

HUMAN RESOURCE CHALLENGES FACING MARULENG
MUNICIPALITY, ON SERVICE DELIVERY IN - MOPANI
DISTRICT-LIMPOPO PROVINCE (South Africa)

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DECLARATION

I declare that, the dissertation hereby submitted to the University of Limpopo for the degree of masters of Public Administration 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 therein has been acknowledged.

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Signature:

Date.....

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EXECUTIVE SUMMARY

Maruleng Local Municipality is located in Mopani District - Limpopo Province in South Africa and its offices are in Hoedspruit next to Kruger National Park. It's a category (B) municipality under Mopani District Office. It's a rural municipality where people are living in an abject poverty and it services about 19 villages and 36 commercial farms. The area of study is also focused on Human Resource issues such as workforce planning, recruiting staff, appointment process, retaining personnel and training. The study has also investigated the different environments or institutions from which these employees are recruited, for example, schools, universities, municipalities and other government institutions. How these potential employees are recruited and the manner in which they are recruited, selected and even appointed within Maruleng Local Municipality. The advantages and disadvantages of approaches or strategies used to recruit these potential employees.

How selection processes are done and the compositions of the selection committees are composed. More attention has been given to the incentive packages on offer, for example, the promotion of members, salaries, performance appraisals etc. and the induction of members within the municipality. Finally further investigation was also conducted on the kind of training they offer their personnel and how often it is done and also verified whether they do proper skill audit.

In conclusion the study clearly revealed in its findings that, the Maruleng Local Municipality indeed is faced with serious human resource challenges on service delivery as there is partial compliance of human resource processes and services are politicised hence a lot of political interferences in the day to day running of the municipality. Therefore a turnaround strategy is recommended for the municipality to change the state of its affairs. It is further recommended that, the municipality should also

rebuild and improve the basic requirements for a functional, responsive, accountable, effective, and efficient developmental and a better local municipality.

DEDICATION

Nna Matome thate ya kheepe yo a remago ga tee a tlogela, morwa maidi-maikgogometši bangweng.

I dedicate this work to the Almighty God, the one who has created heaven, earth, and everything on them.

I also wish to make a special thanks to my pillar of strength my late mother Maida Roselia Makgopa who confined to me that, it is her wish to see me continue graduating in my studies and grandfather Alpheus Matladi Makgopa for his never failing support.

My wife Mmakoma, daughter Modjadji who kept on supporting me in difficult times and all my brothers and sisters i.e. Modjadji, Mosibudi, and Modibe, Mabokechaba, Mokome and all my uncles, Pudiyatsela, Masakwane, Makakene and the late Morongwa) who bought me school uniforms and also pay my school funds.

Not forgetting to thank the following people my comrade and fellow student Peter Tlowane(Tlou ya mamphela) for his support by always borrowing me his books and my father in law Mr. Sheleng Robinson Moagi and my late mother in law Mmamalo Gladys Moagi for their encouragement when things were tough.

Kere, Mohlapela tšibogong o kgantšha šago la gwe – botšheba gabo reke borotho, ya sareng šatee!! bommagwe ba a loya.

Phoo sa mosela wa seripa dinoko!!

Setlogolo se a logile, eeu eeu eeu! Makgopa thala bodiba!

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Chapter One

Orientation to the study

1.1 Introduction and background of the study

The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), places duties on a municipality in accordance with the Employment Equity Act, to develop and adopt appropriate systems and procedures to ensure fair, efficient, effectiveness and transparent personnel administration in terms of recruitment, selection, appointment, job evaluation, performance management. Since these are human resources competencies, tremendous challenges are often experienced and determination as to which challenges are more pressing could be required. Since the dawn of democracy, and in particular with the advent of democratic local government in 2000, municipalities have been and continued to play a significant role in the development discourse. The most important fundamental requirement of personnel administration is efficient, effective and economic of service delivery within an institution, and is for the top Human Resource managers to strive for high service standards by having staff of high performers in all areas.

