

**AN ASSESSMENT OF THE ROLE PLAYED BY POLOKWANE
LOCAL MUNICIPALITY IN SERVICE DELIVERY WITHIN
MANTHORWANE COMMUNITY OF
LIMPOPO PROVINCE.**

by

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Declaration

I Dinkgolang Matildah Mmola, declare that the mini-dissertation hereby submitted to the University of Limpopo, for the degree of Master Degree in Development has not previously been submitted by me for a degree at this or any other university; that it is my work in design and in execution, and that all material contained herein has been duly acknowledged.

Mmola DM

07 September 2012

ABSTRACT

The main purpose of this study was to assess the role played by Polokwane Local Municipality in delivery of basic services such as water, sanitation, electricity , and housing in the village of Manthorwane, Limpopo Province. It was of critical importance for the researcher to investigate this area, as there was no study done before related to basic services delivery.

The objectives of the study were ,to assess the extent to which the municipality is providing basic services, investigate the strength, weaknesses , examine the impact of the Municipality's role in the development of Manthorwane Village and recommending strategies for enhancing the level of basic service delivery.

Qualitative and quantitative research methods were used because the study combines the use of instruments and methods for measurement and the way the researcher interacts with the people. Interviewees and questionnaires were used to understand the community's feeling towards delivery of basic services.

The researcher has gone through a detailed process of investigation, where it is found that there is no delivery of basic services (electricity, sanitation, housing). Only water has been provided in this village. The researcher also discovered that there are no valid reasons why the Polokwane Municipality has not delivered the services above. It is also revealed that there are no stakeholder's participation and consultations meetings when the decisions for service delivery are taken. Evaluation and monitoring tools are not applied when implementing projects.

There are some recommendations proposed to the municipality. The municipality could intensify their training process in a way in which the officials could be productive to the community. Transparency must always be practiced for the municipality to excel in their delivery services.

Intergovernmental relationship is also encouraged. Awareness programs must be done effectively so that the community is aware of all activities done in their area.

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LIST OF FIGURES , CHARTS AND TABLES

FIGURES	PAGES
Figure 1 -Categories of organization in which respondents fall into	44
Figure 2 -Employment status of participants	44
Figure 3 -No of years living in the village	45

CHARTS**PAGES**

Chart 1 - Gender profile of participants

42

Chart 2 - Provision of Water

50

TABLES**PAGES**

Table 1 - Population sizes of Local Municipalities Capricorn
District Municipality

1

Table 2 - Categories of Organisation within Manthorwane
Village

43

LIST OF ABBREVIATIONS

CBO	Community Based Organization
DPLG	Department of Provincial and Local Government
DPLGH	Department of Provincial and Local Government and Housing
IDP	Integrated Development Plan
LED	Local Economic Development
NGO	Non-Governmental Organization
NWA	National Water Act, 1998
SMME	Small Medium and Micro Enterprises

OPERATIONAL DEFINITIONS

Local Government: Local Government is the third level of the government that operates locally with regard to the provision of basic services. It exists to supply inhabitants with those services which private enterprise is either unwilling or unable to provide because the services may have to be delivered on a non-profit or break even basis (Bekker, 1996:3).

Local Municipality (LM): This is a Category B municipality envisaged in Section 155(1) (b) of the Constitution. It is an organ of state within the local sphere of government exercising legislative and executive authority within an area determined in terms of the 25 Local Government: Municipal Demarcation Act, 1998.

Cluster: This is a grouping of villages that are close to each other sharing a common environment and also grouped to enable the municipality to control and manage them. The Polokwane Municipality is divided into four clusters; namely, Molepo / Maja / Chuene, Moletjie, Mankweng / Dikgale and City / Seshego. Our area of focus is the Molepo/Maja/ Chuene Cluster (Polokwane Municipality IDP, 2004/7:20).

Basic Services: These are the services which are there to meet needs that people cannot survive without. These are necessary for a minimum standard of living. Such include, but are not limited to, food, shelter, health and protection. In this envisaged study, we will focus on the basic services such as water, sanitation, housing and electricity.

Service Delivery: This is the system of providing services such as water, electricity, housing and health facilities. A municipality could hire a Professional Service Provider to do that job for them.

Development: Development is when people's lives and standard of living are improved. Therefore, development is a multidimensional process involving major changes in social structures, popular attitudes, national institutions, acceleration of economic growth, reduction of inequality and the eradication of poverty (Todaro & Smith, 2006:17).

Integrated Development Plan (IDP): The Integrated Development Plan is a process by which a municipality should establish a plan for development for the short, medium and long term (Polokwane Municipality IDP, 2004/7:1).

Local Economic Development (LED): Local Economic Development (LED) is an integrated, multi-disciplinary approach aimed at poverty alleviation through pro-poor economic growth (<http://www.limpopoled.com/LimpopoLEDbrochure.htm>).

TABLE OF CONTENTS

	Page
CHAPTER 1: BACKGROUND AND CONTEXT FOR THE STUDY	1
1.1. INTRODUCTION	1
1.2. PROBLEM STATEMENT	4
1.3. RESEARCH AIM AND OBJECTIVES	5
1.4. STUDY AREA	6
1.5. RESEARCH QUESTIONS	6
1.6. SIGNIFICANCE OF THE STUDY	7
1.7. STRUCTURE OF MINI-DISSERTATION	7
CHAPTER 2: LITERATURE REVIEW	8
2.1. LOCAL GOVERNMENT AND SERVICE DELIVERY	8
2.2. ROLE OF LOCAL MUNICIPALITY ON SERVICE DELIVERY	10
2.3. NATIONAL WATER ACT	13
2.4. PROVISIONS OF THE MUNICIPAL SYSTEMS ACT -2003	13
2.5. SERVICE DELIVERY CHALLENGES AND THEIR IMPACT	14
2.6. GAPS IDENTIFIED WITHIN THE DELIVERY SERVICES	25
CHAPTER 3: RESEARCH METHODOLOGY	33
3.1. INTRODUCTION	33
3.2. UNIT OF ANALYSIS	34
3.3. POPULATION	34
3.4. SAMPLING METHOD	35
3.5. DATA COLLECTION METHOD	36
3.6. APPLICATION OF THE DATA COLLECTED	38
3.7. DATA ANALYSIS METHOD	38
3.8. ETHICAL CONSIDERATIONS	39

CHAPTER 4:	DATA ANALYSIS AND INTERPRETATION	42
4.1.	DATA COLLECTION	42
4.2.	METHODS OF ANALYSIS	42
4.3.	INTERPRETATION AND DISCUSSIONS OF FINDINGS	46
CHAPTER 5:	RECOMMENDATIONS AND CONCLUSIONS	64
5.1.	CONCLUSION	64
5.2.	RECOMMENDATIONS	67

CHAPTER 1: BACKGROUND AND CONTEXT FOR THE STUDY

1.1. INTRODUCTION

Provision of basic services remains a big challenge in many Municipalities. The study investigates the extent to which basic services are provided by Polokwane Local Municipality under Capricorn District Municipality. The Capricorn District Municipality has five local Municipalities, four of them are water service providers while Polokwane Municipality has a Water Service authority status. Table 1.1 below shows the population size of all the local municipalities in the Capricorn District as illustrated below:

Local municipality	Population	%
Polokwane	508 272	44.02%
Lepele-Nkumpi	227 965	19.74%
Blouberg	161 326	13.97%
Aganang	147 686	12.79%
Molemole	109 442	9.48%

Table 1.1 Population sizes of local municipalities in the Capricorn district (<http://www.en.wikipedia.org/wiki/Polokwane>)

According to the South African Constitution, local governments shall, to the extent determined in Section 175(3), make provision for access, by all persons residing within their boundaries, to water, sanitation, transportation facilities, electricity, primary health care, education, housing and a secure environment,

provided that amenities are rendered in a sustainable manner and are physically practicable (Cameron, 1999: 97).

Municipalities are required to structure and manage their administration and budgeting and planning processes to give priority to the basic needs of the community, to promote the social and economic development of the community and to participate in national and provincial development programmes. In addition, municipalities must also ensure that all members of the local communities have access to at least the minimum level of basic services (Polokwane Municipality LED,2003:9)

The study likes to assess the role played by the Polokwane Local Municipality in the provision of basic services to the community of Manthorwane. The basic services referred to are water and sanitation, electricity, and housing. Provision of basic services contributes to the improvement of standard of living of any community. Furthermore, the provision of these basic services (should be carried out in a very sustainable and equitable manner (<http://www.etu.org.za/toolbox/docs/localgov/munservice.html>)). This will contribute to development in local municipalities such as Polokwane where the majority of the people stay in rural areas with minimal provision of services (Polokwane Municipality IDP, 2004/7:16).

The provision of basic services has a direct and immediate effect on the quality of lives of the people. If provision of basic services is of poor quality (e.g., water provision, collection of refuse), it will contribute to the creation of unhealthy and unsafe living environments. Furthermore, poor services can also make it difficult to attract businesses or industries to an area and will limit job opportunities for residents (<http://www.etu.org.za/toolbox/docs/localgov/munservice.htm>.)

Polokwane Municipality is located within the Capricorn District in the Limpopo Province. It covers a surface area of 3775 km² and accounts for 3% of the

Province's total surface area of ±124 000 km². In terms of its physical composition, Polokwane Municipality is 23% urbanized and 71% rural. The remaining area (6%) comprises small holdings and institutional, industrial and recreational land (Polokwane IDP, 2004/7:14). It is a home to approximately 561 770 people and accounts for 10.8% of the province total population (Polokwane Municipality IDP, 2004/7:37)

The Polokwane Local Municipality is demarcated into 4 clusters, namely: Molepo/Maja/Chuene, Moletji, Mankweng City Seshego (Polokwane IDP, 2004-2007:14). Given the fact that Polokwane serves as Limpopo's economic hub, it has the highest population density in the Capricorn District. The majority of Polokwane's population is rural. This simply shows that the largest sector of the community within the municipality resides in rural tribal villages followed by urban settlements (<http://en.wikipedia.org/wiki/Polokwane>)

The current rural to urban ratio is 71%: 23%. Based on the figure above, it is evident that the largest population within this community resides in the rural villages, whereas the smallest population lives in the urban areas. It is clear that Polokwane demographic profile is fairly typical of a rural community (Polokwane Municipality IDP, 2004/7:14).

The demographic pattern of this municipality is also associated with inequality in distribution of resources and provision of services. Urban areas are well provided with basic services whereas the rural population is struggling for survival. This is clearly seen where, relatively low level of its population is urbanized. As a result, the majority of its population lives in the impoverished rural areas, which have a chronic shortage of basic infrastructure and services (Polokwane Municipality LED, 2003:21).

1.2. PROBLEM/ STATEMENT

This study attempts to assess the role played by the Polokwane Municipality in provision of basic services such as water, sanitation, electricity, and housing.

According to the Polokwane IDP, the village of Manthorwane experiences shortage of housing, electricity, and sanitation (Polokwane Municipality IDP, 2004/7: 22-26). Lack of provision of these basic services has encouraged the researcher to conduct a study in this area. The researcher would like to understand why there is a lack of provision of these basic services, how the community feels about this situation, and the impacts of the municipality's role in this regard.

The provision of basic services in most areas of the municipality is poor as compared to few areas where provision of basic services is good. Housing is one of the good provisions of basic services. In terms of the housing provision, 73, 10% live in formal housing and 14% in informal housing. In the Molepo / Maja / Chuene Cluster, the rate is 83, 62 % formal housing and 3, 59 % informal housing. Most of the people live in traditional housing. 58, 63 % of the houses in the overall municipality are electrified and 50, 67 % houses in this cluster are also electrified, whereas 49, 33% of the houses are not electrified in the cluster.

Access to clean water in the overall municipality is a major challenge, as 59, 45% of the households fall within the RDP standard and 21, 1% of the households fall below the RDP standard, 4, 47% use boreholes. In the Molepo/Chuene/ Maja Cluster, 23,69% fall below RDP standard and 14.20% use dams / pools / stagnant water and river streams as sources of water (Polokwane Municipality IDP, 2004/7: 22-25).

The above description outlines the level of service delivery within the municipality and within the Molepo / Chuene / Maja Cluster in which the area of focus; i.e, Manthorwane is located. It has been highlighted that in many South African Local

Municipalities, there are similar problems of poor delivery of services. This is because the circumstances do not allow delivery of services either due to lack of state investment or unavailability of skills and resources (DPLG, 2005:16).

1.3. RESEARCH AIM AND OBJECTIVES

1.3.1 RESEARCH AIM

The aim of the study is to assess the role of the municipality's provisions of basic services; e.g., water and sanitation, electricity and housing in Manthorwane Village.

