 79 villages of the municipality which are still below RDP Level. This also indicates lack of personnel that are qualified in financial management and project management. Budget allocated for the year should be fully spent for that financial year. Under-spending of the budget is like denying people what is rightfully theirs. In 2005/6 the budget allocated for water and sanitation was R111173 612. However, an amount of R68 742 479 was used. This means that an amount of R42 431 133 million was not used for that current financial year. In 2006/7 budget, the special business for water and sanitation was allocated R131390 460 million but only R94 915 4587 million was used. This would mean,

about R36475002 million which should have been utilized for 2006/7 financial year was to be rolled over to the next financial year. In 2007/8, the special business unit for water and sanitation was allocated an amount of R153 112 283 million for water and sanitation (Polokwane Local Municipality 2008: 16).

However, an amount of R23, 127, 106 was used for water and sanitation projects. This would mean that about R129, 895, 177 which were to be used during the 2007/8 was not spent. In 2007/8, financial budget not even half of the allocated budget was used. The graph shows a huge under-spending by the special business unit for water and sanitation. In 2008/9 the SBU for water and sanitation was allocated R230, 137, 462 which is to be used for water and sanitation. However, R103 145 538, an amount of R103 145 538 is still unused. The budget allocated for 2008/9 has been spent up to a satisfactory level given the fact that this information was issued out before the end of the municipal financial year, which is 1 July of every year (Polokwane Municipality 2008:16).

From 2004 to 2008/9, the SBU for water and sanitation has been unable to use the allocated budget to the optimal level. The expenditure trend reflects a huge under-spending by the special business unit for water and sanitation. An even worse budget expenditure is reflected on 2007/8 financial year. The SBU failed to use even half of the budget allocated to it. Considering the fact that The Polokwane

Local Municipality is still experiencing a huge backlog in terms of water service delivery, it is quite unacceptable for the SBU to perform in that manner, in terms of budget spending. The capital budget expenditure trend from 2004 to 2008/9 indicates a great underperformance by the special business unit for water and sanitation. Under-spending of the budget is a serious offence in the sense that the money that was supposed to supply the basic needs like water and sanitation to the communities, was not used, while people are drinking contaminated water which resulted in people suffering from water related diseases such as, cholera and the less fortunate die as a result (Polokwane Local Municipality 2008 : 16).

According to the water services development plan of 2008, about 2,96 percent of the population in the municipality still use the spring as a source of water supply and about 1,36 still use a rain tank for water supply and about 9,73 still use dam / stagnant water as a source of water supply (Muller : 2008:81). Given this scenario, it is unacceptable for the municipality to under-spend the budget while there are people in the municipality who are still receiving water from open dam spring and stream.

2.8.2. Vandalism and illegal connections

The issue of vandalism of water service infrastructure such as taps and theft of valves and diesel pump machine for boreholes has been identified as one of the constraints experienced by the municipality. One of the causes of vandalism of water project is a lack of proper community consultation and involvement prior to the implementation of the water project. Projects were imposed on the people and were not community-driven. Illegal connection of water pipes that lead to the reservoir has disrupted the provision of bulk water to the communities. The Municipality Water Service Plan of 2008 indicates the rate of illegal connection since 2001 as follows:

- 2001 / 2 about 319.5 pipes
- 2002 / 3 about 324 pipes
- 2003 / 4 about 34.7 pipes
- 2004 about 312.8 pipes
- 2005/ 6 about 292.3 pipes
- 2007 / 8 about 255.3 pipes

(Muller 2008:48)

The above statistics shows a remarkable reduction of illegal connection of water taps from 2001 to 2008. However, the fact that there are still 255.3 illegal connections in 2008, however, the fact implies that the municipality is still faced with the challenge of

eradicating illegal connections by the community. The municipality should embark on a campaign to discourage communities about illegal connections as well as putting in place punitive measures that would scare people from engaging in these illegal activities.

CHAPTER 3. RESEARCH METHODOLOGY

3.1. RESEARCH DESIGN.

A qualitative research methodology was adopted for this study and more specifically it was an exploratory study. The rationale for selecting this methodology was that based on a review of the relevant literature, there was no study which had been done on the water problems of this particular village. Thus, the study would be exploratory in nature and could be a basis for future studies of the issue. The design was also informed by its suitability in situations where a researcher seeks to obtain detailed understanding of the

views and perceptions of providers as well as users and other stakeholders in a given social context, in this case, those involved in providing water services (Moutoni 1996:107).

3.2. AREA OF STUDY

The area of the study is the Mabokelele Village in the Polokwane Municipality of Limpopo Province. The Village has about 2000 registered households. The village is about 25km North Western side of Polokwane City. The area is under the control of the Ntona who should report to His Majesty Kgosi Moloto III. Mabokelele village is one of the undeveloped rural areas of Polokwane Municipality. Polokwane Municipality is responsible for the provision of services such as water, sanitation, roads, housing and electricity. The pace of service delivery by Polokwane Municipality to the area is too slow. The village has been without piped water and privately owned boreholes are used for water supply (See Annexure).

The Polokwane Local Municipality Integrated Development Plan (2003) indicates that the population of the village stood at 5655 in 2003. According to 2006 Integrated Development Plan, Polokwane Municipality had a population of 508 277. The municipality has categorized the areas under its control as clusters. There are four clusters, namely Mankweng / Sebayeng Cluster with a population of 1.995. 614 Maja/Chuene cluster with a total population of 57792, Polokwane City / Seshego cluster with a total population of

152096 and Moletjie cluster with a total population of 103755. Mabokelele falls within the Moletjie cluster. In terms of provision of water services Moletjie cluster is still backward (Polokwane Municipality 2006).

There are about fifty six villages within the cluster; twenty eight (28) are still below RDP level. There are about thirty villages that are at RDP level including Mabokelele. This would mean that there is no village within the Moletjie cluster which is above RDP level.

3.3. POPULATION

The target population for the study was formed by all registered households at Mabokelele village. According to Integrated Development Plan of 2006 of the municipality, Mabokelele village has an estimated population of 12625 with \pm 2000 households

3.4. SAMPLING METHOD

According to De Vos, (2001:191), the larger the population, the smaller the percentage of the population's sample. If the population is small, the sample should comprise a relatively larger percentage of that population. It should be considered that the following factors influence the size of the sample, namely the heterogeneity of the population, the desired degree of accuracy, the type of sample, the available resources and the number of variables in which the data is grouped.

In this case a sample of thirty households was purposively selected taking care to include male headed, female headed, and child headed households. The sample was small since this was a qualitative study. A sample was chosen on the basis of what the researcher considered to be typical units (Claire 2000: 92).