While sound principles of good governance in constitutional legislation and other policy documents are in place, the bureaucracy are required to execute duties in a manner based on sound public management principles that is, principles that will ensure acceptable standards of efficiency and effectiveness in the public servants and public officials' daily activities in serving the people. Municipalities have a catalytic role to play in economic development, and should at

all times not leave the people behind as development is about people. Attempts are required to make public institutions minimize the negative and dysfunctional consequences of their actions for the benefit of the public.

In his 2004 State of Nation Address, former President Thabo Mbeki said: "We must be impatient with those in the public service who see themselves as pen-pushers and guardians of rubber stamps, thieves' intent on self-enrichment, bureaucrats who think they have a right to ignore the vision of Batho Pele, who come to work as late as possible, work as little and knock off as early as possible." With these sentiments, it could be interpreted that human resources may be challenged from various angles. This study does not intend to investigate these and other similar challenges in the entire public service, but exclusively at Maruleng Local Municipality. Since 1994, the democratic government targeted the acceleration of service delivery to communities. This is seen as necessary to eradicate inequalities that are a result of the past. The major policy instrument in this regard has been the White Paper on the Transformation of the Public Service published in 1995. This policy sets out eight transformation priorities, among which transformation priority the White Paper on the Transformation of Service Delivery published in 1997 (Batho Pele) was developed to provide a policy frame work and practical implementation strategy for the improvement of service delivery.

The White Paper on Transforming Service Delivery recognizes that, the *public service* delivery machinery of the past was:

Inefficient and ineffective; self-serving, inward looking, bureaucratic, fragmented and over-centralized;

inequitable, discriminatory, lacking diversity and demographic representation; prescriptive, rule –bound, too compliance oriented, top-down (and top heavy); and Corruption infested.

In order to provide effective and efficient services, human resources require being sufficiently skilled. These challenges may have bearing on local government sphere of government. Although a reference is made to the public service, for the pursuit of a single public service that will be incorporated in local government is being accelerated. Without assuming that they are inherent, an investigation requires to be made contextually to determine their impact in the local authority in question. In addition the White Paper requires that the public service should be *people* centric, implying that the human resources should be *people* centered. The human resources of any establishment, including Maruleng Local Municipality consist of *people*, and they are *people* resources and “people” first and foremost before being regarded as employees. It set out some responsibility in the social contract of giving effect to a developmental state through fostering transformation of the public service for “a better life for all”. This would require the-capacitating of human resources, thereby re-engineering of both the back and front office; and fostering the external and internal culture of communication which would ensure effective, efficient service delivery – thus making Batho Pele a reality, (King Two Report, 2006).

This chapter therefore provides the orientation to the entire study. It differs with other chapters in that it provides background information related to what is envisaged in the entire study. Other chapters go deeper to the most important aspects of the study and the substantial matters of what is envisaged while this specific one merely provides rudimentary information. The chapter introduces the

problem statement and the aim of the study as well as geographical disposition of the Maruleng Local Municipality as a study area.

1.2. Problem Statement

Service delivery in Maruleng local municipality has generated criticisms regarding its standard in relation with community and the institutional capacity to develop and adopt appropriate systems and procedures to ensure fairness, efficiency, effectiveness and transparent personnel administration in terms of recruitment, selection, appointment, job evaluation, performance management. Some criticisms emanate from the notion that there is lack of human resource planning such as, inability to recruit and place prospective employee at the right position. Some of the appointed personnel lack skills, experience and knowledge in the area of human resources. Due to these challenges, service delivery is ultimately affected negatively.

The problems under investigation are serious in view of Stone (1992: 41) as articulated that, 'the heart of any government agency, or any organization for that matter, is its personnel or human resource. Human resources or personnel are important in that it is the resource that manages other resources such as physical, finance as well as time. How effectively an agency accomplishes its mission is heavily determined by the skill, determination, and morale of its employees.'