1.3.2 RESEARCH OBJECTIVES

The objectives of the study are as follows:

1.3.2.1 To assess the extent to which the municipality is providing basic services in Manthorwane, Polokwane Local Municipality, Limpopo Province;

1.3.2.2 To investigate the strength of the Polokwane Local Municipality in provision of basic services;

1.3.2.3 To investigate the weaknesses of the Polokwane Local Municipality in provision of basic services;

1.3.2.4 To examine the impact of the Polokwane Local Municipality's role in the development of Manthorwane Village; and

1.3.2.5 To recommend strategies for enhancing the level of basic service delivery.

1.4. STUDY AREA

The area of study is Manthorwane Village which falls under the Molepo / Maja / Chuene Cluster in the Polokwane Local Municipality, Capricorn District Municipality in the Limpopo Province. Manthorwane village is situated 37 km North East of Polokwane Municipality. This village was established around the 1980s. Manthorwane Village is located 20km to the south of Polokwane, and comprises an informal settlement area, with very limited services and infrastructure. The settlement area sits on the fringe of the rural hinterland and is hence surrounded by a vast clustering of rural / semi-rural areas.

Further away on the edges of the municipal area are extremely impoverished rural settlements scattered into the periphery with limited or no services and infrastructure. Although they contribute to the economy of the city, the communities in these areas are deprived of its benefits (Polokwane Municipality IDP, 2004/7:15).

1.5. RESEARCH QUESTIONS

The research questions for the study are as follows:

- How does the municipality provide basic services such as water and sanitation, electricity, and housing in Manthorwane?
- What are the perceptions of the community regarding the delivery system?
- How does the municipality's service delivery impact on the development of the area?
- What are the strengths of the municipality in the delivery of the basic services?
- What are the weaknesses of the municipality in the delivery of the basic services?
- What are the recommendations given to the municipalities for improvement of their present situation?

1.6. SIGNIFICANCE OF THE STUDY

This study is very significant to the development of South Africa and specifically to the Local Municipality of Polokwane. Many studies have been done on local municipalities in South Africa, but none has been done for a local community such as Manthorwane Village in the Polokwane Municipality. This proposed study will contribute to the improvement of the municipality's implementation of services delivery to the Manthorwane community. In addition, the community will benefit from this envisaged study, as recommendations will be given on how the community and the municipality could work together to fast-track service delivery.

1.7. STRUCTURE OF MINI-DISSERTATION

The report is structured as follows:

Chapter 1 serves to give the introduction and background of the area of study.

Chapter 2 presents the literature review which focuses on service delivery challenges in South Africa and summarizes studies which have been conducted in that area.

Chapter 3 describes the research methodology in terms of selection of the research design, definition of the study population, methods of sampling, data collection and finally analysis of data.

Chapter 4 presents the key findings and interpretations.

Finally, Chapter 5 represents Conclusions and Recommendations.

CHAPTER 2: LITERATURE REVIEW

2.1. LOCAL GOVERNMENT AND SERVICE DELIVERY

The chapter reviews the critical perspectives on the role of municipalities in service delivery and summarizes relevant evidence. The chapter will use other theorists, policies and legislatures governing the delivery of basic services in South African municipalities and within the Polokwane Local Municipality. The challenges facing South African municipalities and Polokwane Local Municipality in particular, would be dealt with in detail, to assist in assessing its role (Polokwane Municipality) in basic service delivery. This section will also identify the gaps within the basic services delivery in the South African municipalities and in the Polokwane Municipality, in particular.

South Africa is still a developing country that has not achieved the scale of development when compared to developed countries. It is one of the developing countries characterized by a highly imperfect commodity and resources distribution, lack of information to the consumers and producers about marketing, with disequilibrium situations where prices do not equate supply and demand (Todaro & Smith, 2006:9).

Coupled with the economic situation described above, there are also some political and social activities which can hinder the development process. However, development could not be associated with economic growth only; political and social conditions should also be considered in achieving it. Therefore, development is conceived as a multidimensional process involving major changes in social structures, popular attitudes, and national institutions, as well as the acceleration of economic growth, reduction of inequality and the eradication of poverty (Todaro & Smith, 2006:16).

There are challenges which are facing the South African municipalities in terms of basic service delivery. They range from lack of capacity, poor financial management, lack of communication between the municipalities and community members, lack of cooperation between the municipalities and private sectors, disparities between the rural and urban communities to huge backlogs in service delivery (Ministry for Provincial Affairs and Constitutional Development, 1998:15-16)

Furthermore, the huge backlogs in service infrastructure in historically underdeveloped areas require municipal expenditure to be extended. There is no viable municipal institution for rural areas, where there is a large population with minimal access to services and little or no economic base. This leads to the great spatial separations and disparities between towns / urban, townships and rural areas (Ministry for Provincial Affairs and Constitutional Development, 1998:15-16)

Nengwekhulu also said that whilst the present government has performed far much better than the pre-1994 government, poverty, poor health services, acute shortage of housing, falling education standards are still the same as the pre-1994 government. Shortage of skills has been blamed for the slow pace of service delivery and poor quality of services rendered. However, there are other factors which also contribute to poor delivery of services which are corruption, nepotism, interference in the day to day management and administration of departments by political principals such as ministers and MECs (Nengwekhulu, 2009:341).

Given the poor delivery of basic services scenario to the rural communities within Polokwane Municipality, the unemployment rate is alarming at 41, 5%, where the percentage is higher in the rural than in the urban villages (Polokwane Municipality IDP, 2004/7:21).Where employment is available, more men are given this opportunity than women. Gender inequality in this municipality is rife,

although females account for 54% of the population, they account for 58% of informal workers (Polokwane Municipality LED, 2003: 25).

Given the situation above, it is of critical importance that the Polokwane Municipality will have to work harder to contribute to development of the whole municipal areas which will ultimately lead to development in the whole country. The high rate of unemployment indicates that many people specifically in the rural villages will rely heavily on the municipalities for their livelihood. They will need full provision of basic services.

This was alluded to by then President, Mr Thabo Mbeki that Local Government has been described as the hands and feet of reconstruction and development in South Africa. He further said that it is certainly true that in the absence of effective local delivery bodies, government is powerless – it cannot implement its policies and provide the services to which our people is entitled (DPLG,2005 :17 There will be challenges facing the service delivery process, but these challenges must not be taken as hindrance towards development of the area. It is highlighted that the challenge for municipalities is to try to raise both personal incomes and rates revenues in order to address the backlogs and improve the quality of life of the poor (DPLG, 2005:17). These challenges must not only be seen as weaknesses of the municipalities, but as potential areas for improvement (Matshabaphala lecture notes, 2007).

2.2. ROLE OF LOCAL MUNICIPALITIES IN SERVICE DELIVERY

According to South African Constitution, local municipalities have been given mandate to provide basic services to the communities within their areas of jurisdiction. It is also indicated that in terms of the Constitution, the white paper and the legislation flowing from it, municipalities are required to structure and manage their administration and budgeting, and planning process to give priority

to the basic needs of the community, to promote the social and economic development of the community (Polokwane Municipality IDP,2004/7:2).

South Africa is divided into three tiers of government. The first tier or level is the National Government headed by the President, the second tier is the Provincial Government lead by the Premiers and followed by the third tier which is the Local Government. Within the Local Government there are three levels of authorities which are the Metropolitans, Districts and Local Municipalities. Local Municipalities are responsible for basic service delivery at the local level in order to ensure that communities receive services within their areas. It is through these Local municipalities that the country could be developed economically, socially and politically.

Primary responsibilities of local municipalities are as follows:

- meet the basic needs of people,
- establish an environment (whether directly or indirectly) that will create jobs and alleviate poverty in a sustainable manner, and
- co-operate and align policies and programmes that will ensure the smooth services delivery of basic needs (Naidoo, 2007:61).

The local municipalities must ensure that the communities get access to the services provided by the government, and that they access the benefits such as LED programmes and other processes earmarked for improving the lives of the people.

The objectives of local government are to:

- Provide democratic and accountable government for local communities;
- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;

- Encourage the involvement of communities and community organizations in the matters of local government (<http://www.info.gov.za/documents/constitution/1996/96cons7.htm>.)

Furthermore, Polokwane Municipality has produced its Integrated Development Planning (IDP) and LED to strategize on how they intend to deliver their services. It has outlined nice and clear processes on how they are going to deliver these services also in aligning with the Constitution of the Country.

It is apparent that local governments are pivotal to reshaping and strengthening local communities and intensifying service delivery, especially to the poor and, thereby, deepening the foundation for democratic, integrated, prosperous and truly non-racial local communities (Mhone & Edigheji, 2003:216). Local municipalities should deliver basic services in the most sustainable way, so that these services can also be provided in the future. However, municipalities differ in implementation of these functions. This will also depends mainly on its capacity to plan and manage for their activities to be executed.

Local Government is the sphere of government closest to the people. The officers are elected by citizens to represent them and are responsible to ensure that services are delivered to the community (<http://www.ippmedia.com/ipp/guardian/2009>). However, there are concerns, whether the municipality is achieving its intended goal of effectively providing basic services to the community. This concern emerged as a result of the present situation of poor delivery of basic services to the community. The community within this municipality is still suffering like any other local municipality in South Africa. This also takes into consideration the true reflection of the situation in Manthorwane Village and its related problems which would be tackled later.

When the above situation is related to Polokwane Municipality, it is realized that indeed the municipality needs to adopt integrated development planning, where

the community must be involved. This must include skills training, capacity building and budgeting for an effective delivery system. It is also realized that the Polokwane municipality, just like the other municipalities in South Africa lacks an integrated development plan which is inclusive of developmental tools such as capacity building to the stakeholders.

2.3. NATIONAL WATER ACT, 1998

The purpose of this Act is to ensure that the nation's water resources are protected, used, developed, conserved, managed, and controlled in ways which take into account amongst other factors:

- meeting the basic human needs of present and future generations;
- promoting equitable access to water;
- redressing the results of past racial and gender discrimination;
- promoting the efficient, sustainable and beneficial use of water in the public interest;
- facilitating social and economic development;
- providing for growing demand for water use;
- protecting aquatic and associated ecosystems and their biological diversity (Department of Water Affairs, 1998:8)

Local Government must work closely with the Department of Water Affairs and Forestry to ensure that the community is provided with the basic need such as water. This cooperation would level the area of strategizing on critical issues related to delivery of water. These two Institutions must compliment each other as they are both custodians of potable water and water resources.

2.4. PROVISIONS OF THE MUNICIPAL SYSTEMS ACT - 2003

The Local Government Municipal Systems Act stipulates that there is a need to set out the core principles, mechanisms and processes that give meaning to

developmental local government and to empower municipalities to move progressively towards the social and economic upliftment of communities and the provision of basic services to all our people, and specifically the poor and the disadvantaged (Local Government , 2002:2).

The Department of Water Affairs and Forestry is responsible for protection, conservation, management, control, develops and use of national water resources. The Department is the custodian of the national water resources where its role is to regulate all water resources in the country by developing policies on how water resources should be managed.

On the other hand, the local municipality is responsible for the provision of water services. This includes supplying the community with potable water and sanitation. It was also emphasized in the Strategic Framework for Water Services that local government is responsible for ensuring water services provision. It is said that provision of water services is the constitutional responsibility of local government (Strategic Framework for Water Services, 2003:10).

These two policies clearly define the roles of the Department of Water Affairs and Forestry and the local municipalities. The provision of water resources to the community could not be complete without being purified to potable water. The provision of potable water will not be successful without acknowledging water resources. Therefore the two institutions should cooperate and work together for the benefit of the poor.

2.5. SERVICE DELIVERY CHALLENGES AND THEIR IMPACT

2.5.1. THE CHALLENGES FACING POLOKWANE LOCAL MUNICIPALITY.

When Polokwane Local Municipality brings development in Manthorwane Village, it will also contribute positively to development in South Africa as a whole.

However, there is a need for strong and viable institutions to implement all the activities pertaining to development, as there are challenges which municipalities in South Africa are facing. South Africa has decentralized functions to the local level, so as to open opportunities to the communities to participate in decision making of their lives. This process will succeed, provided there are relevant skills, knowledge and capacity to undertake these tasks (Liebig (et al), 2007:40)

As indicated above, there are several challenges that local municipalities are experiencing. Therefore the Polokwane Local Municipality is no exception in terms of provision of basic services. The provision of basic services is still far behind for the improvement of livelihood and standard of living in the community. With the population of 508 277, 23 353 people do not have access to piped water, 22 255 have access to street taps with the distance of greater than 200m from their houses and 16 803 have access to street taps water with less than 200m distance(http://www.statssa.gov.za/census_01/html/default.asp).

Regarding sanitation, the situation is critical, as about 17606 household do not have toilets, 1082 still use bucket latrine and 58859 use pit latrine without ventilation (Polokwane Municipality IDP, 2006/11:21). The huge backlog with regard to sanitation services is a serious challenge for the municipality. Furthermore lack of proper sanitation facilities not only compromises the dignity of the people, but further poses serious environmental and ultimately health threats (Polokwane Municipality IDP, 2006/11:21).

However, in terms of house provisions (dwellings), 19 476 people dwell in informal settlements and 6004 in the traditional housings. It is said that the need for housing is quite evident when one considers, among others, the following:

- Number of shacks particularly in the urban and peri-urban areas;
- Overcrowded houses;
- Creation of backrooms / backyard shacks to deal with the overcrowded conditions in the houses; and

- Informal renting (Polokwane Municipality IDP, 2006/11:25).