3.5. DATA COLLECTION PROCEDURES

Permission to enter the research field which is Mabokelele village was sought from the village Headman. All the participants (households) were given consent letters to sign as proof of agreement for interviews (All respondents signed consent letters for interviews (see appendix).

Permission to secure information from the Polokwane Local Municipality was obtained.

The researcher wrote a letter to the Polokwane Municipal Manager requesting him to allow the researcher to interview municipal officials as well as to assist with the following:-

- literature on the history of Polokwane Local Municipality
- Intergrated Development Plan (IDP) document
- News letters

Voluntary participation by the participants was guaranteed by the researcher. This would have meant the respondents were not forced to take part in the interviews. Participation

was voluntary.

Confidentiality and anonymity were assured to the participants of the research projects. This meant that the information provided by the participant would not be disclosed to any body without the permission of the respondents. Anonymity of the respondents was also guaranteed in case the respondents wanted to remain anonymous.

The researcher also promised the participants of the research that the findings of the study would be made available for them as well as the recommendations (Strauss, 2003).

3.6. DATA COLLECTION METHODS

Since the research study adopted a qualitative approach, the researcher saw it fitting to use face to face interviews to collect data from the respondents. The researcher used face to face interview method because this allowed the interviewee to be free to expand on the topic as they saw fit. This method of interview also allows the interviewer to intervene in order to ask for clarification of further explanation during the interviewing process (Claire 2000: 105).

The interviewees were all requested by the researcher to be interviewed. The researcher was also aware of the interests of the respondents and promised to respect them. Anonymity of those respondents who did not want their names to be known was

guaranteed by the researcher. Confidentiality of the respondents was also assured by the researcher. The researcher also promised to inform the respondents the findings of this study. The interviews were spread over a period of five days (See Annexure D).

All interviews were tape recorded and immediately transcribed to ensure the validity and authenticity of the information as provided by the participants. The recorded interviews allowed the researcher to listen attentively and to record the data permanently. Secondary data were collected from some of the major sources such as Integrated Development Plan of Polokwane Local Municipality, Statistics South Africa, News letters from DWAF, publications from DLGH as well as from reputable publications such as journals and books. The interviews targeted households of Mabokelele village, the Headman of Mabokelele village and the local ward councilor of ward 18 and Polokwane local Municipality officials.

The information used in responding to the research questions was collected from both the primary sources and secondary sources.

All interviewees were asked the following questions:

- Are you satisfied with the performance of Polokwane Local Municipality in terms of water service delivery?
- How would you rate the quality of water service provided by the Polokwane local

municipality?

- Does the Polokwane Municipality consult the community prior the water project implementation?
- What are the water delivery constraints faced by Polokwane Local Municipality?
- What are the strategies in place to address the water service constraints?
- How is the relationship between Polokwane Local Municipality and the local induna?
- What are the expectations of the Mabokelele village?
- What do you think should be done to ensure that there is provision of water at Mabokelele?

3.7. RELIABILITY OF DATA

To test for the reliability of a data collection instrument, the researcher asked the same questions to all the participants of this research and similar responses regarding water delivery constraints at Mabokelele village emerged. Reliability is the extent to which independent researcher could discover the same phenomenon on which there is agreement in the discription of the phenomenon between the researcher and participants (MacMillan and Schumacher 1993:385).Validity of this research study was provided by the strong chain of evidence flowing through the study. (Leedy, 1997:167). Other researcher can use this study as an operating manual.

3.8 DATA ANALYSIS

Data analysis was mainly based upon the content data analysis method. As suggested by Henning (2002:26) data collected was reduced by means of coding the categories and themes. The aim of this data analysis method was to identify patterns and draw conclusions in order to generate appropriate recommendations. The provisional categories were interpreted in order to identify main themes. Thereafter, the main themes were discussed using the collected data from the respondents as well as the literature for the sake of exercising control. Data were cleaned for any error and inconsistencies. After coding and categorization of data, the following themes emerged which formed the basis for analysis of the study:

- Lack of effective community participation and consultation by the Polokwane local municipality.
- Inadequate water service infrastructure, vandalism and illegal connections.
- Inadequate human resources and skills for delivery of water services.
- Skill shortage in financial management by special business unit.
- Long delays in tender processes (red tapes) and corruption.

CHAPTER 4 PRESENTATION AND INTERPRETATION OF FINDINGS

4.1. Introduction

The chapter presents the main findings of the study based on the key research questions presented in Chapter 1. As indicated in the methodology of the study in Chapter 3, an interview guide was developed for the discussions with participants. The key questions, as reflected in the interview guide in the appendix, covered the following broad areas:

- a. Situation analysis of the status of water services in the community.

- b. Perceptions of the community on the quality and adequacy of water services that are provided by the municipality.
- c. Consultative processes and mechanisms between the municipality and the community and their effectiveness.
- d. The community's perceptions on the causes of water delivery constraints
- e. The community's views on the effectiveness of the municipality in dealing with those challenges.
- f. The expectations of the community with regard to solutions to the problems of water.

Key findings on these issues are presented below.

4.2. Situation analysis: the water situation at Mabokelele Village

Mabokelele village is made up of 2000 households. 75% of the households live below the bread line, which means most of these households depend on government social grants for survival. The remaining 25% of the households live above the line. These are the households that can afford to erect their own boreholes in the yard (Polokwane Local Municipality IDP 2006/11). The villagers receive their water supply from the Houtriver Dam (Mamadila). The problem is that the dam is also being used by livestock. This poses a threat to the health of the users. The Houtriver Dam is shared by Polokwane Local Municipality and Aganang municipality. The Polokwane Local Municipality receives 65%

of the water from the dam and Aganang receives 35%.

The storage capacity of the Houtriver Dam (Mamadila) is 2, 35 MCW and is at the moment supplying about 28,271 population. **(Polokwane local municipality: 2006/11).**

The Houtriver Dam distributes water to the reservoirs and the reservoir supplies water to the villages. Mabokelele village is sharing the reservoir with Moletjie_Moshate, Madikoto, Seshego High Village, Sehlogong, Maleka and Makgwakgwana Village (See Annexure F).

The reservoir is too small to cope with the demand for water from the six villages. However, the municipality has increased the storage capacity of the existing reservoir. The reservoir at the moment has been upgraded so that it can conserve enough water. The challenge that the community is faced with is that the water supply from the Houtriver Dam is unable to supply sufficient water to fill up the upgraded reservoir. The insufficient water supply from the Houtriver Dam to the Moletjie Central upgraded reservoir means that the water supply to the communities is inadequate.

A major challenge for the community is that after fifteen years of democracy, the community of Mabokelele village is still without piped water supply. The community

depends on private owned boreholes for daily water supply. Currently, they do not have a sustainable community borehole. The water project that has been erected is dysfunctional. Street water taps that were provided by the municipality have been vandalized by the community.