This fundamental principle is reflected in the government of national unity's vision of service – orientated public service, as articulated in the White Paper on the transformation of the public service (South Africa (Republic) 1995: 14-15), and the white paper on Reconstruction and Development (South Africa (Republic) 1994). The

quality of an organization is, to a large degree, determined by the quality of people it employs. A success for most organizations depends on finding the employees with the relevant skills to successfully perform the tasks requirement to attain the organization's strategic goals.

Maruleng Local Municipality faces Human Resource challenges of personnel administration in terms of the following: proper recruitment strategies, placement processes, systems and practices of workforce planning, which seem to have impacted negatively on service delivery on a day to day basis. One of the development duties of municipalities is to structure; manage its administration; budgeting; planning processes to give priority to the basic needs of the community; to promote the social and economic development on the community.

1.3 Aim of the study

The aim of the study is to explore and to *investigate, human resource challenges facing Maruleng Local Municipality, on service delivery in- Mopani District- Limpopo Province (South Africa).*

1.4 Objectives of the Study

The objectives of this study are articulated as follows:

- To investigate the nature of human resource practices in the Maruleng Local Municipality.
- To investigate the human resource challenges in the Maruleng Local Municipality.
- To investigate the nature and the level of service delivery at Maruleng Local Municipality.

- To provide recommend solutions and measures to the research problem

1.5 Motivation for the Study

Maruleng Local Municipality is one of the smallest municipalities. The size of the municipality prompted and motivated this study on human resources aspect of its operation. The motivation is also informed by the concept pertaining the acceleration of service delivery which requires capable human resources. The emphasis on skills and competencies has been crucial as well in motivating the carrying out of the study in question.

The present research is motivated by the need to explore, assess and research, human resource challenges facing Maruleng Local Municipality on service delivery, focusing on personnel issues such as workforce planning, recruitment, appointment/selection processes, retaining of personnel and training of staff personnel.

1.6 Research Questions

This study poses the following research questions:

- What is the nature of the human resources practices of Maruleng Local Municipality?
- What are human resources challenges facing Maruleng Local Municipality?
- What is the nature and level of service delivery at Maruleng Local Municipality?
- What are the recommended solutions for the human resource problem and service delivery at Maruleng Local Municipality?

1.7 Significance of the Study

This study is relevant and significant due to the following reasons:

- The study will contribute to the body of knowledge to the discipline of local government and also be of help to other researchers who will use the study to further their research.
- The study will help to solve local government problems that are related to the nature and level of service delivery in local municipalities.
- The study will contribute to the academic research and it will help future researchers and academics in the field.
- The significance of the study is premised on the assumption that public officials of government and public sector institutions should consider and conduct proper workforce planning, selection process, retaining of staff, using cost effective incentive packages e.g. performance appraisal and training of staff for efficient and effectiveness of the public sector. In order to pursue the abovementioned, the study will significantly provide some suggestions on how proactively the local municipality in question should be in addressing human related challenges.

1.8 Ethical Issues

In common usage, ethics are typically associated with morality, and both deal with matters of right and wrong. For individuals the sources vary. They may be religions, political ideologies, or the pragmatic observation of what seems to and what doesn't. Webster's dictionary defines ethics as "conforming to the standards of conduct of a given profession or group" Babbie (1984:448). The concepts of

ethics, values, morality, community standards, laws and professionalism differ from one another without necessarily being mutually exclusive. Levy (1993:2) views values as preferences for a certain form of conduct, while ethics imply preferences which influence behaviour in human relations. Values, for instance, indicate what is good and desirable, while ethics indicate what is right and correct.

Strydom and Fouché (1998:24) accept that, ethics is a set of moral principles which is suggested by an individual or a group is subsequently widely accepted, and which offers rules and behavioural expectations about the most correct conduct towards experimental subjects and respondents, employers, sponsors, other researchers, assistants and students. Blessing and Higson-Smith (1995: 102) conceded that, throughout the process of data collection the problem of persuading participants to co-operate with the researcher is ever present. Lack of co-operation leads to non-response, to incompletely filled-out questionnaires, and unreliable results. While lack of co-operation can be disastrous in a research study, participants have the right to refuse to participate. In the study, maximum cooperation was obtained from the respondents and this was informed by clarification on the ethical issues involved. Ethical issues were approached from the background of respecting the constitutional rights of respondents. Generally accepted ethical rights of respondents which any researcher should respect were cordially respected in the studies. Although cooperation of respondents was required, it was not unethically enforced. Respondents participated in the study freely and were not forced to divulge any information they were not comfortable of and with.