In terms of the pace of housing delivery, it is argued that for the poor, many of the expectations that they had for a better life had not materialized since 1994 and their impatience was transformed into anger toward government and resentment towards immigrants. Corruption and mute responses to requests, from individuals as well as interest groups for information plague issues of service delivery (Isaac-Martin, 2009:147)

Furthermore, many people in this municipality still survive without electricity. About 36 208 use paraffin, 33 871 use firewood, 1176 use coals and 3502 use gas. This indicates that there is a high electricity backlog within the municipal area. Given the fact that the municipality has a license to provide electricity in the City and Seshego only, it is imperative that the municipality strengthens the relationship with ESKOM (Polokwane Municipality IDP, 2006/11:18) so that it would be easy (for ESKOM) to provide the same to the rural areas. This was cited as the reason why there is a backlog in electricity, as the municipality does not have license to provide electricity for the whole area of its jurisdiction.

The South African population is 44 819 778 million with 5 273 642 population in the Limpopo province. Limpopo ranks fourth in terms of population in South Africa (<http://www.stassa.gov.za/census01/html/default.asp>). While Limpopo ranks fourth in terms of high population, it is the highest province with 32, 0% unemployment rate with the Eastern Cape, whereas the country is at 25, 5% unemployment rate (Statistics SA, 2006:17).

Out of 44,8 million people living in South Africa, all of whom used domestic water services, and 5 million(11%) had no access to safe water supply and further 6.5 million (15%) did not have access to defined basic service levels. About 18.1 million people (41%) did not have adequate sanitation services (Strategic framework for water services,2003:3).

The other major challenge facing South African Municipalities is communication breakdown between the community and the Local municipality. It was evident in the year 2007, where there were community protests from some municipalities about failure to deliver basic services. This happened mostly in the East Rand area. Reports in the media have highlighted concerns from the communities about the slow or non-existent delivery of housing and basic services in their areas (Christmas, 2007:7). In this case, the community became frustrated and confused as they don't have information on why there are delays in provision of services.

South African local municipalities are salvaged by lack of capacity among the officials. This is one of the reason many developmental projects are failing and provision of basic services slowing down to poor level of standard of living. It is said that lack of capacity is mainly due to severe scarcity of well-educated financial managers and engineers, to high fluctuations among staff and a weak succession planning (Liebig (et al), 2007:39).

Therefore, the main concern is how the local government addresses these problems. How do they address the capacity building within their institutions, how do they deal with continuing suffering of the community without basic services and inequality of distribution of resources within their area of operation? This study will investigate and give recommendation on how the Polokwane Municipality would address these challenges at a later stage.

The other concerned area is the relying of local government and other government departments on Professional Service Providers, where services are outsourced. The intention of outsourcing some services was to fast-track provision of services, unfortunately these contractors are not performing well as they are interested in making money instead of helping the communities to ease their impoverished life. Unfortunately, the municipalities are failing to capacitate their internal staff to maximize effective service deliveries.

The situation above depicts the seriousness of the backlogs that the municipality is encountering in provision of basic services. Coupled with the backlogs in service delivery, the municipality is facing many problems that also contribute to the present situation and which also hinder the implementation process of improving the provision of services. It is the fact and understandable that the legacy of Apartheid has left many undesirable situations. This is attributed to the inequalities which have specific historical roots, however the ability to deal with the services backlog is greater than in most developing countries (Strategic Framework for Water Services, 2003:1). South Africa is in the 16th year after Apartheid, and still experiencing poor delivery of services. However there are some improvements, but the country need to strive to work better than this.

Below are some of the problems facing the municipality:

- Inequality in terms of delivery of basic services;
- Problems related to the quality of the provision of these services;
- Lack of skills in implementation of processes related to provision of services;
- Mismanagement of funds intended for development of the community: and
- Corruption / nepotism in terms of appointment of employees (immoral / unethical).

In terms of inequality of distribution of resources, the situation is very disappointing. Within the Polokwane Municipality the majority of people are staying in the rural areas, where the situation is alarming. There are no access to roads, no access to potable water, few of the houses are electrified and communities are traveling far away to clinics and schools (Polokwane Municipality LED, 2003:22-30)

The other problem is the quality of the services they are delivering because of lack of skills for the officials and for the Service Providers they are utilizing (Polokwane Municipality LED, 2003:25). When they implement their projects, they hire the professional service providers/ contractors without qualifications, skills and experience of that particular work. They build tarred roads which are easily destroyed by rains immediately after completion. The municipality itself does not have skilled staff to do the job. This could be coupled with negligence and lack of commitment from the staff. Taking an example of the tarred road project, during the construction the municipality is suppose to monitor the progress made, but they are failing to do that. How could this project be completed with the poor quality in the presence of the municipality?

It is also indicated that almost all the government departments, from the national sphere to the municipalities, have found it almost impossible to deliver certain services, and instances where these services were delivered, they were often of poor quality. The areas hardest hit by skills shortages are the technical, engineering, financial and medical fields. Most important amongst these normally ignored, is the managerial field where there is serious shortage of managerial skills (Nengwekhulu, 2009:352).

This problem has also been highlighted by then President Thabo Mbeki in his State of National Address that many of the weaknesses in improving services to the population derive in part from inadequate capacity and systems to monitor implementation. "As such in the period leading up to 2009, the issue of the organization and capacity of the state will remain high on our agenda " (<http://www.info.gov.za/speeches/2007/07020911001001.htm>). It will remain to be seen in our study when we make some thorough investigation why there are so many problems hindering the service delivery.

Meanwhile, funds are budgeted for provision of services, but end up being underutilized and returned to the treasury while the community waits for services.

This is a problem of mismanagement of funds. There is also corruption and nepotism in terms of appointment of employee's. This is morally wrong. People are not employed because of their ability or capability. They are employed because they have relatives who know them. This contributed and will still contribute to the poor service delivery of the municipality in the future. In addressing the province, then Premier Sello Moloto in his state of the province address, emphasized the growing concerns raised by the community that both the provincial government and our municipalities continue to opt for the appointment of less qualified officers, even when people with appropriate skills are available (<http://www.info.gov.za/speeches/2007/07020911001001.htm>).

The municipality has also initiated LED projects to assist the Small Medium and Micro Enterprises (SMME) on how to manage and operate their businesses. They introduced this programme after realizing that the community members are operating their businesses with loss. This emanated from lack of business skills, such as preparing business plans, bookkeeping, banking, general management and financial management. It is also said that low skills levels, especially amongst the poor, are key constraints facing potential investors. Furthermore, poor people are unlikely to benefit from whatever new jobs there are unless they have appropriate skills for new jobs (Patrick, 2006:11).

However, the introduction of LED is a good initiative, but this does not address the problem at large since these initiatives are occurring in the urban areas. Most of the successful projects mentioned are implemented in the urban areas. The LED officers indicated that they are not assisting new business people. They prefer to assist the SMMEs which are already operating and showing sustainability. These kinds of businesses are found in the urban areas (Interview with Municipality's Officials, 2006).

The other challenge that the municipality is facing is lack of community participation in developmental activities. Many initiatives failed as the community

is not participating fully in the developmental issues such as provision of basic services. The community's participation is critical as it assures monitoring of the processes followed in implementation of projects. The community will be able to give direction and advises on how their needs should be provided sustainably.

This is coupled with empowerment of the recipients of said services. The community could be provided with the basic services but fail to maintain and operate them. It would seem as if the municipality doesn't deliver. As it is clearly indicated that it is all very well talking about social participation in civil society, but if people cannot compete equally they are going to be at serious disadvantage in relation to those who have expertise (Cameron & Stone, 1995:101).

2.5.2. IMPACT OF BASIC SERVICES DELIVERY CHALLENGES.

The powers and functions of a local government should be exercised in such a way that it has the maximum impact on the social development of communities in particular, in terms of meeting the basic needs of the poor and on the growth of the local economy (DPLG, 2005:9). It becomes evident that through the implementation of viable, sound policies and committed, qualified and skilled labor force, municipalities can develop their communities. Therefore, the implementation of the LED plan, aimed at developing the community economically and socially by utilizing local opportunities is required.

Although some authors believe that it is not only a question of a vision, funds and people that enable the institutions like local government to deliver services, but also a question of instituting the measures that will ensure the delivery of services and products. This includes how to deal with certain issues and measures in terms of which activities of officials can be controlled (Du Toit, (et al) ,1998:74).

People in the rural areas are suffering as they are not working, and as such they cannot afford to pay for their basic needs. Through local initiatives, such as LED programme, people can start their small businesses and grow to become fully fledged business men and women. It is also said that delivery of services requires inputs from society in respect of their requirements for the enhancement of their welfare (Du toit ,(at al), 2002:56).

This section will assess how these challenges are impacting provision of service delivery.

2.5.3. ECONOMIC IMPACT

The situation in Polokwane Municipality is not conducive to the economic development. In most cases, the infrastructure is not available, where it is existing it is not of good quality. Roads and water systems are of poor quality. The unavailability of electricity in Manthorwane Village is worsening the conditions. It has been indicated in the public participation meeting held by the municipality that the community still needs low costing houses, electricity and roads as these are not provided (Polokwane Municipality IDP, 2006/11:120).

In such bad conditions, it is very difficult for any private or Non-Governmental Organization to invest any business because of lack of infrastructure such as roads and electricity. There is a need for skills development, such as training and assisting the community in becoming Entrepreneurs / businessmen. The village and the municipality at large need creation of employment. This will be done by tightening the public-private partnership and creating the environment that could be feasible for any business to operate. The present situation will further deteriorate the level of inequality between the poor (rural villages) and rich (urban areas). For the poor people, without provision of the basic services the level of standard of living will continue to deteriorate, whereas on the other side the rich will continue to improve.

In order to succeed in attracting new business investment, and provide a conducive environment for new enterprises, the operating area must have good infrastructure. The communities do not have access to information about starting their businesses; therefore, they are always left out for opportunities opened to urban areas. This is another area in which the municipality's LED and IDP could assist with strategies to close these kinds of gaps.

Lack of provision of basic services such as water and sanitation is costing the municipality a lot of money. The communities are fetching water from the unreliable street taps which are remote from each other. Ultimately, the community is tempted to construct illegal pipelines to get water. This costs municipality to pay for more water which is wasted. This is impacting heavily on supply of water from the sources.

The condition of the water resources in Limpopo Province is poor. It is said that both surface and ground water resources are under pressure from both a quantity and quality point of view. Surface water resources are under pressure from over abstraction and have been heavily impacted on by the agricultural and mining return flows which are increasing the nutrient loads and salinities of these systems (<http://www.environment.gov.za/soer/reports/limpopo.html>).

The above is related to the sanitation problem, as many of these villages do not have access to both water and sanitation services. It was said that inequality in access to basic services is still a stark reality and progress with sanitation has been much slower (Strategic framework for water services, 2003:1).

It is stated that delivering sustainable basic infrastructure to the remaining unserved percentage of the population remains one of South Africa's greatest socio-economic development challenges. According to the Department of Water Affairs and Forestry, the cost requirement to eradicate the sanitation backlog alone amounts to R25 –billion (Van Vuuren, 2008:9)

Municipalities, on whose shoulders the responsibility for basic services delivery squarely lies, are faced with the challenges of accelerating new service delivery while maintaining existing ageing infrastructure amid a burgeoning population, rampant urbanization and diminishing skills and capacity (Van Vuuren,2008:9).

2.5.4. SOCIAL IMPACT

Development involves improvement of the livelihood of community members. They need to have shelter, health facilities, education, food and decent houses. Above all, they need to be respected and have their valuable ideas contributed to any development initiatives in the society. This is fully shared by Coetzee that the larger social goal should be to enable all people to live a life of dignity and to end the marginalization and alienation of a large mass of people (Coetzee, 2001:149).

In Manthorwane Village, the community has not achieved any development. The poor delivery of services has impacted negatively on their social life. Without proper provision of basic services, the community members are left destitute. Manthorwane is one of the rural villages in Polokwane Municipality in which the unemployment rate is high, where the community members could not afford to raise their family in dignity.

This situation will affect their relationship with the municipality in the future. This could cause conflict between the community and the municipality where the former could feel betrayed by the latter by failing to honour their promises of services delivery. The community could feel that their views are not respected and valued therefore any initiatives for development could be endangered by destructive acts from the community.

Thus the provision of basic services to the community could restore their dignity and pride and this would result in positive contribution to the development of the

country. Involving the community in participating and taking decision for provision of services will improve the level and quality of service delivery to them.

The South Commission Report states the importance of a system that is able to reconcile social conflicts and direct the processes of economic and social change in conformity with the needs of civil society (Coetzee, 2001:148). It further reported that people themselves should be involved in the development of their lives and leaders who refuse to listen to any but their own voices soon exhaust their leadership potential. Participatory development is therefore a must (Coetzee, 2001:148)

2.6. GAPS IDENTIFIED WITHIN THE DELIVERY OF SERVICES.

2.6.1. EVALUATION AND MONITORING OF SERVICE DELIVERY

Monitoring and evaluation of projects or any program is of critical importance for its success. There are often some misunderstandings in applying monitoring and evaluation in many projects. Projects are initiated and implemented and evaluation is then done towards the end of the project. That is where many projects are failing. There is not enough opportunity to address problems which are erupting at earlier stage.