There are two main underground water pipes that receive water from a reservoir that also supply water to six villages of Moletjie Central. The community of Mabokelele reported that they had resorted to illegally connecting water taps from the main underground water pipes in their own yard. The street water taps which were erected by the municipality had been vandalized by some villagers. The reason for the vandalism of the street water taps (according to some members) was that the Polokwane Local Municipality did not consult them when planning and implementing the project. They were unhappy that the water project was imposed on the community. The Mabokelele community wanted the water taps to be erected inside their yards and not in the street. According to the municipality, the decision to erect the taps on the street was part of phase 1 of a larger water project. Their plan was that streets taps would be followed by the erection of the water taps in the yards as well as providing for water meters.

At the time of the interviews, there were no street water taps that were available. All the street water taps had been vandalized, and it was emphasized that the reason was that the community had not approved the phase 1 water project which in any case had not

been implemented in consultation with them.

The villagers are currently drawing water from water taps that were illegally connected into their own yards. However, the supply of water from the taps is not done on a daily basis. Some sections of the community receive water two days while some sections only receive water during the night and the other sections have stopped drawing water from the taps. The western section of the village, including new stands, does not receive water at all. The water is unable to flow to these sections due to the weak water pressure from the main supply dam. The quantity of water supply to the villagers is below the RDP standard. The villagers often stand long queues to fetch water from the taps. The flow of water is at 25 litres of water per 20 minutes. This is contrary to the RDP standard which is 10 litres of water per minute. The scramble for water supply at Mabokelele is still visible and it is a common feature. Sometimes water taps stop supplying water while people are still on the queue.

The expectation of the villagers is that water supply should be done on daily basis. They explained that the inconsistency of the water supply results in impoverishing them as they are likely to be forced to buy water from private boreholes owners at a cost of R 20-00 per drum and R 1 per 20 litres of water. Households that depend on social grants were likely to suffer the most due to their lower levels of income.

The quality of water supply to the villagers is below the expected standard. The villagers often receive water supply from the taps which appear to have signs of contamination. The villagers often have to use household bleach (jik) to get water ready for consumption.

4.3. Community perceptions on underlying reasons for the water delivery constraints

The researcher interviewed the villagers on what they thought were the underlying reasons for the poor water situation. From the responses, a number of issues were raised. They are summarized below:

4.3.1 Lack of community participation and consultation in water services provision

The community raised the issue of poor community participation and consultation as some of the constraints to water delivery. They explained that, in their view, the level of participation of the community in water management issues at the municipality was minimal. They cited the failure of the ward councilor to convene regular meetings to discuss water issues with the community. In the few cases when meetings were called, they indicated that notices were issued late and this made it difficult for community members to attend. They also explained that in most instances, the meetings were often convened by members of the ruling political party branch who generally tended to be less

critical of issues which concern the community.

A major challenge with regard to community participation was that attendance did not represent the majority of the villagers. Furthermore, it was mostly men who attended, with only a handful of women. The community also felt that the local ward councilor should convene meetings on time and they suggested that at least a notice should be made six days before the date of the meetings. The invitations for the meeting should be spread in all major meeting points of the villages, school, community radio station, notice boards, Mobile loud – hailer should be used to invite the community to the meeting.

The community was also not satisfied with the level of consultation between them and the local municipality. The local municipality does not consult them when planning and implementation the projects. They gave the example of the failure of the phase 1 water project alluded to above.

4.3.2. Poor local governance

Villagers attributed the poor delivery of water services to the quality of local governance. In particular, the governance structures which are supposed to assist them appeared to be either dysfunctional or unprepared to handle the tasks at hand. They raised a concern about their ward committee. They were not satisfied with the fact that the committee was not known by the community which it is supposed to serve, but only by the ward

councilor. They were also critical of the fact that the committee was not democratically elected by the community, but was imposed on them by the ward councilor. The ward committee was widely viewed as dysfunctional and was untrained for the tasks they were expected to perform.

Community members strongly felt that the ward committee should be linked between the community and the local municipality and should be democratically elected by the community. The role of the ward committee is to ensure that community projects are monitored and are community driven.

The villagers also indicated that the ward councilor did not take their concerns seriously and that he undermined them during meetings. The ward councilor was also blamed for not honoring the invitation to attend meetings convened by the community. The response they receive from him was that his schedule was tight and that he could not attend such meetings. This was contrary to the expectations of the community who felt that the ward councilor should be closer to the community.

Another problem related to local governance was the lack of co-operation between the Village Induna and the Ward Councilor. The village Induna raised a concern about the level of co-operation between him and the Ward Councilor. The latter convened meetings within the village without the knowledge of the Induna. The Induna felt undermined by the

Councilor. When the first water project was set up, the village Induna was not involved. It is from this background that the first water project at the village was rejected and vandalized by the community. The expectation of the village Induna were that the local ward councilor should interact with the community by attending meetings convened by the community. This would afford him the opportunity to understand the real issues that need to be addressed with regard to service delivery. The village Induna as the custodian of land should be engaged properly by the local ward councilor when planning and implementation of projects takes place. The project should not be imposed to them but it should be a project that will enjoy the support of both parties. The local councilor should attend the *kgoro (traditional gathering) meetings* if invited and get a sense of the needs of the people with regard to service delivery. The local ward councilor should also invite the village Induna when delivering service delivery reports. At the moment the meetings that are convened by the local ward councilor are unable to get the support of the villagers at all. The expectation of the Mabokelele Induna is that the local ward councilor should be nearer the community. The ward councilor as a mouth piece of the community in the Municipal Council should ensure that the needs of the community are presented to the council and are being addressed and a report back to the community is done regularly.

In order to ensure objectivity the researcher conducted an intensive interview with local ward councilor of ward 18. The interview with ward councilor highlighted a number of issues which explains the water delivery constraints at Mabokelele village. The following

issues were indicated by the ward councilor as the main constraints that have delayed provision of water at Mabokelele village.

- Illegal connection of water taps to the main water pipe leading to the reservoir.
- Theft of water pumps and diesel machine.
- Interference and the control of water supply.
- Poor attendance of meetings by the community.
- Headmen unable to understand how a municipality functions.
- Ward committee not effective to carry out their mandate.

The local ward councilor indicated that illegal connection of water pipes from the main water supply pipe leading to the reservoir is the main reason that has made it difficult for the Mabokelele community to receive water supply from the Hout river Dam. Most of the water taps in the yards were illegally connected and some villagers have illegally connected the water pipes into their private water tanks. This resulted in water supplied not being able to reach other sections of the village.

Theft of water pumps and diesel machines has rendered most of the boreholes water projects dysfunctional. The local ward councilor indicated the issues of interference in the control of water supply to the households. However, there are unknown residents who tampered with the water valve which resulted in water not being supplied to the other areas of the village.