Bouma and Atkinson (1997: 170-173) conceded that, various bodies from professional associations to university councils have developed codes of ethics to guide researchers. These have been developed to ensure that an over-zealous researcher does not overstep ethical bounds in data gathering. The ethical codes of the University of Limpopo were familiarized with in order to contextualize the study to the ethical institutional requirements. The guidelines on 'Ethical principles for research with human subjects' are an authoritative statement of good practice that was observed in the progression of the study. All other ethical explanations mentioned above were considered to advance the study.

The following further considerations will be observed:

- The subjects will be protected from physical and mental discomforts.
- The formal interview will be anonymous and the respondents will not be required to indicate their personal information.
- Confidentiality will be maintained and the invasion of privacy will be safeguard against to ensure that it does not happen.
- There will be an informed consent in the course of the study and respondents will be advised to withdraw any time they feel uncomfortable. With these ethical considerations, the study will be conducted in an environment where mutual understanding between the researcher and the respondents prevailed. Maruleng Local Municipality is also aware that a study of this nature will be taking place within their local municipality as request to conduct such a study has been made and granted.

1.9 Limitation and Challenges of the Study

Like any other study, this study had its own limitations and challenges that are herein addressed.

The current research study is limited to Maruleng Local Municipality in Mopani District -Limpopo Province as the topic implies. This is regarded as a demarcation limitation and it is a positive limitation that could not be addressed otherwise. It is only limitations that are negative that require some form of attention.

The traveling costs of going to and from the study area became a challenge and unbearable. Wimmer and Dominick (1987:34) inform that the costs of conducting a study could be exorbitant and sometimes sponsors could be required.

Political interferences by senior members of the council committee in the activities of the junior personnel may pose serious challenges.

There was high illiteracy level amongst members of the municipal workers may pose problems to answering questionnaire alone.

Some employees may fear victimization by their seniors and may not freely provide information..

1.10 Chapter Outlines

Chapter one will deal with the orientation to the study. In this chapter the topic was presented, the background to the study, the aim and the objectives, the significances of the study as well as and ethical consideration among other introductory aspects of the research.

Chapter two will present the literature review from relevant publications, books, legislation, documents, files, and speeches, so as to show the relationship, the need for the present study and determine if this research would not be a duplication of the previous research.

Chapter three will outline research design and methodology adopted in the study. The population and sampling, interviewing techniques, questionnaire as an instrument to collect data and data analysis will be explained as well as how data was collected.

Chapter four will present research findings and data analysis through different charts. In this chapter, what has been collected through questionnaire is presented.

Chapter five will provide the overall conclusion and recommendations.

1.11 Conclusion

It can be deduced from the above that this chapter is orientational and introductory. In view of the above, the chapter presented the background to the study the aim as well as the objectives. The problem statement as well as the research questions formed part of this chapter. The ethical aspects were also considered and how the ethical dilemmas were managed and are explained in this chapter.

In chapter 2, the study will provide a theoretical overview of literature. The literature will focus on various human resource practices in organizations. The impact of human resources practices on service delivery will also be looked at.

Chapter

Literature Review

2.1 Introduction

This chapter explores various literature on human resource aspects and service delivery. United Nations Economic and Social Commission for Asia and the Pacific, (2000:48) indicated that, the concept "governance" is not new. It is as old as human civilization. "Governance" means "the process of decision – making and the process by which decisions are implemented (or not implemented). Governance can be used in several contexts such as corporate governance, international governance, national governance and local governance. The Municipal Systems Act, (Act 32 of 2000) places duties on a municipality, in accordance with the Employment Equity Act to develop and adopt appropriate systems and procedures to ensure fair, efficient, effectiveness and transparent personnel administration in terms of recruitment, selection, appointment, job analysis, job evaluation and performance management.