Evaluation and monitoring of the projects is critical in terms of reducing unnecessary cost which is caused by poor production and delays in completion of the project. Without monitoring and evaluating projects on the implementation phase, no quality production would be attained. Monitoring and evaluation process is carried out during the implementation of any project to ensure that whatever is missing or needs to be amended be done immediately before the project is complete.

The monitoring of implemented projects is necessary to ensure ongoing sustainability but more importantly, to allow for early recognition of social effects,

in particular, which are regressive or incompatible with equity objectives (Kotze, 1997:56). On the other side of the coin is the evaluation process, where formative evaluation can be provided through monitoring (Kotze, 1997:56). Projects need to be evaluated from the inception, so as to deal with any threat which can cause failure. Monitoring and evaluation are aimed at ensuring that action programmes pursue the given objectives within the framework of the plan as designed. Monitoring is the continuous process of ensuring that the implementation of the plan is proceeding smoothly, while evaluation refers to a more specific process by which a project, at any stage whether completed or not is closely examined (Liebenberg & Stewaart, 1997:52).

Nengwekhulu also claimed that the failure by the public servants to deliver services as well as public services of excellent quality is that this does not only emanate from the lack of skills but also from poor supervision and in certain instances of the total absence of supervision by senior managers. Whilst there is some truth in the contention that close supervision has the potential of stifling performance creativity amongst subordinates, there is however, no question that the absence of supervision or poor supervision has the potential to undermine organizational stated goals and objectives (Nengwekhulu, 2009:355).

It was also stipulated in municipal IDP that communities indicated the need for the municipality to improve its monitoring and evaluation system to ensure that services provided by various service providers are of acceptable standards (Polokwane Municipality IDP, 2006/11:19).

2.6.2. TRAINING AND CAPACITY BUILDING

The capacity of Polokwane Municipality has been questionable. The same has also been experienced by many local municipalities in South Africa. In some cases there is no staff nor enough human resources to undertake some tasks (<http://www.info.gov.za/speeches/2007/07070609451003.htm>).

Only few human resources are available to face large amount of work. It has also been supported by Limpopo MEC of Local Government and Housing that they constantly review the capacity of municipalities in terms of their engineering capacity, town planning capacity and financial capacity. (<http://www.info.gov.za/speeches/2007/07070609451003.htm>).

This was also stipulated in the Polokwane Municipality IDP that there is a need of institutional capacity in terms of Human Resources, Skills, System and Information Technologies. The lack of these capacities is hampering development (Polokwane Municipality IDP, 2006/11:7). The same capacity building needs to consider training on their attitude, responsibilities and accountabilities in delivering basic services. This has been displayed in many occasions when community members are provided with services. This also applies to lack of information, and this shows clearly how ignorant the officials are. This has been evident in the issue of supplying electricity to Manthorwane village.

The municipality is there to serve the community with information on how and when services should be delivered. They are the custodians in provision of basic services. It is stated that it is apparent that two of the biggest threats to service delivery in present-day South Africa are a lack of financial resources and under-capacitated municipalities, in other words lack of money and a lack of skills (Naidoo, 2007:11).

However, some authors are arguing that performance discrepancy is not only a reflection of skill deficiency, but can be a product of low morale and laziness. Poor performance is therefore not necessarily a skill deficiency phenomenon whose antidote is training or retraining. Because of the overemphasis of skill shortages, government has spent large amounts on training without any radical improvement on service delivery (Nengwekhulu, 2009:360).

Although the above has been identified as a gap, the municipalities still need to assess this approach and see how best they could improve the situation. They need to assess and even analyse beyond offering training whether it has worked or not. If the training has not improved the level of service delivery, the municipality has to find out what is it that is causing poor performance. It is the truth that in some instances the skills are there, but it is the characters of individual which include amongst others laziness, ignorance, and non-commitment.

This will require the enforcement of disciplinary actions, in which it sometimes becomes difficult for Departments to implement. It is indicated that growing indiscipline in the public service has added to non-delivery of public services as well as poor delivery. Whilst indiscipline is not yet a widespread phenomenon, there are a number of instances where some subordinates refuse to carry out instructions from their supervisors. What is worrying is the fact that a number of senior managers are reluctant to take disciplinary action against undisciplined subordinates. This is despite the fact that a number of punitive actions are available (Nengwekhulu, 2009:356).

2.6.3. STAKEHOLDER PARTICIPATION AND INVOLVEMENT

The overcentralised bureaucracies should take note that for several decades development thinking has regarded people's participation as an essential ingredient in any development action. Formulation of policy, planning and decision-making should take place closer to where implementation occurs (Kotze, 1997: 19). Many projects are failing, as the communities are not involved. People who are affected are left out in decisions taken related to service delivery. Communities are informed of projects which are to be implemented in the future, whether the projects to be implemented are in the interests and correspond to the needs of the community or not, is not a concern. This becomes evident when

many business plans are prepared, without the involvement of the stakeholders which are impacted.

Many organizations forget that stakeholders could pose as a threat to any initiatives which involves their daily lives. On the other hand, their involvement can open opportunities for development. This could be evident in a country where people are supporting the government decisions. Ultimately there will be peace, and it will be easier for other countries to come and invest. When the stakeholders are against the government, the country could become unstable and this could turn away investors within the country.

This is a critical part of developing any successful business plan, as the people who are affected by the issues to be implemented are involved. Dale also shares this sentiment that in addressing societal problems, those who are involved in planning need to explore which problem or problems should be emphasized, what maybe done about that problem and how any intended action may be organized and executed (Dale ,2004:16).

There are cases were projects were vandalized and destroyed as the community was not informed and did not participate in the decision making.

In Mogalakwena Municipality during the time of Transitional Local Government, there was a water project implemented for the Ga Madiba Village in 1999. The community demanded the yard connections for water supply, instead the municipality afforded to supply water through street taps. The problem was that the municipality failed to inform the community about adjustment of the original plan which was to install yard taps instead of street taps. The community members never knew reasons why the municipality opted for street taps instead of yard connections.

The results were not good. The street taps were vandalized and no-one was held responsible, and this was too costly for the tax payers. More money was utilized for that project, which now turns to be unproductive expenditures.

We can ask ourselves this question: Will the challenge of the construction of complex political mechanisms for achieving greater equality ever be fully taken up without the energetic participation of those presently disadvantaged? (Burnell & Randall, 2004:59). The answer definitely must be 'no'. Without participation of the stakeholders in issues affecting and impacting their lives, no success would be achieved and no sustainability would be attained for that service.

According to Burkey one of the essential conditions for true development and planning is participation. Participation is an essential part of human growth that is, the development of self-confidence, self-reliance, pride, initiative, creativity, responsibility and cooperation (Burkey, 1993:56). This is the essence of development through which people take charge of their own lives and solve their own problems.

2.6.4. INTERGOVERNMENTAL RELATIONSHIP AND PRIVATE AND PUBLIC PARTNERSHIP

Many projects would fail if there is no good working relationship among different stakeholders, for an example departments and private organizations. This relationship is highly important as the stakeholders are role players in developing our countries. It is difficult for the municipality to construct a water supply pipeline with the purpose of supplying potable water without the knowledge of the water resources, of which the department of Water Affairs and Forestry is the custodian. For the municipality to execute their duties (of delivering water services), the two organizations have to work together to compliment each other with their different policies.

This has been alluded to by the Minister of Local Government that partnerships between municipalities and the public sector, the private sector, community based organization (CBOs) and non-governmental organization (NGOs) are a key option that municipalities should consider in their efforts to rectify infrastructure deficits and disparities (DPLG,2004:1).

This is also evident between the municipalities and their service providers such as ESKOM. According to the Polokwane Municipality's IDP, the municipality has a license to distribute electricity in the City and Seshego, and therefore caters for limited proportions within its administrative jurisdiction. In line with the other municipalities, Polokwane is affected by the national government's decision to restructure the electricity industry (Polokwane Municipality IDP, 2006/11:22). This supported the working relationship that different sectors need to take into consideration for effective service delivery within the municipality.

2.6.5. THEORY VS REALITY

For any organization to be successful, strategic plans must be drafted and adopted. In the beginning of each financial year different organizations must prepare and adopt their strategic plans. These plans would depict how their organizations should be operated during that particular financial year. This will include budget for all activities to be undertaken. In this case human resources (personnel) and financial resources must be available to implement all activities mentioned. Time frames must also be indicated to show how long each activity will be implemented.

Polokwane municipality also compiled several documents such as IDP and LED in compliance with the constitution of the country. The IDP process enables the Local authority to appraise the current situation in the municipal area, assess the community needs, establish public participation in development, prioritize the needs, set goals to meet these needs, implement programmes to achieve objectives and measure its performance (Polokwane Municipal IDP,2006/11:1).

However, this study would assess if these plans achieved the intended goals. Mhone & Edigheji emphasized that considering the newness and the weakness of the institutions of governance prevalent in these democratizing societies, it is patently obvious that the gulf between theory and practice remains wide and needs to be bridged, while emerging democratic institutions must be strengthened (Mhone&Edigheji,2003:215) .Issues must be written down in policies and be executed practically. Municipalities must learn to address real issues, to avoid disappointing the community they are serving.

CHAPTER 3 RESEARCH METHODOLOGY

3.1. INTRODUCTION

This chapter presents the research methodology. It describes the methods which were used to collect information, sampling and how this information was analyzed. Therefore, research methodology refers to the means required to execute a certain stage in the research process (Mouton, 1996:36).

Both qualitative and quantitative research methods have been chosen because the study combines the use of instruments and methods for measurement and the way the researcher interacts with the people. The study was conducted in order to understand community's feelings towards service delivery by the Polokwane municipality.

Silverman further claims that the methods used by qualitative researchers exemplify a common belief that they can provide a deeper understanding of social phenomenon than would be obtained from purely quantitative data (Silverman, 2003:89)

There are four methods which could be used when applying qualitative research, which indicate how best the qualitative research could be used in the community namely: observation, textual, interviews and transcript methods. The observation method indicates fundamental to understand another culture. In the textual analysis method, this study enables the researcher to understand participants' categories.

Interviews methods are open ended questions which are done on small samples rather than survey research mainly fixed to random samples in the quantitative research. In the transcript method, qualitative research is used to understand how participants organize their talk (Silverman, 2003:89).

In terms of the quantitative research method, the social sciences refer to the systematic empirical investigation of quantitative properties and phenomena and their relationships. The objective of quantitative research is to develop and employ mathematical models, theories and/or hypotheses pertaining to phenomena. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships (<http://score.kings.k12.ca.us/lessons/wwwstats/stratified.random.sample.html>.)

3.2. UNIT OF ANALYSIS

In terms of a unit of study, the researcher focused on the information from the group of people as the unit of analysis. This group of people was selected from six groups identified in the village. The community was grouped into six groups of participants each with 12 members. The reason for grouping was to get more information which will be representative.

More information was also sourced from Polokwane Local Municipality (Councillors and Municipal officials) and ESKOM officials.

3.3. POPULATION

The population of the study in Manthorwane is 1446 individuals (Polokwane Municipality IDP, 2004/7:20). The population includes civics, traditional leaders, community based organizations, youth, women and men. Furthermore, it also includes Polokwane Municipality (Councilors and officials) and ESKOM officials which are responsible for provision of Electricity, water, sanitation and houses.

3.4. SAMPLING METHOD

The aim of sampling in social research is to produce representative selections of population elements (Mouton, 1996:132).

In this study Stratified Random Sample was used. In the SRC, the population is divided into strata, groups of individuals that are similar in some way that is important to the response. When sub-populations vary considerably, it is advantageous to sample each subpopulation (stratum) independently (<http://score.kings.k12.ca.us/lessons/wwwstats/stratified.random.sample.html>).

This allows all cases to have an equal chance of being selected. Observations are independent from each other. In sampling, a sample is a smaller set of cases a researcher selects from a large pool and generalizes to the population (Neuman, 2006:219).

Purposive sample was also used. This sample is a non-representative subset of some larger population, and is constructed to serve a very specific need or purpose(<http://psychology.ucdavis.edu/sommerdemo/sampling/types.htm>). A researcher may have a specific group in mind, which may be used to provide more information for that particular activity, which (group) initially was not targeted. Purposive sampling, which is a non-probability sampling method, was used to select other groups for additional information. This group represents the Polokwane Municipality, Councillors and ESKOM.

As indicated above, stratified random sample was used, where 72 people from six groups (stratum) (civics, traditional leaders, community based organizations, youth, women and men) within Manthorwane village, were identified and selected. Each group had 12 people. These groups were later interviewed separately on equal bases.