The local ward councilor also indicated non attendance of the meeting by the community. The councilor indicated notices for the meeting are issued out and advocacy is done to encourage people to attend meetings but in vain. At the moment, the ward committee members are being used to collect and disseminate information to their villages. The challenge experienced by the ward as indicated by the councilor is that the ward committee is ineffective. In most cases after the ward committee meeting, the expectation is that they should report back to the respective communities but this is not done. This results in communities being clueless on the progress of water service delivery in the ward. Lack of dissemination of information by the ward committee has resulted in a protest march to demand water by the community at Mabokelele.

The local ward councilor also raised the issue of lack of knowledge by the headmen (induna) on how a municipality functions. Most of the headmen are illiterate which means they cannot read and write. The local ward councilor has indicated that through his initiative, a workshop to empower the headmen was arranged. The workshop took a period of a week with the aim of ensuring that the indunas understood how a municipality functions. However, the workshop did not bear any fruit since there is still lack of commitment from the traditional leaders.

When asked what strategies were in place to address water delivery constraints at Mabokelele, the ward councilor indicated that the Houtriver Water Scheme was currently being upgraded. The budget had been allocated for the upgrading of the water scheme and the scope of the work had already been done. The project steering committee had been established to ensure that the project started. The ward councilor also indicated that the connection of water pipes from Olifant Sand Water Scheme is underway. Currently the Olifant Sand Water Scheme is being upgraded.

With regard to illegal connection of water pipes the ward councilor has indicated that in all public meetings that are held in the ward an appeal is made to the community to report illegal connection of water pipes.

With regard to community consultation the ward councilor has indicated that the ward committee system is being used to collect and disseminate information to the community. Every village in the ward has a representative in the ward committee. The ward committee as indicated by the ward councilor meets once per month and they are getting sitting allowance for every meeting held. The ward councilor indicated that after every ward committee meeting, members should report to their communities. The ward councilor also indicated that public meetings are convened on quarterly basis. According to the ward councilor two weeks notice of the meeting is given. The ward councilor has raised concern about the culture of non-attendance of meetings

by the community. The community has lost interest in attending public meetings hence the poor attendance at every public meeting.

When asked what should be done to ensure that there is a provision of water at Mabokelele village, the ward councilor has indicated that since the Houtriver Water Scheme and Oliphant Sand Water scheme are being upgraded, the provision of water tanks to the communities seems to be the option. The councilor has stated that at the moment priority of supplying water tanks is given to households that have encountered death tragedies in the village. The ward councilor indicated that at the moment the elected water steering committee together with the ward committee are exploring the option of using available boreholes that were erected by the former Lebowa government. It has been indicated by the councilor that there are six water boreholes that are unused in the ward. The ward councilor has indicated that the budget has been granted by the Polokwane municipality to revive the unused water boreholes. The water pipe from the boreholes will supply water into the main water supply line leading to the reservoir. This will ultimately ensure that bulk water is provided to the community of Mabokelele

4.4. Capacity challenges at Polokwane local municipality

In order to ensure objectivity, the researcher conducted an extensive interview with the manager who is in charge of water and sanitation at Polokwane Local Municipality. The

interview brought up a number of critical issues which explain why the municipality has not been able to deliver water services to Mabokelele Village effectively. The manager cited capacity constraints on the part of the municipality. These included human resource constraints, skills shortages, inadequate infrastructure and inadequate financial resources. These are discussed in more detail below.

4.4.1 Human resource constraints

The manager explained that currently, the personnel that are employed in the water and sanitation division consist of 78 officials. These include administrative staff, operational managers and general assistants. The municipality also has only six (6) technicians that are qualified to run the municipality's water and sanitation division. The manager interviewed indicated that the six technicians are unable to cope with the demand of water service delivery of the municipality. He also explained that the technicians have the qualification but do not have the practical knowledge and experience. In response, the municipality has introduced a training scheme which aims to improve the practical skills of the technicians in the area of water service delivery. Unfortunately, once trained, some of these technicians have resigned from the municipality to look for better paying jobs elsewhere. The municipality is unable to keep the technicians due to unattractive salary packages. Budgetary constraints have also made it difficult for the municipality to improve these conditions.

The Manager also explained that some technical personnel have left due to the high level of demand for water which places a huge workload on the limited already inadequate staff. The municipality awaits the transfer of 206 officials from DWAF.

4.4.2 Inadequate water services infrastructure

The water and sanitation manager that was interviewed also indicated the issue of water service infrastructure as a constraint that had derailed water services to the communities. At the moment, the municipality has five open dams, namely Seshego Dam, Houtriver Dam, Molepo Dam, Chuene Maja Dam and Dap Naude Dam. There are also six hundred boreholes that are in the municipality. Despite these catchment facilities, the challenge was the inadequate rainfall which makes it difficult for the dams to cope with the demand of water in the municipality. The water demand of the municipality at that moment of interviews stood at 88.4 percent while the available water source has 73,8 percent.

The storage capacity of the available dams in the municipality is below the required water demand. The challenge that was raised by the water and sanitation manager is that mushrooming of new settlements always raised the demand for water and yet the municipality did not have the capacity to meet the demand immediately.

The manager indicated that in most rural areas around Polokwane municipality, underground pipes had been erected but there was no water in those pipes. At the moment the construction of De Hoop Dam is under way and is earmarked to supply water to Polokwane Local Municipality. According to the water and sanitation manager, the allocation of water from the De Hoop Dam had already been done before the dam could

start supplying water to the community. Polokwane Local Municipality has been allocated 43% of the water from the De Hoop Dam. The other percentages were allocated to mining industry and other industries. The 43% of water allocation to the municipality unfortunately will not be able to address the water delivery backlog that is existing in the municipality. The De Hoop Dam which is expected to be operational in 2011 will only help to reduce the backlog but will not bridge the water supply backlog that is prevalent in the Polokwane local municipality. Although the Dap Naude Dam supplies water to the Polokwane city, the dam does not supply water to the villages or townships around Polokwane municipality. The construction that is taking place in the Polokwane city as a result of the 2010 Fifa World Cup would need bulk water supply from a reliable water source, and Dap Naude Dam has been used to keep the construction of projects going.

The water and sanitation manager indicated that the municipality should construct another dam that would supplement the existing dams that supply water to the rural areas of the municipality. The present dams are unable to cope with the demand of water service. The Houtriver Dam which supplies water to Mabokelele village has the storage capacity of 2.4 million Cubic Meter, while the requirement is 3 million cubic meter, (Muller 2008:10).