It is critical for the South African public sector organisations to ensure that their Human Resource planning is proactive and not reactive. Proactive planning gives organisations the competitive edge which is absolutely essential if a sound environment for the provision of public services to the community is to be created and maintained Lombard (1997:3). This chapter therefore peruses literature and focus on the following aspects, namely: South African Human Resources Practices, Efficiency and effectiveness as key to service delivery, Good governance and service delivery, Pro-active planning for better results.

2.2 The South African Human Resources Practices

Alarming statistics show that the nature of South African's labour force is not suited to addressing the country's countless challenges. For example, only 50 percent of South Africa's human resources are literate, as compare to the 99 percent literacy rate in Japan, The realities of the education position in South Africa does not only indicate an imbalance in education, but also a lack of education (Smit and Cronje, 1992: 11). Attempts should be made to improve the efficiency and effectiveness of public institutions and to minimize the negative and dysfunctional consequences of their actions for the benefit of the public.

2.2.1 Human Resources Practice and Efficiency

It is critical for South Africa's public sector organization to ensure that their human resource planning is proactive and not reactive. Proactive planning gives organizations the competitive edge which is absolutely essential if a sound environment for the provision of public services to the community is to created and maintained Lombard (1997:3) in Cheminais and van der Waldt (1998:117).

Hilliard and Kemp (1999:53), states that, efficiency and effectiveness are essential ingredients of productivity. Efficiency and effectiveness of public programmes could thus improve productivity in the public sector. This could in turn contribute towards improving South Africa's position in the world competitiveness rankings of productivity. South Africa's productivity position is not acceptable in comparison with international standards of competitiveness. The standard of competitiveness in terms of productivity could be addressed by

increasing the efficiency and effectiveness of the public sector in general and local government in particular. On a scale of productivity involving 47 countries, the Republic of South Africa was in 2000 rated as number 38 by Mazibuko in (Sunday Times, 30 April 2000).

President Thabo Mbeki, in his state of the Nation Address, 3 February 2006, announced his Programme of action for 2006, was for strengthening local government. He (the President) stated that, in Vuk'uzenzele (2006:8) to meet our development goals there will have to be special attention to strengthening local government, and empowering local government to meet its development and service delivery obligations, drawing on the lessons of project consolidate. This includes urgently dealing with the Shortage in many of our municipalities of property, qualified managers and professional and technical personnel.

In his national budget passed or delivered in February of every year, the Minister of Finance (Trevor Manuel, 2006) announces government's spending, tax and borrowing plans for the next three years. This is called the National Budget. It describes how money raised through taxes and loans will be divided among national departments, provinces and municipalities. Government spending plan over three years is called Medium Term Expenditure Framework (MTEF). The Minister of Finance in his MTEF has allocated more funds for municipal services and infrastructure development. The improvement of local service delivery is particularly important, or crucial as it is at the heart of service delivery for the government. The 2006 budget has prioritized municipal services and community infrastructure by allocating R 28, 4 billion over the next three years. (Vuk'uzenzele 2006:13-14)

Efficiency and effectiveness of service delivery could contribute towards the eradication of the perception that the public service is ineffective and inefficient (Masango, 2000:65). The South African public service has been perceived as an institution with lack of access to services, lack of transparency and openness, lack of consultation on the required service standards, lack of responsiveness towards citizen's complaints and discourteous officials (White Paper on Batho Pele, 1993). What applies to the public service also applies to the local government, which is the third sphere of government in South Africa. Masango (2000:65) argues that, lack of responsiveness towards citizens' complaints and discourteous staff not only dented the image of the public sector institutions, but also reduces the confidence of the members of the public in the machinery of the state. Efficiency and effectiveness of service delivery could change negative perceptions about local government into positive ones.