3.5. DATA COLLECTION METHOD

It is said that the importance of constructing an appropriate and accurate instrument for measuring and collecting data is an absolute necessity (Bless & Higson- Smith, 1997:95). Data was also collected from the two sources namely, secondary and primary data.

3.5.1. SECONDARY DATA SOURCES

Secondary data sources were utilized in this study. Secondary data is data collected and possibly processed by people other than the researcher in question (http://en.wikipedia.org/wiki/Secondary_data). Common sources of secondary data for social science include censuses, large surveys, organizational records and the media. Municipality's files, records and documents were utilized in this study. The main sources of secondary data in this study are IDP, LED, Statistics South Africa and reports of Polokwane Local Municipality and journal articles on service delivery.

It is emphasized that official documents or non-personal documents imply documents that are compiled and maintained on a continuous basis by large organizations such as government institutions (De vos et al, 2002:325). Such documents are more formal and structured than personal documents. The accessibility of official documents is often a problem owing to legislation on the confidentiality of information - an aspect that the qualitative researcher should always keep in mind (De vos et al, 2002:325).

3.5.2. PRIMARY DATA SOURCES

This data is the one in which the researcher is collecting, using methods such as direct observations, interviews, as well as logs (objective data sources) (http://en.wikipedia.org/wiki/Secondary_data). This information is usually collected from the field where the study is conducted.

In this study, primary data such as interviews were used. It was necessary to use them because they are a reliable way to collect data as the researcher would know where the information came from and how it was collected and analyzed since he / she collected it.

This study was conducted in depth investigations where several interviews were done:

- 72 questionnaires were filled by community members
- 3 in-depth interviews were conducted with Councilors
- 5 in-depth interviews were conducted with Municipal Officials
- 3 in-depth interviews were conducted with ESKOM officials.

The interviews were found to be suitable as there are people within the groups who are illiterate and as such it was difficult for them to complete the questionnaires. The study was also undertaken by visiting the municipality and conducting some interviews among officials. The researcher also used questionnaires to record the information. The questionnaires were used for the people who could read and write.

Participatory research approach was also used in this study in order to engage the community members into the issues of their concerns. There were discussions and meetings to discuss the municipality's provision of services and to advise each other on how to deal with those challenges. Participatory research identifies and involves all those persons, agencies and organizations with a substantial stake in an issue (Masson, 2001:17). It is said that involvement of decision makers in the research processes increases ownership of the results, their credibility and the probability of their use (Masson, 2001:17).

If the affected people are not collaborating with the researcher, it would be difficult to access indigenous knowledge and realities about the issues that are being investigated.

3.6. APPLICATION OF THE DATA COLLECTED

Data used to address the objectives of the study were collected from the interviews conducted to the community members, questionnaires prepared for them and responses from the participatory meetings. Some of the data were collected from the secondary and primary sources.

The data required to assess the extent to which municipality is providing basic services were collected from the interviews from the municipality officials. The data were provided from the primary sources. The information was necessary to explain how they provide basic services to the community.

Further information was collected from the secondary sources. This information was found in the municipality's files, records and their documents such as the Integrated Development Plans (IDP) .The above data were collected in order to address the objectives of investigating both strength and weaknesses of the municipality in providing basic services.

Another objective was to examine the impact of the municipality's role in the development of Manthorwane. In this case most information was collected from the community members through interviews and questionnaires. The researcher needed to understand the impact of the municipality in provision of basic services to the community. It was the goal of the study to indicate whether the impact was positive or negative. This was detected through how the community feels about the role of the municipality in developing their area.

3.7. DATA ANALYSIS METHOD

It is said that data analysis means a search for patterns in data, recurrent behavior, objects, phases or ideas (Neuman, 2006:467). Data analysis involves examining, sorting, categorizing, evaluating, comparing, synthesizing and

contemplating the coded data as well as reviewing the raw and recorded data (De vos, 2002:198).

In this research, data were analyzed through table and graph representations. The researcher used information obtained from questionnaires, responses and comments from participatory meetings. Since the study was based on both qualitative and quantitative research, it also followed the inductive analysis wherein the evaluator was immersed in the details and specifics of data to discover important categories (Patton, 1990:40-41). The researcher sought to understand the feelings of the community with regard to services delivery. A lot of time was spent on interviewing groups of people to ensure that there was accurate and enough information.

According to Bailey, it is necessary to analyze the data so that we can answer our research questions, and we can present the results of the study to our readers in an understandable and convincing form (Bailey, 1994:378). The Data collected to address the objectives were analyzed through Charts and tables representation, for an example in water supply. The community members were asked to rate the provision of water whether good or poor.

3.8. ETHICAL CONSIDERATION

In collecting data and all activities pertaining to the study, the researcher has to consider cooperation with the community, to respect and value the participants. This is also supported by Bless and Smith that lack of cooperation leads to non-response, to incompletely filled-out questionnaires, and to unreliable results. It is also said that while lack of cooperation can be disastrous in a research project, participants have the right to refuse to participate (Bless & Higson- Smith, 1997:102).

One of the core values of development is self-esteem. This is a sense of worth and self-respect, of not being used as a tool by others for achieving their own goals. All people and societies seek some basic form of self-esteem although they may call it identity, dignity, respect, honor, and recognition (Todaro & Smith, 2006:21).

The successful of this study relied on investigation and gathering of information from the concerned community. More data were collected, and for that the researcher had to work closely with the participants. There were ethical issues which were considered, such as the following:

Privacy or voluntary participation

It is emphasized that participants privacy must not be invaded, they need to be respected. It is said that an interviewer may want information of a private nature which leads to uncomfortable feelings in participants. People should not be subjected to research of that nature, unless they agree to it. The right to privacy demands that direct consent for participation must be obtained from adults and in addition to the children, also from their parents or guardians (Bless & Higson-Smith, 1997:102).

In this study privacy and voluntary participation were considered. The community members were not forced to participate, the researcher explained all the details related to the study and requested them to participate voluntarily.

Anonymity

If the respondents would like to remain anonymous, that request would be honored. Many people are prepared to divulge information of a very private nature on condition that their name is not mentioned (Bless & Higson Smith, 1997:102). Since anonymity is regarded as essential by many researchers, it was

of prime importance that the researcher convinced the participants that their identity will not be known and that it will be respected. This approach worked well, as many participants were willing to participate and share as much information as they could. They were free to divulge more important issues without identifying themselves.

Confidentiality

The researcher treated all the discussions, questionnaires and interviews confidentially to the protection of the respondents. Although people were respected in their wish to remain anonymous, in the case of interviews it was difficult as the researcher contacted the participants directly. In that case participants wished that their information be treated confidentially. It is also said that people must be assured that the data which they have provided, will only be used for the stated purpose of research and that no other person will have access to that.

Transparency

The study maintained transparency in all issues which were involved. The community members involved were told of the issues that the study was investigating and its purpose. This went along with honesty of the researcher. Lies were avoided by all means in this study, as this could have angered the participants and they would have felt betrayed. This is also emphasized by Devos et al, 2002 that no form of deception should ever be inflicted on respondents. If this happens inadvertently, it must be rectified immediately after or during the debriefing interview.

CHAPTER 4: DATA ANALYSIS AND INTERPRETATION

4.1. DATA COLLECTION

The data used in this study was collected from the Integrated Development Plan, Questionnaires were distributed to community members and meetings were also held with them (community members). The total sample of the research was 72. The whole process took two months to complete. This includes filling of questionnaires and interviews. The reason for this is that there were lot of consultations and arrangements of community meetings which were conducted. This was mainly focusing on the community members who could not read nor write.

4.2. METHODS OF ANALYSIS

4.2.1. Profile of Research Participants

The profile is presented in terms of such attributes as gender, categories in which group falls, position in the organization, employment status and the period in which members stayed in the village.

4.2.1.1. Gender of participants

Illustration of gender representation in the village using the Pie Chart below:

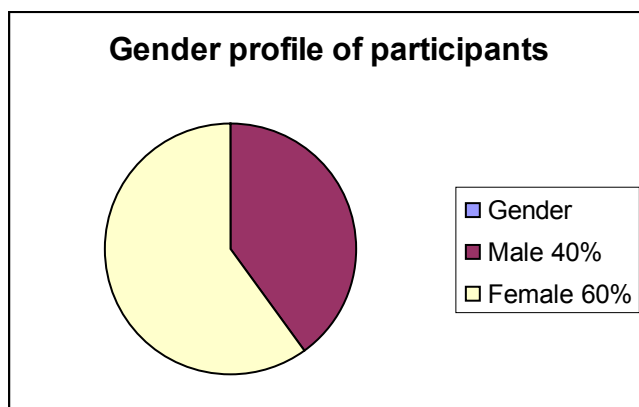


Chart 1: Gender profile of participants

The researcher discovered that there are more females than males in the village. Females represent 60% and men 40%. This implies that since the majority of these people are women, many people (women) are struggling with their daily lives as a result of lack of services. Women are supposed to take care of their families, they have to fetch firewood for cooking as there is no electricity, and ensure that the environment is healthy in terms of sanitation. As there is no proper sanitation, people are relieving themselves everywhere and garbage is thrown everywhere, yet it is the responsibility of women to ensure that the environment is clean to reduce the level of diseases. Therefore, women are more vulnerable in this village than men.

4.2.1.2. Categories of organization in which Respondents fall into:

Participants	Number of participants	%
Civics	12	1.80%
CBOs	12	5.45%
Traditional L	12	5.45%
Women	12	31%
Men	12	9.10%
Youth	12	47.20%

Table: 2 Categories of organization in which Respondents fall into:

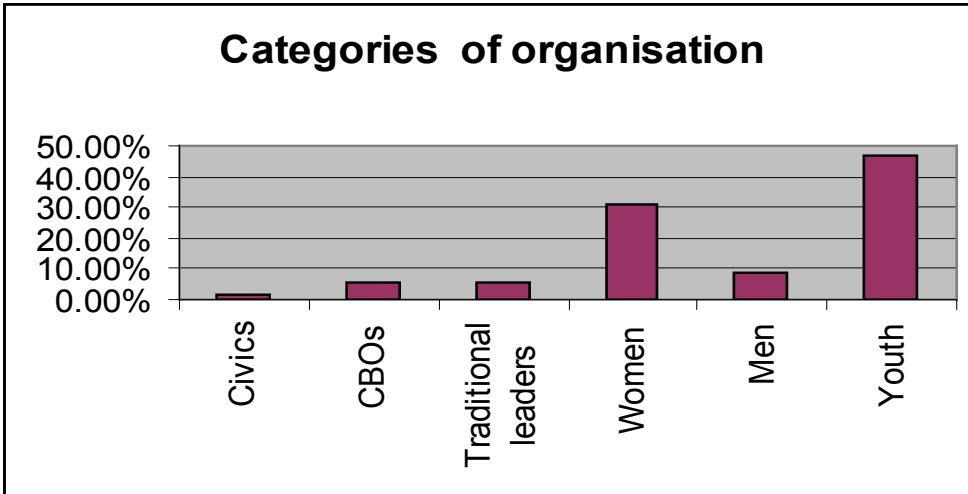


Figure 1: Graph showing categories of organizations

The figure above illustrates categories of community members residing in Manthorwane Village. The illustration above indicates that the youth group in the village participates highly in community issues than any other category. This has been justified in the event where the youth grouped together and approach the media on the lack of provision of electricity (this will be discussed later on the document).

4.2.1.3. Employed / Unemployed participants.

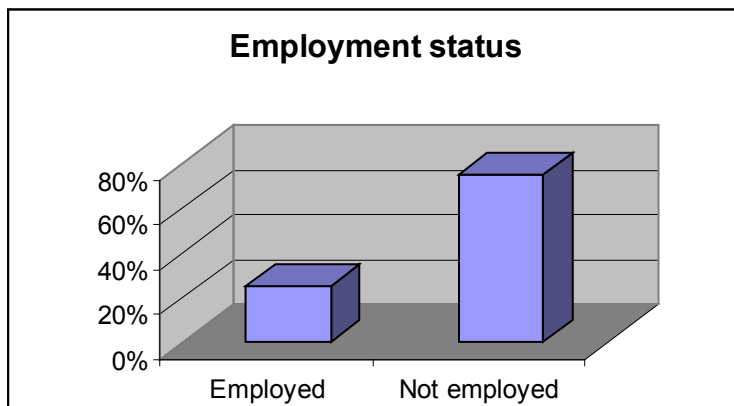


Figure 2: Employment status of participants

The above figure illustrates the percentage of employed / unemployed community of Manthorwane. The researcher's aim was to investigate the social and economic status of the community members and to determine whether they are capable or incapable of affording the required standard of living. The results indicated that there is high rate of unemployment in the village, which implies that there is a critical need of basic service delivery. As many people are not employed, they would not be able to provide their family with basic services such as housing, sanitation facilities, and electricity. Therefore, the municipality would provide these services free to these people, as they are not employed. Without the intervention of the municipality, many community members will continue to suffer as a result of lack of provision of basic needs.