4.4.3 Vandalism and other illegal activities

The water and sanitation manager that has been interviewed indicates vandalism and

illegal connections as some of the constraints that have impacted negatively on water service delivery. Vandalism of the water service infrastructure such as taps and theft of valves and diesel pumps machine have been identified as some of the constraints that have sabotaged the delivery of water service by the municipality to the communities. Illegal connections of water taps that are made on supply lines to the reservoir have made it difficultly for the municipality to supply water to the community. The illegal connection of taps to the main supply line to the reservoir has cost the municipality financially. The manager indicated that the bursting of water taps often occur as a result of illegal connection. This often results in loss of water that should have been used by the community. The water and sanitation manager has indicated that repairs and fixing of the water pipes leaking as a result of illegal connection, often took a long time to be fixed. The challenge that municipalities are faced with is the shortage of technicians in the municipality. The Polokwane municipality has only six (6) technicians to deal with the demand of water services including the fixing and repairing of water pipes and diesel machines

4.4.4 Lack of financial management skills

In an interview with the manager of water and sanitation the issue of under- spending of the budget by the Municipality Special Business Unit for Water and Sanitation was highlighted by the researcher. The response from the manger in charge of water and sanitation has been that at the moment the municipality does experience a lack of skills in

the financial management. The manager has indicated that the under-spending of the budget by the SBU is often caused by two issues: Firstly, the long delays in approving water project tenders which often take a period of nine to ten months to start due to red tapes have resulted in the roll over of the budget to the next financial year. The long delay in approving water project tenders has been indicated as the cause for under-spending of the budget by the SBU on water and sanitation. Secondly, the manager has stated that the municipality is heavily under-staffed with personnel with financial management skills. The manager has also stated that skilled personnel had left the municipality to look for better offers elsewhere since the municipality is unable to meet their personal financial needs. The manager has indicated that there has been a great trek of skilled officials from the municipality due to unattractive salary packages. The manager has stated that a recommendation has been made to increase the salaries of these skilled officials but nothing has materialized. The manager has stated that at the moment the municipality is waiting for officials that will be transferred from DWAF to the local municipality.

4.4.5 Long delays in the awarding of water project tenders

In order to acquire more information regarding the constraints that are experienced by the Polokwane Local Municipality in providing water services to the communities the researcher conducted an intensive interview with officials in the municipality who are in charge of procurement in the water service section of municipality. The official indicated that the long delay caused by tender processes is the main constraint that has derailed the provision of water service in the municipality. The official interviewed has indicated that after the budget has been adopted, the following process must unfold: A design of a water project must be developed through the services of the consultant. This is procured through the tender system which may take three to five months before the tender is awarded to a consultant. After the design has been approved there must be another tendering process for a contract. The tender will be advertised in the newspapers both locally and internationally. After the tender has been advertised, the company will then be invited for a briefing session before the tender documents are sold. Tender documents may be sold for a period of a month; thereafter the tender is closed and will take a month for adjudication. After adjudication, a report to the mayoral committee is presented. The mayoral committee will then approve the contract. The approval of a contract usually takes three months to be granted. The contractor would then be given an approval in writing and a notice of one month to commence with the water project. When asked why does it take many months to commence, the official interviewed has stated that in most cases the delay is caused by people who have interest in a tender while at the same time they are employees of the municipality. Preferential treatment in the awarding of tenders

on the basis of political affiliation is often the cause of the long delays that has derailed water service delivery to the communities.

4.5. INTERPRETATION OF FINDINGS

Analysis of the above findings clearly reveals that indeed, Mabokelele village has serious water supply challenges. Firstly, water supply infrastructure is not positioned in a manner that households can readily access. Whereas it would be much more convenient for them if the taps were in their yards, the municipality installed water taps outside the yards for community access. Secondly, the availability of water itself is intermittent and inadequate due to the inadequate storage capacity of the dams which supply the municipality. Thirdly, the researcher has found it very amazing that community members would vandalize water taps which had been installed for their convenience. In close discussions of this issue, it became clear that fundamentally, the failure to consult communities with regard to and prior to the provision of any service, led to lack of appreciation and the ultimate tendency to vandalize such services. This was the case with this community. The disgruntlement over the failure of the municipality to consult them before phase one water project has resulted in vandalizing the water taps.

The role of poor or inadequate governance at the local level was also evident and was cited as one of the reasons for the poor water services. Although the community has a

ward councilor, they felt that the person was ineffective particularly with regard to organization of meetings in order to facilitate dialogue with the community with regard to water issues. Furthermore, it appeared that there was poor communication between the councilor and the Induna, all of which hindered effective dialogue and consensus.

On the part of the municipality, the interviews with relevant units or departments revealed a number of capacity constraints which largely contributed to the failure of the municipality to deliver effective services to the community. Key issues which emerged from those interviews revealed the following major constraints:

4.5.1 Poor budgetary management

The under- spending of the allocated budget has been a serious constraint that has hampered service delivery in the Polokwane Local Municipality. The below 2004-2009 expenditure trend has reference. The expenditure trend of the Polokwane Local Municipality in all special business units has reflected a huge under-spending of the allocated budget. From 2004 to 2009 the local municipality has been under- performing in terms of service delivery. Evidence from the municipality indicates that an adequate budget for the financial years form 2004-2009 was allocated to various special business units but the budget was under- spent. This is an indication that the Polokwane Local Municipality needs knowledgeable officials in the financial management and project

management field which will ensure that the allocated budget for the year is utilized to the maximum level.

The failure of the municipality to consult the village Induna reflects poor cooperation between the municipality and the community. Its decision to go ahead and implement a water project without the consent of the Induna was viewed negatively by both the Induna and the villagers. As the custodian of the land, the Induna is central to community life and cannot be marginalized without risking failure as it has happened in this case. Development ethics require that development should be people-driven and that the people's needs should be taken into consideration. There was good intentions as the municipality had when it came up with the phased one water project, which failed to resolve a basic need for water to the community.

On the part of the municipality, some major capacity constraints were highlighted. These included the inadequate human resources and skills for delivery of water services.

4.5.2 Inadequate water infrastructure

In analyzing the findings from the interviews conducted with the manager in charge for water and sanitation, it reveals clearly that the municipality has serious water service infrastructure challenges. The water dams that are available at the moment are unable to supply adequate water services to the communities. It is from this background that the

municipality should ensure that dams and reservoirs are being built to supplement the available water resources in the municipality. There has been evidence that vandalism of the water project has been one of the constraints that has rendered most of the water project dysfunctional. The theft of boreholes diesel machines, valves, cables transformers, and telemetric systems and motors appeared to be some of the constraints that have made it difficult for the municipality to supply water services to the communities. Furthermore, it appears that illegal connections that are made on the supply line to the reservoir have made it difficult for the municipality to supply bulk water to the communities.