4.2.1.4. No of years living in the village.

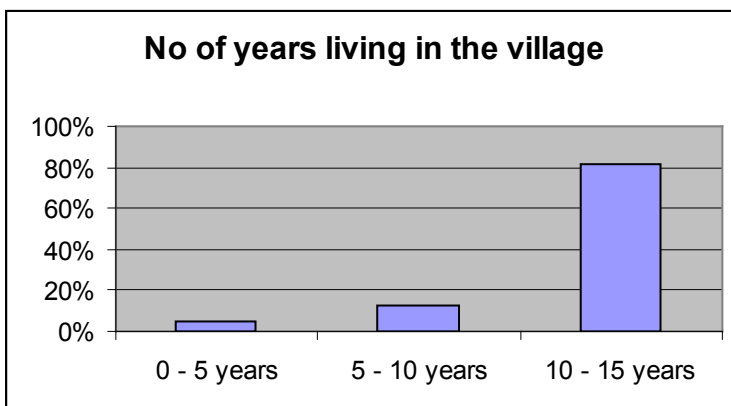


Figure 3: showing number of years living in the village

The study revealed that many people have been staying in Manthorwane Village (for 10-15 years). These people are not new, therefore they have got valid reasons to complain about lack of service delivery. In some cases where the area occupied is still new, the municipality would be busy preparing projects to provide services required. However in this case, people have stayed long enough for provision of services.

4.3. INTERPRETATION

4.3.1. OVERVIEW OF THE SERVICES PROVIDED TO THE COMMUNITY

In the Manthorwane village, some of the basic services are not provided and the municipality is still struggling to cater for those services. These are basic services such as housing, sanitation, and electricity. Only one basic service is provided, which is water. The community is provided with yard taps connection (water supply). The entire individual household is connected.

Although water is provided, sanitation is still a problem as indicated above. Community members are using pit latrines and others are using the bush to relieve themselves. Manthorwane community does not have electricity. Instead community members use cow dung, paraffin, and wood to prepare their food. They use candles for lighting in their houses during the night.

The community in this village dwells in some informal houses and shacks as the municipalities have not provided them with housing (Interview with the community: 2007). Below is the overview of each service.

4.3.1.1 Provision of Electricity

The study established that there is no electricity in Manthorwane Village. There are some difficulties in provision of this service. The community said that the municipality does not supply them with electricity as they are alleging that they don't have license to provide electricity in that village, only Eskom could provide. On the other hand, Eskom is still waiting for the municipality to authorize them to supply electricity on that village. Therefore women have to travel to the bush to seek for firewood, and this stimulates some problems with the neighboring farmers as they do not want people cutting trees.

The study further revealed that Manthorwane Village is deeply concerned about lack of electricity. Like other services which are not provided, this community has requested for electricity for about 10-15 years, depending on how long they have stayed in the village. This has been seen as a burning issue, which caused the community members and the Municipality officials (and councilors) to be at loggerheads. Eskom was also brought into the disputes as it is the service provider for electricity.

The researcher found that all actions were directly linked to the Municipality on how they communicate and consult with the communities in provision of services. As it has been pointed out, there are three stakeholders in the provision of electricity; namely, the Communities, Polokwane Local Municipality, and Eskom.

The community is complaining that the municipality has promised them provision of electricity since 2006. To date, there is no electricity. Within this confusion, the study discovered that the cause of the problem is poor communication between the community and the municipality. The municipality is not honest with the community on certain issues. It does not give the community timeframes about delivery of services. In this case, it does not give a clear indication when the electricity will be provided. Many meetings were held between the community, councilors, traditional authorities and ward councilors, and the result was further promises as usual with different version of timeframes to the community.

Since the municipality failed to deliver electricity to the community as promised, the community decided to send some representatives (from the community) directly to the municipality's offices, to enquire about the progress in terms of provision of electricity. The representatives were not given the specific date, instead they were told to approach Eskom as it is responsible for provision of electricity in that area (including other rural areas) whereas the Polokwane Municipality is responsible for urban areas within the Polokwane area of jurisdiction.

The representatives then went to Eskom to enquire about the electrification of that area. They were told that Eskom takes instructions or must be authorized by the municipality on the areas where they are supposed to supply electricity. In this case Eskom must wait for the municipality to authorize them to go and provide electricity to them (community).

The situation was getting worse, as the community representatives did not know where to get assistance in relation to the provision of electricity. The community representatives (specifically youths) decided to approach the media to assist them in solving this case. The municipality was not happy about the community representatives approaching the media. The municipality explained that the community representatives should have approached them (municipality) first before consulting the media. On the other side, the community representatives were also angry as both the municipality and Eskom were failing to give clear direction as to who must provide electricity to the Manthorwane community.

Further, the municipality indicated that according to their priority list Manthorwane Village will be electrified in the 2009/2010 financial year around June. What was surprising in the whole issue was that they were unable to inform the community about that new development. Instead the community members were misinformed of being number 80 on the priority list which they (Councilors) are not sure when electricity would be supplied.

In terms of the procedures to follow in electrifying a rural area such as Manthorwane, municipality explained that they (municipality) identify villages and compile a priority list which is used as a criterion to select those villages which need electricity. This list is compiled with the advice from the councilors. The Department of Minerals and Energy allocates funds (to supply of electricity) to the municipality, which then transfers it to Eskom for electrifying the prioritized villages.

The municipal officials also explained that both Eskom and municipality have licenses to supply electricity. The municipality is mandated to supply electricity in the urban areas, whereas Eskom is mandated to electrify in the rural areas. However, the municipality remains with the authority to authorize Eskom to supply electricity utilizing the priority list. This was seen as a good work by the municipality as the identification and prioritization of services to be rendered are key objectives of a municipality (Venter, 1998:206).

The same process has been alluded to by Eskom, where they are supposed to take instructions from the municipality on where to provide electricity. However, the municipality was unable to explain this information to the community members. Instead they became angry when the community members approached the media. Therefore, this would have a negative impact on delivery of services as long as there is no transparency within the municipality.

The issue of provision of electricity in the Manthorwane Village has also highlighted the incapability of the municipality in dealing with community issues. Lack of awareness programmes is also featuring where communities need to be informed properly on some procedures in the provision of basic services. This also emphasized lack of communication between the community and the municipality. The municipality should have explained to the community all processes to be followed and timeframes for the provision of electricity.

It is also noted that supply of electricity is very critical to the community within Polokwane municipality and to the country as a whole. The continual provision of reliable and affordable electricity underpins development, and it is this development that ensures stability and growth of the South African economy. This in turn contributes to investor confidence and addresses the overall challenge of poverty alleviation and sustainable development in South Africa (Lennon, 2007:22).

4.3.1.2. Provision of Water.

Although other services such as housing are not provided, water is provided to the community. The community does not complain about water services.

Water is supplied through yard connection, which is very satisfying as people are no longer travelling long distance for water collection. The majority of the people are satisfied with the provision of water. There are few community members who are still disappointed as they do not have water. This group of people has just joined the community from other areas, and the municipality promised to extend the supply of water to them soon.

While the community members were excited about the water services delivery, they were not thrilled on how it was delivered. The community said that they were not consulted on the upcoming water project. The community members wanted the provision of electricity as it was and still a priority to them rather than water provision. Nevertheless water was provided. The community felt that they were treated unfairly by the municipality. They needed to be involved in any decision taken for them, so that they will contribute in identifying the needs which are of priority.

The chart below illustrates the level of provision of water.

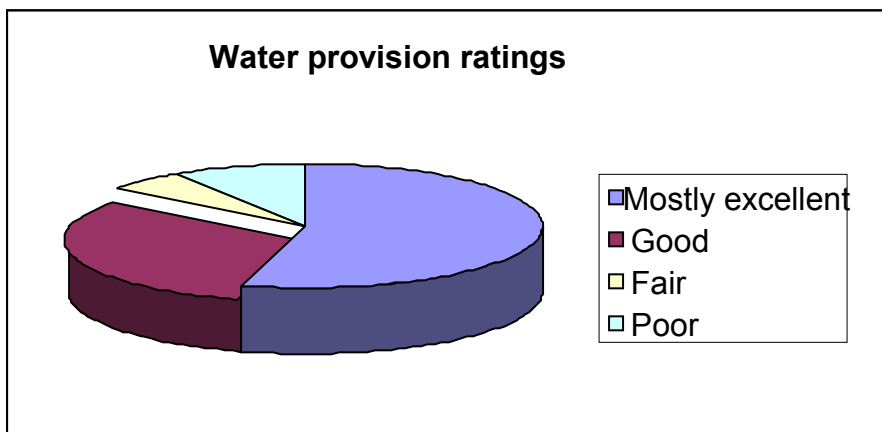


Chart 2: Provision of water

According to the findings, water is available in Manthorwane Village. The standard of the provision of water is mostly excellent, as there are yard connections. The community does not complain much about supply of water, as compared to the provision of electricity. Relating to the findings above, 54.50 % has rated mostly excellent in terms of provision of water, while 30.90% rated good. Only 9.09% rated the services as poor. Most of these people are still new, and they still have to apply for yard connection.

While the community members were excited about the water services delivery, they were not thrilled on how it was delivered. The community said that they were not consulted on the upcoming water project. The community members wanted the provision of electricity, as it was and still a priority to them rather than water provision. Nevertheless water was provided. The community felt that they were treated unfairly by the municipality. They needed to be involved in any decision taken for them, so that they will contribute in identifying the needs which are of priority.

4.3.1.3. Provision of Sanitation

The study observed that sanitation is not provided in this village by the Polokwane Local Municipality. Members of this village rely on the bush for relieving themselves. The same bush that they use to fetch some wood as there is no electricity. This is also the same bush that the community uses for disposing their garbages.

Related to provision of water is sanitation. Provision of sanitation is a big concern to this village. The researcher observed that, the Polokwane Municipality has not provided any sanitation facilities in this village. The unfortunate part is that the councilors continuously promised them that sanitation would be provided without even providing them with any deadlines.

Without proper facilities of sanitation, people's lives could be endangered.

For healthy environment facilities such as toilets, dustbins for collecting garbages are required. This will also decrease level of sickness and diseases caused by polluted areas.

4.3.1.4 Provision of Housing

Interviews were held with the community and municipal officials and questionnaires answered by both the community members and municipality's officials who are responsible for provision of housing in Manthorwane Village. However, responses to the housing delivery were rather different between the communities and municipality's views. The officials gave their version of the story which is confusing as they are not giving the same information as the community. The officials said they build some houses in the village. The community members also gave their different response on this, where they said that the municipality did not build houses. The researcher was also observing the situation in 2008 to ensure the true reflection of the situation.

The researcher observed that the community members were building their ordinary houses on their own, without any assistance from the municipality. Many houses were small and occupied by many family members. They ranged from one room to two rooms. It was noticed that indeed the municipality has not delivered any housing project to the village.

However, the municipal officials are claimed to have delivered houses in the village. Some municipal officials said 5 houses were built whereas some (municipal officials) claimed that 5600 houses were delivered. This is a contradiction from the authority that is responsible and accountable for house deliveries. The authority which is the municipality is supposed to have full information of delivery of basic services as it is the custodian. However, they (municipal officials) are very defensive when asked why only few houses were delivered to this village. This question was directed to those officials who said only 5 houses were built.

During the interviews with the officials, the researcher discovered that the Polokwane municipality does not have a budget to provide housing. The budget is allocated by the Department of Provincial Government from the National Department of Housing. The Department of Provincial and Local Government and Housing (DPLGH) then distributes the housing units to the Local municipality. The DPLGH also appoints contractors in implementation of the projects. The Department also expects the municipality to provide the list of beneficiaries (of housing projects) from both rural and urban areas, and those beneficiaries whose approval is given are provided with housing.

The officials indicated that both the DPLGH and the municipality are responsible for joint inspection for quality monitoring. However, this statement is contradicted by councilors who said the appointment of the contractors is done by the DPLGH alone without involving the municipality. They further said that this process frustrates the municipality in terms of monitoring progress of the projects. In some cases the contractors are appointed but fail to perform. This impacts negatively in the performance of the councilors as the community seeks answers from them, of which they also do not have.

On the other hand, the community is denying any knowledge of houses built by the municipality. The community said that the houses which they are dwelling in were built by themselves. They complained about the councilors who promised them long time ago that houses will be delivered, yet it has never happened. The councilor of housing in manthorwane also indicates that she requested some answers from the Department of Local Government and Housing, but she was promised that the contractor will come and deliver those houses with no timeframe given.

When you look into the housing issue above, one could conclude that there is no good communication between the municipality and the community in

Manthorwane Village. The community is not properly consulted on any information related to provision of basic services (such as house delivery). The community members are always at loggerhead with the municipality as the municipality does not explain clearly on delivery of services. This indicates that there is no good communication between the municipality and the community. Furthermore, this could cause mistrust between the community and the municipality. In the future if the situation above remains the same, the community may conclude that the municipality is not transparent, as they are hiding some valuable information.

It is clearly indicated that poor housing delivery has resulted in an acrimonious relationship between disadvantaged communities and municipalities in South Africa. Communities, along with interest groups, have been unable to access information regarding housing provision and municipal councilors are considered as marginalizing community members. Poor communication has led to the belief amongst communities that government is plagued with corruption and nepotism (Isaacs-Martin, 2009:153).