4.5.3 Vandalism and illegal connections

In interpreting the challenge of vandalism and illegal connections of taps, the main cause of these illegal activities is among others, lack of community consultation by the municipality when water projects are planned and implemented. Water projects are planned and designed by the municipality without community involvement. The community does not gain a sense of ownership of the water project; as a result it rejects and vandalizes the project. Illegal connections of water taps to the main water pipes leading to the reservoir are often triggered by the slow delivery of water services to the community. Out of desperation for water, communities are often tempted to engage in illegal connections of water taps from the main water pipes. Community involvement is key prior to project implementation. This will reduce the spate of vandalism and illegal

connections on water projects.

4.5.4 Long delays caused by tender processes (red tape)

Analysis of the findings from the interviews with officials in the procurement section of the municipality shows that it is not only the tendering process that delayed the commencement of the projects but corruption in awarding of the tenders. Preferential treatment appears to be the main reason for the long delay. In most instances, tenders are awarded to unqualified contractors because there are people who want to benefit in the process. Tender manipulation in the municipality has been a major constraint that has resulted in most water projects taking almost a year to commence.

4.6 Implications of the results

4.6.1 The implications of poor leadership

The above results do tally with various studies conducted on the role of leadership in service delivery. While the challenges facing Mabokelele municipality have been clearly enlisted, it is important to understand leadership as a concept. Leadership could be understood as a process of influencing individuals to individuals in both assigned and emergent roles. According to Bell (2006:123) leadership is seen as the greatest influence on the way the organisation is shaped and transformed. Strong leadership will enable delivery of reformed public service. Leaders should have the ability to shape organisations and have influence on the culture of the organisation. To be able to do that there is a need to move away from the negative stereotypes of being reluctant to take risks to change the way they have been operating. This means that leaders need to

adapt, innovate and carve out a new path through the bush to allow change that will improve service delivery. Leadership is about the functions of guidance, alignment of people, motivation and inspiration of teams. Leadership is the most elusive phenomenon found in organizational science; and it remains the most studied and least understood construct (Covey, 1992 : 15).

The above findings do show clearly that neither the ward councillors, induna as well as the municipality had failed in their role to service delivery of water and understand the demands of true leadership. The results clearly indicated the conflicts between the ward councillor and the village induna. Such conflicts disadvantage community development and as a result communities suffer at the expense of personal conflict.

The service delivery review (2006:104) alludes to the fact that a people – centered and strategically focused leadership in the public service faces a momentous task in ensuring that the public service is aligned with the priorities of government. Leaders are faced with challenges and the technical or functional skills that are not sufficient. New skills of leadership are required such as strategic skills, to lead beyond boundaries, and keep sight of the vision ahead. This calls for leadership development that will bring about environmental change that will enforce organizational growth and development. This means that as the environment changes, the organization also needs to grow and develop.

The study is in agreement with Kotter (1999:72) when he stated that leaders are people who direct others and followers have little authority over the decision making processes related to goals and programming of activities. From this point of view leadership can be described as autocratic in nature and largely influenced scientific management theories. According to the results in this study, this line of thought has greatly affected water delivery in the Mabokelele area. Challenges that have resulted due to this approach are as follows: rejection of the water projects by the community, vandalism of community pipes, stealing of generators all simply because the community is not involved in the inception of such basic projects that have great impact on the lives of the community.

On the contrary, Covey (1993: 29) argues that the interactive nature of this leadership style promotes the democratic principles of leadership, consultation and negotiations and recognizes interdependency between followers and leaders. This approach recognizes the important role played by followers in aiding or resisting the imposition of the leader's ideas on the group. It recognised the idea that leaders are there to serve others as well as to lead at the will of their followers.

Leadership contributes in the delivery of service in the case of the public sector or maximisation of profit in the case of the private sector. Kouzes & Posner (2002: 13) explain that there are practices of leadership that manifest themselves in providing a practical model that represents reality and inspiring a shared vision as well as challenging

the process and enabling others to act in accordance with the norms and values of the society. Exemplary Leaders tend to be models of behaviors that influence others to emulate. They are required to incorporate the guiding principles of effective leadership and lead from the conscious perspective.

Modeling earns leaders respects and dignity according to the sentiments that Kouzes & Posner (2002:14) advocated in the newly transformed methods of leadership and management in the twenty first century. The transformational leadership, in the context of South Africa also promotes the modeling requirements in order not to compromise the delivery of service. Leaders who fail to model and earn respect and dignity in the communities that they are mandated to address the delivery of basic needs of the South African population could hamper the envisaged development.

4.6.2 Implications of poor service delivery

The results in the study are probably in agreement with the studies by Kotter (1999:33) that managers in development administration dispensation are expected to implement new policies and regulations that foster transformational objectives. The implementation of the regulations and policies is viewed in the context of rapid technological development and a changing work force from a single cultural orientation to the multi-diversified workforce (Kotter, 1999:30). It is challenging to manage a diversified workforce without the necessary skills and this would ultimately affect the delivery of services. A well-

orchestrated resistance often welcomes transformational changes. The results from the Municipality officials have indicated as part of the water delivery inadequacy, the lack of skills by municipality workers to affect water delivery as well as maintain this basic need in the Mabokelele Municipality area.

The delivery of services means meeting the needs of the public and this can be achieved through human scale development framework, which suggests that there is a need to make sure that people's subsistence, protection, affection and other related needs are met. To meet the people's need, a service delivery culture needs to be developed and maintained. In delivering the service to the communities, the concept of altruism should exist which means being of service to the people. To be able to do this, Goleman (1998:95) indicates that giving service to others should be beyond the motivation of money or status.

The following values in the Batho Pele Principles namely: consultation, service standards, access, courtesy, information, openness & transparency, redress and value for money have been identified for service delivery (Batho Pele Handbook, 1999:37). Customers (communities) should be told what level and quality of public services they will receive so that they are aware of what to expect. In delivering services to the communities, public employees need to show courtesy and consideration. Staff performance should be regularly monitored in order to avoid discourtesy (Batho Pele Handbook, 1999:38).

Obviously the above values have not been given the strict adherence they deserve. Certain responses in the results have indicated the sharing of water supply with animals in kraals, an occurrence that would have serious health consequences.

4.7 Conclusion

This chapter was about the presentations, interpretation as well as the discussion of the results. The implications on the constraints encountered in delivery of water by the Polokwane Municipality to Mabokelele Municipality and several constraints were discovered namely : illegal water connection to the main water pipes leading to the reservoir, theft of water pumps and diesel machine, interference and the control of water supply, poor attendance of meetings by the community, Headmen unable to understand how municipality functions and water committee not effective to carry out their mandate among others. While the challenges of service delivery still need to be addressed, the chapter also discussed the importance of leadership in the community as a determinant for effective development.