It is also noted that there are no clear roles and responsibilities between DPLG and municipality. Separation of responsibilities must be visible, so that the community is aware who should be responsible for the delivery of housing between the two institutions. It is emphasized that in order for the State and Local Government to function effectively, possible separation of responsibility between the state and Local Government must be provided clearly (Stinebrickner, 1999:35). In this case, the separation of responsibilities between municipality and the provincial government must be clearly identified so that the community will know who is accountable. Stinebrickner further said that overlapping duties blur lines of authority, preventing the public from holding governments accountable for the success or failure of programs (Stinebrickner, 1999:35).

4.3.2. DECISION MAKING ON SERVICE DELIVERY

Where development has been attained, whether in private institutions or public institutions, stakeholders need to be involved and participate in decision making. It would be a failure in any process where stakeholders are not involved in decision making, as the said process would be managed and maintained by them in the future.

This has been evident in the provision of water and electricity in the village under the study. The community requested the municipality to provide electricity first, because the community does not have access to fetch firewood (for cooking) from nearby farms, school children do not have access to Televisions and radios for daily news. For the above reasons, the community opted for electricity rather than water.

As there was no involvement of community members in taking decisions, the municipality took its own decision on providing water for the community. The community members did not have any objections on provision of water, as there was no water available in the village.

In terms of decision making, the community members were very concerned that they are not informed of any activities related to services provision. This is a setback, taking into consideration the slow process of development which is occurring in the village. Looking at the whole village, 98% of the community members which were interviewed said they have never been informed nor involved in decisions taken for any services delivered to them.

It is indicated that it is the responsibility of the municipality to provide basic services as highlighted and mandated by the Municipal System Act. Therefore local authority is a service-rendering institution, and such services are rendered to satisfy the needs of the people. It is further said that a service is also only

sustainable if it is affordable and addresses a real need of the public (Venter, 1998:206).

It is important to involve the community in deciding what services they need. Without involving the community / stakeholders in taking decision, this could jeopardize any chance of sustainability of that particular service. It is also good for the municipality to render services that satisfy the needs of the people, but that does not mean that the municipality could decide on the needs of the stakeholders without involving themselves (community).

Presently, this community does not have electricity; the municipality does not give clear direction with this issue. As mentioned above the community members are given different versions on when electricity will be provided .This situation will probably worsen the working relationship between the community and the municipality, which is already negatively impacted.

Decisions must be taken by the community members themselves as they are the ones who will be utilizing that particular service in the future without the intervention of the municipality. Community members must be empowered to take decisions for themselves. Now the feeling of the community is that the municipality is undermining them by failing to involve them in issues that affect their well being. This has led to the situation where there is mistrust between the community members and the municipality.

It is therefore said that local governments must become and remain responsive to changing times and changing constraints. Revenues need to be maximized, fixed and variable operating expenses minimized and service delivery offerings enhanced (Hinsch, 2009:43).

4.3.3. STAKEHOLDERS PARTICIPATION

It was also emphasized that the community members are not participating in the discussions around provision of services. They are not informed or involved in the decisions taken for service delivery. This indicates that the municipality is using a top down approach, therefore the challenge of ownership and responsibilities will definitely emerge. If the information pertaining to service delivery is not disseminated to the stakeholders, it would be difficult for them (stakeholders) to participate fully and effectively in any decision taken to implement those services. This ultimately poses a threat towards sustainability of any basic services projects.

When people are mobilized to participate, they do so fully in all aspects of the project. Then they become part of the decision-making and planning of the project. They are part of the implementation and evaluation of the project. If necessary, they decide on the project course adaptations to keep the project on track. In short they then participate fully in the management of the project (Swanepoel & De frik, 2006:28).

It was evident that since the community did not take decision for themselves, they were also not participating in any issues related to the development of their village. The ward councilors did not involve the community members on issues concerning them. It was only when the community members were threatening to approach the media (on electricity issues) that the municipality sent the councilors to talk to them.

The researcher observed that if the community members were not requesting the municipality to meet them on discussing about related or particular matters in terms of provision of basic services, there would be no meeting. The meetings between the community and the municipality only occur when the community

demanded it, where they (the community members) are not clear of some related issues.

This situation is not conducive to any good working relationship in terms of development. The stakeholders need to be informed, consulted, and involved in any decision taken for them. If the community is forced to take issues out of desperation, development will not occur.

4.3.4. EMPOWERMENT OF COMMUNITY MEMBERS

The community was not given any training to empower them on managing their projects. The water project was implemented without their knowledge and involvement, and they (community members) were never given any management training (by the project manager) during its construction. This also applies to the municipality, as it never provided the community with any training which could empower them in managing their services.

Empowerment of community members is an integral part of development. According to Liebenberg, development should be seen as a process of empowerment which enables participants to assume greater control over their lives as individuals and as members of society (Liebenberg & Stewart, 1997:124). This indicates that while providing services, in the process the community will also be empowered. In empowering the community, this will be contributing in developing the country. If empowerment fails, it would mean that the country had failed to attain development.

The researcher went as far as investigating whether the community members (who will ultimately manage the projects after completion) are empowered. This is related to whether they have been given any training on the project management or any skills which will assist them in managing and maintaining the projects sustainably so that future generations benefit from it.

It was evident from the interview that community members had never received any training or workshop related to projects implemented, for example, water projects. Community members were not capacitated with any skills or knowledge by the municipality. The community highlighted this with lots of disappointment, as they thought that the municipality was there to improve their standard of living in which capacity building is the core. The community members only noticed the presence of the consultants/service providers without any consultations with them. No one communicated with them about the presence of those consultants.

This situation is not conducive for the sustainability of the projects. Without capacitating and empowering the community members with skills such as projects management to maintain and manage the projects, fruitless expenditure is promoted. In many cases after the project is completed, the community members are unable to manage or maintain it as they lack skills and knowledge to do so. Many projects fail to achieve their intended goals without proper management.

The municipality must ensure that whenever the project is implemented, community members must be trained and workshopped to enable them to acquire necessary skills and knowledge for sustainability. This will also enable the municipality to rely on the community to implement any project in the future, without incurring more money in paying the external services providers.

It must be noted that popular participation and empowerment constitute a central component of sustainable development, in that sustainable development should be based on the beneficial attainment of access to and the mobilization of resources by the poor in order to address their basic needs (Liebenberg & Stewaart, 1997:126).

4.3.5. EVALUATION AND MONITORING OF SERVICES PROVIDED

The study established that monitoring and evaluation was not done properly on the projects implemented. The community expressed their disappointment as to how projects were managed. When the water project was implemented, no one from the municipality was monitoring the processes. The contractors were seen in the field alone. This becomes a threatening situation towards effective delivery of services and ownership by the community.

With regard to Manthorwane, monitoring and evaluation were never done. The projects were initiated and finished without the involvement of the municipal officials (Manthorwane community, interviewes: 2007). Though the project was completed without major problems which needed to be corrected, in the future the municipality must ensure that monitoring and evaluation is carried out properly. This will help in saving money which is being used to correct mistakes.

In the Polokwane Municipality, projects are not monitored and evaluated accordingly. Professional service providers are hired to perform various tasks, but no one from the municipality is taking responsibility in monitoring the projects concerned (Manthorwane community, interviewes:2007). This is the reason the officials are not knowledgeable about the services that they are supposed to deliver. Most of them rely on the Service Providers to provide them with information which is not even verified if it reflects the real situation or not. This also emphasizes the fact that the officials do not know the municipal policies and procedures to undertake these activities. No one could monitor the work that he or she does not have information or knowledge about it. This is the gap that the municipality has to close in order to achieve sustainable development.

In Manthorwane Village, the Polokwane Municipality only built 10 houses as compared to 25 houses which were supposed to be built. The contractor was unable to deliver, as there was no one to monitor the whole process. It was

realized very late that the process of delivering houses was not completed (Polokwane Municipal Councillor, interview: 2007).

4.3.6. WORKING RELATIONSHIP OF LOCAL GOVERNMENT WITH NGO AND PRIVATE SECTORS.

The researcher noted that there was no good working relationship between the Local Municipality and Eskom. The two institutions are responsible for the provision of electricity in the Polokwane Local Municipality, where Eskom is authorized to electrify the rural areas and the municipality is authorized to electrify the urban areas. Lately, it was discovered that the two institutions did not come clear as to who is responsible for which area.

In development there is a need of good working relationship among all stakeholders in order to achieve the intended goal. Teamwork must be encouraged at all cost. The researcher intentionally looked into the relationship between these two sectors as they both are responsible for the provision of electricity.

When these two sectors were approached, it was difficult for the researcher to find out who specifically is responsible for provision of electricity in this area. The municipality said that Eskom is responsible for provision of electricity in the rural areas, and it (municipality) is responsible for urban areas. The researcher decided to approach Eskom, which said that it is indeed responsible for provision of electricity in the rural areas, but with the authorization from the municipality. This means that there is no way in which Eskom could provide electricity in any rural village without authorization from the municipality. The municipality has to prepare a priority list where electricity would be provided first.

This information above was explained in detail by the municipal officials to the researcher after three months. The researchers visited the municipal officials for

three times, and the correct information was provided on the fourth visit. What they (ESKOM and Municipality) were doing was to blame each other for the issues that they are aware of.

The community also discovered that these two sectors did not have a good working relationship. The community complained that whenever they approach both sectors, they are not given the relevant information. This is the reason the community decided to approach the media for help as there was no one who was prepared to assist them.

Teamwork is the key to success. All the stakeholders affected and impacted need to work together for successful achievements. In order to achieve development, municipalities and other related sector need to start working together amicably.

4.3.7 PROVISION OF SERVICES BY THE LOCAL MUNICIPALITY- POLOKWANE

In terms of the findings, the researcher has discovered several issues which need to be considered by both the local municipalities and the communities for effective and efficient service delivery. There are both benefits as well as challenges faced by the communities in delivery of services. In most of the South African local municipalities, proper provision of basic services does not exist. Only some areas within the municipalities are provided with basic services, whereas this is not applicable to the larger areas (specifically rural) (Manthorwane community, interviewes:2007).). The community members of Manthorwane Village also experienced the above situation, where their village was not properly provided with services such as electricity and sanitation.

4.3.8. TRAINING AND CAPACITY BUILDING

It is noted that municipal officials are given trainings on their daily duties. This is the information provided during the interviews. Though they are trained with various skills such as project management, communication skills etc, the training did not capacitated them in such a way that they could perform their work effectively.

There is still lack of communication between the officials and the community members as indicated above. The officials are not providing relevant information as requested by the community members .The above have been confirmed on the provision of electricity and water (where there was no monitoring during the construction of the project).

As there is no good communication between the municipal officials and the community, this situation resulted into mistrust between them. The community said that the municipal councilors and their officials regularly tell lies. Therefore, the community concluded that all the problems rooted from the fact that the municipal officials are undermining their valuable ideas.

Therefore it is clear that the municipal officials still need further training on their attitude towards their work. They need training on Batho Pele Principles. Often these principles are available in their offices, but they are not practiced. Regular trainings and workshops will provide them with updated information on how to manage their projects and improve delivery of basic services to the community

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1. CONCLUSION

The study has demonstrated that there are basic service delivery challenges in Manthorwane, Polokwane Local Municipality, Limpopo Province. Delivery of basic services has been a concern issue in South African Local government and that has also been demonstrated at the Polokwane Local Municipality. This situation has been seen as a threat to any development for many villages in the country. Theron, 2008 said that development is about people, their needs and the meaning-giving context in which they make ends meet. The goal to reach better life for people is humanness which means striving towards social justice, participation in decision-making, alleviation of suffering (Theron, 2008:7).

The study was to assess the role played by the Polokwane Local Municipality in delivery of basic services such as water, electricity, housing and sanitation in Manthorwane Village, Polokwane Local Municipality, Limpopo province. This study has attempted to address all questions raised concerning basic services delivery in this area.

The first objective was to assess the extent to which the municipality is providing basic services in Manthorwane, Polokwane Local Municipality, Limpopo Province. This objective has been achieved, and it was realized that Polokwane Local Municipality could not meet the supply of basic services in the Manthorwane village.

Among all the basic services which were supposed to be delivered to the community by the municipality, which are, housing, water, sanitation, and electricity, only water is provided. Water has been supplied to most community members, except those members who are still new in the village.

The second objective was to investigate the strength of the Polokwane Local Municipality in provision of basic services. This objective was achieved by comparing the different basic services provision in the Manthorwane Village supplied by Polokwane Local Municipality. The study discovered that there was only one area of strength where the municipality has shown in delivery of services. This has been seen where they supplied water to all houses in the village. Polokwane Local Municipality managed to provide water to all household except new residents. Although the community members were not involved in this decision, many community members were happy to be provided with water.