CHAPTER 5 CONCLUSION AND RECOMMENDATIONS

5.1. INTRODUCTION.

The aim in this research study was to examine and analyze the main water delivery constraints faced by the Polokwane Local Municipality in as far as the delivery of water service to Mabokelele village is concerned. The problem under investigation was the poor delivery of water services to the village. The main objectives of the study were to investigate the nature of water problems in the village, to understand the underlying reasons for the existence of those problems and to make appropriate recommendations to deal with the challenges.

Using a qualitative research design in the form of a case study, the study was guided by some key research questions such as for example:

- What is the situation with regard to water services at Mabokelele village?
- What is the nature of the water service delivery constraints?
- What role is the municipality and the community playing in the delivery of water?
- What are the underlying reasons for the constraints faced by the community (as perceived by both the community and the local authority)?
- What strategies are required in order to address the challenges?

The necessary research protocol and procedure were observed in the data collection process that has largely consisted of members of the community and water services-related managers who are at the Polokwane Municipality.

5.2 Summary of research findings

The main findings of the study are as follows:

- Although these could not be quantified, the research confirmed that there are serious problems of water delivery at the Mabokelele village and that the level of dissatisfaction and frustration over this was very high. Villagers have lost respect for the municipality because of what they see as failure to address the needs of the community.
- Villagers pointed out water problems as failure on the part of the Polokwane Municipality to consult with them in order to fully understand their needs and priorities. Whereas the municipality has made some efforts to address the water problem through its Phase 1 Water Project where it installed community taps in the village, the service has not been appreciated largely because villagers wanted taps in their yards, instead. They are frustrated because the municipality just proceeded with its project without consulting the community and in a sense; it was as though, it was 'thinking for them'. The municipality did not even have the courtesy to consult the village Induna, an oversight which was viewed very negatively by the community.
- The lack of effective community participation and consultation between the Polokwane Local Municipality and the community was given as the main reason for the rejection

and vandalism of the phase 1 water project at Mabokelele village.

- Even though there is a ward councilor to represent the community, he was considered ineffective due to his poor management of meetings.
- A major factor behind the poor delivery of water services was the capacity constraints faced by the Polokwane municipality. These included inadequate human resources due to unfavourable working conditions, and the lack of financial management skills in the special business unit that deals with water and sanitation. This led to under - spending of the allocated budget since 2004 / 2008 by the special business unit. The municipality has been faced with shortage of technicians in the water service division. At the time of writing this research study, the municipality had only six water service technicians. The six technicians are unable to cope with the workload.
- Inadequate water service infrastructure in the Polokwane Local Municipality. The storage capacity of the dams in the municipality is far below the water supply required in the municipality.

Long delays in approving water projects tender in the municipality has been a major constraint that has contributed towards slow delivery of water services. A tender for water projects took almost a year to commence with its work. The red tapes that exist in the tendering system and preferential treatment in the awarding of tenders have been

indicated as constraints that have derailed the delivery of water services in the municipality.

5.3 RECOMMENDATIONS

Based on the findings of the study, the following recommendations are made:

5.3.1 Prioritization of effective delivery of water

Given the dire and chaotic situation with regard to water delivery to the Mabokelele village, the Polokwane Local Municipality should ensure that supply of water to the community should be delivered on a daily basis. It is within the mandate of the municipality to ensure that clean and affordable water is delivered to the community. Whilst addressing the long-term constraints, the municipality must have an immediate short-term strategy to improve water supply to the village. For example, it should make water tanks available for the community to draw water. It should also consider drilling boreholes that would be managed by the community themselves. The municipality should also support the community in ensuring that there is proper control and maintenance of such projects. This would ensure that water is delivered on daily basis to all the villagers.

The municipality can support the community by supplying free diesel fuel for the borehole machines as well as to employ an official who will be responsible for the supply of water

to the community. The municipality should ensure that the constant monitoring of such projects is done on weekly a basis. Constant monitory will ensure that the water project does serve the community and will address the water delivery constraints that might have emerged from the water project as soon as possible.

A broken water borehole machine should not take a month to be attended to. Technicians should be at hand to monitor and service the borehole machines on regular basis.

5.3.2 Community consultation and participation

An improvement in community governance will contribute towards more effective communication and engagement between the community and the municipality. The ward councilor should be more effective in ensuring greater interaction with the community. The councilor should periodically update the community about the progress regarding the IDP of the municipality. Such meetings are an important forum to address the needs of the community and to bring them to the attention of the municipal council.

As a statutory body, the Ward Committee should also be democratically elected by the community. Democratic representation of the villages on the committee will improve local governance and also mandate the municipality to do more for the community. Members

of the ward committee should be dedicated members who should be able to be answerable to the community and give regular reports to the community.

It is also the responsibility of the Polokwane Local Municipality to ensure that the community is involved when the Integrated Development Plan of the municipality is being developed, implemented and monitored. It should use all mechanisms to ensure that the IDP document is a product of the community. It is through IDP review meetings that the needs of the community can be prioritized and documented for implementation. Therefore, it is vital that the municipality should engage the community when drafting an IDP document.

Polokwane Local Municipality should ensure that the ward councilors are servants of the community at large and that they are not serving the interests of the political parties. Ward councilors should on a regular basis convey feedback of Municipal resolutions to the community. This would ensure that the community becomes abreast with the plans envisaged by the municipality. The municipality council should demand feedback reports from ward councilor on a regular basis and make follow-ups of the concerns raised by the community.

The municipality should also ensure that there is cooperation between the ward councilor and the village Induna. The councilor should attend the meetings convened by the Induna

and the Induna as well should attend meetings convened by the ward councilor.

Clear roles and functions of the two drivers of development should be explicit. No one should undermine the other's authority.

The local ward councilor should convene meetings of the community on Saturdays and not on Sundays. Meetings convened on Saturdays afternoon would be more convenient to the community as the community would be able to attend in numbers. The convening of meetings should encourage the youth, women and disabled people to attend. At the moment the majority of people who attend the meetings are men. It should be noted that "development ungendered is development indangered". It is therefore vital to ensure that all people of different gender as well as people with disability are fully involved in meetings as well as in the water committees. This will help to identify the real needs of the people.

The ward councilor should ensure that thorough advocacy is contacted before community meetings take place. Notices of meetings should be issued in good time and not at short notice. The notice for meetings should be issued out at least a week in advance. The community radio stations, schools, churches should be used to convey the message to the communities. The local ward councilor should convene quarterly ward meetings to explain the progress of the water service delivery in the municipality. The municipality mayor should demand written minutes of quarterly meetings convened by the ward

councilor. The ward councilor should also submit the roll call that indicates number of people who attended the meeting. This will help the municipality to identify areas that need urgent attention interventions.

The local ward councilor should represent the interest of the people in the ward not aspirations of a political party. The aspiration of the community at large should take the centre stage.