The other strength is training of the officials. The officials within the Polokwane Local Municipality have undergone some workshops and training in courses, such as project management. The training and workshops are seen as strength of the Polokwane Local Municipality as it would provide skills to the officials and enable them to perform their duties. However, this strength could become weaknesses if the trained officials are unable to implement what they have been trained on. This was found to be the case in the Polokwane Local Municipality. The officials have acquired skills through training, but they are unable to assist the community members in provision of services. They are still unable to give clear information on how the community must get basic services from the municipality.

The third objective was to investigate the weaknesses of the Polokwane Local Municipality in provision of basic services. This objective was achieved by comparing the different basic service provision in the Manthorwane Village supplied by Polokwane Local Municipality, and it was realized that the village did not have adequate supply of electricity, housing and sanitation.

The other area of weaknesses was evident in communication with the community. In provision of these services, the municipality did not communicate effectively with the community members. The municipality did not disseminate information on basic services provision. When the municipality was approached

by the community members for enquiring about the progress of delivery of services, the municipality failed to give clear information on the timeframe and other procedures to be followed in provision of that particular service.

The fourth objective was to examine the impact of the Polokwane Local Municipality's role in the development of Manthorwane Village. This objective has been achieved by comparing the number of workshops, training conducted and stakeholder empowerment that have been conducted in Manthorwane village.

Regarding the impact of the municipality's role in the development of this community, the study revealed that the impact is negative. When the community members were interviewed in terms of their involvement and participation in the projects implemented by the municipality, they (community members) were not happy. They emphasized that the municipality's officials were not trustworthy and not transparent in all their activities which they were supposed to perform. Since they were not involved and not participating in projects earmarked to develop their standard of living, they were not empowered. The above information indicates clearly that the impact of the role of the municipality in development of this community is negative. This will impact further negatively in the future interactions between the community and the municipality in development projects. Ultimately the process of development would be halted, if some remedies to the situation are not applied.

The fifth objective was to recommend strategies for enhancing the level of basic service delivery. This has been achieved by analyzing the challenges faced by Polokwane Local Municipality in provision of basic service. Recommendations were drawn from the weaknesses in order to improve service delivery. The following are the challenges identified:

- Operational knowledge gap;
- Lack of commitment from the officials (including laziness and ignorant);

- Lack of communication and cooperation between the municipality and other sectors (poor intergovernmental relations);
- Huge backlogs in delivery of basic services;
- Poor monitoring and evaluation of projects;
- Lack of stakeholders participation in implementation of projects; and
- Poor correlation between theory and reality.

5.2. RECOMMENDATIONS

The study has recommended the following:

5.2.1 Training and capacity building

Polokwane Local Municipality offered their officials with trainings such as Project Management, however it was not enough for delivery of basic services. The municipality should intensify their training process so that all officials are trained on how to work for the community in such a way that the community would feel honored, valued and respected, therefore increase the level of participation. This will also increase level of delivery of basic services. Workshops could help a lot where public management issues could be dealt with intensively. These workshops and trainings must focus more on practical work than theory. This will enable them to implement community projects effectively.

The Municipality should clearly outline their skills development plan. Implementation of such plans should be evaluated through performance management system. There should also be a skills audit at the end of each training to check the impact of training to individuals and also to the service delivery.

While there seems to be operational knowledge gaps in many municipalities, including Polokwane, skills transfer from an allegedly more skilled service provider thus offers the compelling promise of ultimately enabling and empowering a municipality to provide the service itself (Johnson,2007:11). This will also assist the municipality to reduce the level of reliability on the service providers.

The provision of training for the officials must also be done coupled with disciplinary actions. Disciplinary measures must be enforced to deal with the undisciplined officials, who do not lack skills or knowledge to deliver services, but those who are lazy and ignorant to do their allocated jobs. Training and capacity building alone could not work unless these characteristics are dealt with. Supervisors must be motivated to apply punitive measures against the offenders.

5.2.2 Transparency and Communication improvement

The municipality must ensure that the principles of Batho Pele are implemented. There must be transparency in whatever activities are done concerning the community. Hidden agendas must be avoided at all cost, as this hampers any opportunity of trust between the community and them (municipal officials). This will also ensure that officials are doing their job effectively and efficiently, as they will be scrutinized by the public.

It has been evident that lack of service delivery at Manthorwane has also been attributed to the fact that there is lack of communication between the municipality and the community. The community is not getting information about how basic services should be provided. This is the reason the community sometimes becomes angry to the municipality, as they do not have enough information of the progress of basic service provision.

5.2.3 Community participation

The community needs to participate in all activities pertaining to the development of their lives. Therefore, it is advisable to the municipality that they must develop and draw up a citizen-participation policy plan to avoid an incremental approach to development management. Van der Waldt,(2004:119) stated that such a plan must clearly explain the citizen participation procedures, be adopted by citizens in that specific area and clearly provides access to public information. The community will be able to participate and have ownership in decision making.

5.2.4 Intergovernmental relationship

Polokwane Municipality must improve their intergovernmental relationship with other sectors such as Department of Water Affairs and Forestry, Department of Housing, and ESKOM. The municipality must be able to work with these sectors as they are co-providing basic services together. With reference to the relationship between ESKOM and the municipality, it is recommended that there must be strong cooperation between the two institutions for the provision of electricity. They need to review their working relationship for the benefit of the community. They both must commit themselves in providing necessary information to the community about their services. Community must be attended to when looking for help.

5.2.5 Awareness programmes

Awareness programmes must also be conducted to feed the community with information about provision of services. The community must know the programs of the services which are provided by the municipality. They must have knowledge about when a particular service is going to be provided, how costly it is and how long it will take to be implemented. This will avoid conflicts and mistrust caused by lack of knowledge and information.

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LIST OF APPENDICES

INTERVIEW SCHEDULE FOR CIVICS, COMMUNITY BASED ORGANISATION (CBO),
TRADITIONAL LEADERS, WOMEN, MEN, YOUTH

ASSESSMENT ON THE ROLE PLAYED BY POLOKWANE LOCAL MUNICIPALITY IN
SERVICE DELIVERY (ELECTRICITY, HOUSING, WATER AND SANITATION)

STUDY VILLAGE: MANTHORWANE-LAASTEHOOP

DATE: -----

INTERVIEWER: DINKGOLANG MATILDAH MMOLA

A. INDIVIDUAL DETAILS WITHIN A GROUP

1. Interviewee: Male [] Female []
2. Which Organization/ Group are you falling into?
Civics [] Community Based Organization (CBO) [] Traditional Leaders []
Women [] Men [] Youth []
3. Position in Organization:
4. Are you employed? Yes [] No []
5. How long have you lived in this village?
[0-5] [5-10] [10-15]

B. OVERVIEW OF THE SERVICES PROVIDED BY THE MUNICIPALITY

How would you rate the quality of the following services provided?

1. Electricity

Do you have electricity in your household?

Yes [] No []

If Yes, rate the quality of services provided.

A. Poor B. Fair C. Good D. Excellent

If No, for how long have you gone without electricity?

What initiatives did you take to deal with the above problem?

What has the municipality done about this problem?

Without the availability of electricity, what do you use?

2. Water

Do you have Water?

Yes [] No []

If yes, rate the quality of services provided.

A. Poor B. Fair C. Good D. Excellent

If No, how long have you been without water?

Is the water yard connection or street taps?

A. Street taps B. Yard connection

If it is the street taps, how much do you pay?

If there is shortage of water, what have you done as a group to deal with this problem?

If there is shortage of water what has the municipality done about it?

3. Sanitation

Do you have sanitation facilities?

Yes [] No []

What type of facilities do you have?

How do you dispose your garbage?

Could you rate the quality of sanitation facilities that you have?

A. Poor B. Fair C. Good D. Excellent

If there is no provision of sanitation what steps have you taken to deal with this problem as a group?

If the quality of sanitation is poor, what is the municipality doing about this problem?

4. Houses

How long have you been staying in this village?

Do you own a house or renting?

If you own a house how big it is and the type therefore?

If you are renting, how much is it monthly?

How many people do you have in the house?

Could you rate the quality of the house you have been provided with?

A. Poor B. Fair C. Good D. Excellent

If poor, what is the municipality doing about this problem?

C. DECISION-MAKING ON SERVICE DELIVERY

1. Are you consulted on Decisions taken for service delivery? Yes [] No []

2. If Yes, how often are you consulted?

I. Always []

II. Sometimes []

3. Are you involved in Decisions taken for service provided?

4. If Yes, how are you involved?

5. If No, why are you not involved?

D. STAKEHOLDERS PARTICIPATION

1. Do you have access to information related to service delivery? Yes [] No []

2. If No, Why? -----

3. Is there dissemination of information related to basic services delivery? Yes []

No []

4. If Yes, how is it distributed?

D. EMPOWERMENT OF COMMUNITY MEMBERS

1. Have you been given any Training on managing services provided?

Yes [] No []

2. If Yes, what type of Training were you provided?
3. If No, how do you manage services provided without Training?

E. EVALUATION AND MONITORING OF SERVICES PROVIDED

1. Is there monitoring and evaluation of services provided? Yes [] No []
2. If Yes, how are the services monitored and evaluated?
 - I. In the inception of the projects []
 - II. During the implementation of the projects []
 - III. On the completion of the projects []
3. Are you given any Report back on the issues related to service delivery? Yes []
No []

F. LOCAL GOVERNMENT WORKING RELATIONSHIP WITH NGO AND PRIVATE SECTORS.

1. How is the working relationship between the Municipality and NGOs and Private Sectors in delivery of services?
 - I. Poor []
 - II. Average []
 - III. Good []
 - IV. Excellent []
2. Could you motivate for your answer?

INTERVIEW SCHEDULE FOR POLOKWANE LOCAL MUNICIPALITY
ASSESSMENT ON THE ROLE PLAYED BY POLOKWANE LOCAL MUNICIPALITY IN
SERVICE DELIVERY (ELECTRICITY, HOUSING, WATER AND SANITATION)

STUDY VILLAGE: MANTHORWANE-LAASTEHOOP

DATE: _____

INTERVIEWER: DINKGOLANG MATILDAH MMOLA

INDIVIDUAL DETAILS

1. Interviewee: Male [] Female []
2. Which age group do you belong?
18-35 [] 36-40 [] 41-50 [] 51-60 [] above 60 []
3. Do you have any Qualifications? Yes [] No []
If Yes, what type of Qualifications do you have?
4. Is there any Training you have been provided with? Yes [] No []
If Yes, what kind of Training?
5. Name of the Municipality.....
6. Position in Municipality:
7. Does the post involve supervisory or managerial power?
If yes, state the number of employees the post is directly, and indirectly,
responsible for supervising and managing.
8. What are the Legislations and Policies used in provision of these services?
9. Any secondary resources used in delivery of services?

OVERVIEW OF THE SERVICES PROVIDED BY THE MUNICIPALITY

1. HOUSES

1. Do you have any housing project in the area? Yes [] No []
2. If Yes, how many houses have you provided?
3. What is the quality of the houses?
4. How do you relate with other Service Providers like Department of Housing?

2. ELECTRICITY

1. Is the village electrified? Yes [] No []
2. If Yes, how many houses are electrified?
3. Could you rate the provision of electricity in this village?
A. Poor B. Fair C. Good D. Excellent
4. Could you explain your relationship with other Service providers like Eskom?

3. WATER

1. Is there provision of water in the area? Yes [] No []
2. If Yes, how is it provided?
3. Is the provision of water, Yard connection [] Street taps []?
4. How do they pay the provision of water?
5. Could you rate the provision of water in this village?
6. Could you explain your relationship with other Service Authority like Department of Water Affairs and Forestry?

4. SANITATION

1. Is there provision of sanitation in the Area?
2. What is the type of sanitation facilities do you provide in the Area?
3. Could you rate the quality of services provided?
4. How is your relationship with Department of Water Affairs and Forestry in provision of sanitation?

INTERVIEW SCHEDULE FOR ESKOM.

ASSESSMENT ON THE ROLE PLAYED BY POLOKWANE LOCAL MUNICIPALITY IN SERVICE DELIVERY (ELECTRICITY, HOUSING, WATER AND SANITATION)

STUDY VILLAGE: MANTHORWANE-LAASTEHOOP

DATE: _____

INTERVIEWER: DINKGOLANG MATILDAH MMOLA

INDIVIDUAL DETAILS

1. Interviewee: Male [] Female []
2. Which age group do you belong?
18-35 [] 36-40 [] 41-50 [] 51-60
3. Do you have any Qualifications? Yes [] No []
If Yes, what type of Qualifications do you have?
4. Is there any Training you have been provided with? Yes [] No []
If Yes, what kind of Training?
5. Position in the Institution
6. Does the post involve supervisory or managerial power?
If yes, state the number of employees the post is directly, and indirectly, responsible for supervising and managing.
7. What are the Legislations and Policies used in provision of these services?
8. Any secondary resources used in delivery of services

OVERVIEW OF THE SERVICES PROVIDED BY ESKOM []

ELECTRICITY

1. Are you providing services to this village? Yes [] No []
If Yes, explain how are you providing it?
If No, why are you not providing it?
2. Could you rate the quality of provision?

3. How do you associate with other Service Providers like the Municipality in provisioning of this service?