5.3.3. Municipality to support community efforts to resolve their water problems

Polokwane Local Municipality should ensure that boreholes that are not being used, which are in ward 18 are being used. The boreholes that have been identified in villages such as Ga-Ramakgaphola, Ga Moeti, Ga Mamadila and Ga Maleka that are unused should be activated and connected to the main water pipe leading to the reservoir. The supply of water from these boreholes if connected to the main water pipe leading to the upgraded reservoir will without doubt resolve water problems at Mabokelele village. The main water pipe leading to the supplying reservoir will be able to store adequate water that will be able to fill up the reservoir. At the moment the supply from Houtriver Dam is unable to fill up the reservoir. Therefore there is a need for Polokwane Municipality to utilize other water resources available to augment the existing water resources.

The community of Mabokelele cannot wait until 2011 in order to receive water from De Hoop Dam. De Hoop Dam water has already been allocated and water allocated to Polokwane Local Municipality is unlikely to address the water service back log that is existing at the moment.

5.3.4. Dealing with the problem of vandalism

In order to deal with the problem of vandalism, the suggestion of one of the managers during interviews should be taken up. It was suggested that the municipality should pass a by-law that would address the issue of vandalism in the municipality. Fines for the trespasser should be stipulated. Communities should have a written approval from the municipality before connecting any pipe line to the main supply pipe line.

5.3.5. Addressing capacity constraints at the municipality

The municipality has to address the capacity constraints which have been outlined in the study.

5.3.5.1. Human resources

The municipality should ensure that more technicians are employed to be able to speed-up water service delivery. Another constraint that should be addressed is the delay of the transfer of skilled personnel from Department of Water Affairs to the municipality. The delay of the transfer of these skilled personnel has contributed greatly towards lack of

water services in the municipality. It was reported that the seventy eight officials that are responsible for water and sanitation at Polokwane Local Municipality are not sufficient. Polokwane local municipality is growing at a rapid pace in terms of population. This would mean that the demand in water services is also high. The DWAF should speed-up the transfer of 206 water service officials to Polokwane Municipality. The delay in transferring these officials will still see the municipality under- spending budgets (Polokwane Municipality 2008:20).

5.3.5.2 Water service infrastructure.

The inadequate water service infrastructure in the Polokwane Local Municipality has been labeled as a major constraint that has made it difficult for the municipality to deliver water services to the communities. Earlier, it was indicated that the municipality has five open dams that are to supply the rural and urban areas of the municipality with water. The challenge that these dams pose to the municipality is that their storage capacity is below the required water demand. For example, the Houtriver Dam has storage capacity of 2,25 Cubic Metres and the dam is expected to supply 29 271 population of Polokwane Municipality and Aganang Municipality. Chueniespoort Dam has a storage capacity of 3.1 Cubic Metres and the dam is expected to supply a population of 22192. Molepo Dam has a storage capacity of 4.1 Mcw and supplies water to a population of 27611 (Muller 2008:190).

The storage capacity does not meet the required water demand. The dams are still battling to cope with the demand of water by the community. Limited rainfall in Limpopo Province particularly in Polokwane Local Municipality has been identified as the key constraint that rendered some of the dam dry before the start of the rainy seasons. It has been reported that the municipality has six hundred boreholes. However, most of these boreholes are running dry due to inadequate underground water. The construction of De Hoop Dam which will be completed in 2011 would not be able to solve the water crises experienced by the municipality. The dam will only reduce the amount of water delivery backlog, in the municipality. It has been indicated that about forty three percent of the water from De Hoop Dam has already been allocated to Polokwane Municipality. This would mean that the municipality should look elsewhere for a water source. The construction of another dam will be an ideal to overcome the demand of water in the municipality.

The Department of Water Affairs should ensure that water services infrastructure are provided to the local municipality in order for them to function properly. Construction of bulk water supply dams and reservoir should fast-tracked

5.3.5.3. Finance and Budget management

The municipality should employ people with skills in financial management. This would help in addressing the issue of under-spending of the allocated budget which has been a

trend since 2004 to 2009 municipal budget.

Monitoring of the budget expenditure should be done on a quarterly basis. This would help in identifying the occurrence of under- spending of the budget and appropriate measures be taken thereof. The under- spending of the budget by the Polokwane Local Municipality disputes the motion of budget constraints. Enough budget from 2004 to 2008 / 9 has been allocated but under spend. Therefore, it is clear that financial management officials are required to rescue the situation.

5.3.5.4. Skills development

The Polokwane Local Municipality should ensure that people with relevant qualification and skills are employed in order to ensure quality service delivery. People should not be employed on the basis of political affiliation. Skilled people with experience water service delivery should be employed by the Polokwane Local Municipality.

Polokwane Municipality should train the community in the field of water management. Community people, who are charged with the responsibility to oversee the water project, should be trained and given the necessary skills regarding water service management.

5.3.5.5. Fast-tracking of water service tendering system

Given the long delays in approval of water project tenders by the municipality, it is

recommended that red tapes that are seen as the reason for long delays in this tendering processes be reconsidered. The adjudication of tenders should be fast-tracked. The water project tender should not take a period of a year to commence with its work as it is the case at the moment. The anti-corruption team should be set up to ensure that tendering processes is corrupt-free and fair.

5.4. LIMITATIONS OF THE STUDY

The study covers the area of Mabokelele village and it was not extended to other areas. Another limitation is that the researcher only interviewed the thirty respondents and not the whole community. The study also concentrates much on water service constraints and not on other basic services such as electricity, housing, sanitation etc.

Another limitation for the study is that the recommendations in this study can only be applied to Mabokelele village where the study was conducted.

5.5. FUTURE RESEARCH

The researcher hopes that the findings of this study will be a basis for future research on service delivery. A larger study based on a bigger sample could be considered since a more representative sample allows generalizations beyond the bounded space of a case study. Furthermore, the study could focus on understanding modalities to foster greater

cooperation between municipalities, communities and their respective leadership with regard to finding lasting solutions to the challenge of poor service delivery.

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ANNEXTURE A

INTERVIEW QUESTIONS

1. Are you satisfied with the performance of Polokwane Local Municipality in terms of water service delivery?
2. How would you rate the quality of water service provided by the Polokwane Local Municipality?
3. Does the Polokwane Local Municipality consult the community prior water project implementation?
4. What are the water delivery constraints faced by Polokwane Local Municipality?
5. What strategies are in place to address the water delivery constraints?
6. How effective are those strategies?
7. How is the relationship between Polokwane Municipality and the local induna?
8. What impact will the non-provision of water have on the community?
9. What are the expectations of the Mabokelele community?
10. What do you think should be done to ensure that there is provision of water at Mabokelele?