Rothwell and Kazanas (1988: 4) in Smit (1996:54) believe that, there is a need for strategic Human Resource Management to analyse the organization environment and to indicate the areas, which could be managed by means of a strategic approach to Human Resource Management. They believe that as a result of environmental uncertainties, strategic planning should be implemented to cope with the changes in the environment. These changes require Human Resource Managers to anticipate long – range Human Resource needs, instead of concentrating only on short – term needs.

2.2.2 Local Governments and Personnel Practices

Gildenhuys (1997:6) believe that, Local government will never be the same again. The change to democracy and transformation away from a centralized autocratic system dominating local government from

above, please more responsibility on local governments to govern efficiently and effectively for satisfying the most basic needs of the people in their Municipalities.

The new local government system has not only broken the exclusiveness and superiority of 'White'-dominated municipalities, but indeed integrated the so-called 'black'; coloured' and 'Indian' townships with the 'white' municipalities where they belonged. All these changes have created a great challenge for the new councils, their chief executive officers and management teams, and all other staff. The challenge is efficient and effective local governance and delivery of service for satisfying the public's everyday needs. This demands an efficient and effective local government organization, both at political and administrative levels.

A municipality's organizational structure must comply with the provisions and prescriptions of national and provincial legislation; otherwise it will be ultra virus. Chapter 7 of the (Constitution of the Republic of South Africa, 1996) contains various provisions on local government; inter alia, its status, objectives, development duties, powers and functions; in other words, the composition of municipal councils and their internal operational procedures. (Gildenhuys, 1997:3-4).

In order to render effective and efficient public services to the community, public institutions require a well – trained, motivated, ethical, professional, and efficient personnel corps. The acquisition of such personnel (or public employees) is referred to as the provision of public personnel: those activities and procedures related to the acquisition of the right number of employees, with the right skills and competence, in the right position, at the right time, to ensure that

the predetermined goals of public institutions or Municipalities are achieved. In order to achieve this objective, public institution must generally conduct four primary activities: Human Resource planning which determines in advance the quantity and quality of employees required by the Municipality in order to achieve pre determined goals, job analysis, which is the process of determining what the various positions in an organization entail, and what type of employee is the ideal incumbent, recruitment, which involves attracting the most extensive pool of suitable candidates from internal and external sources from which to make a choice, and selection, which concerns the process and techniques used to select the most suitable candidate, according to the needs of that particular organization from the pool of potential candidates that were recruited.

In the light of all the above information, the focal point is placed on the Human Resource challenges facing the Local Government of Maruleng Municipality in Limpopo Province in service delivery and how its Human Resource deals with personnel issues such as their Workforce planning and recruitment, appointment process, retaining personnel and training and development of their employees. Alarming statistics show that the nature of South African's labour force is not suited to addressing the country's countless challenges. For example, only 50 percent of South Africa's human resources are literate, as compared to the 99 percent literacy rate in Japan, for example. The realities of the education position in South Africa not only indicate an imbalance in education, but also a lack of education (Smit and Cronje, 1992:11) in van Der Waldt and du Toit (1999:394-395). Attempts should be made to improve the efficiency and effectiveness of public institutions and to minimise the negative and dysfunctional consequences of their actions for the benefit of the

public. It is critical for South African public sector organisation to ensure that their human resources planning are proactive and not reactive. Proactive planning gives organisations the competitive edge, which is absolutely essential if a sound environment for the provision of public services to the community is to be created and maintained (Lombard 1997:3) in Cheminai and van der Waldt (1998:117). Ford and Zussman (1997:42) as quoted by Mafunisa (2004:291) argue that in the public service, it is insufficient to execute functions or provide services cheaply. One must ensure that the "right" functions are executed and that the "right" services are provided. This requires focus on the needs of the population. The real fundamental danger in delivering public services is that it is easy to lose track of the effectiveness imperative. Craythorne (2003:201) believe that, the skill, professional integrity and impartiality of the Human Resource department determine whether an organisation's Human Resource Management is a success or not.

2.2.3 Efficiency and Effectiveness as key to service delivery

Sekoto and Van straten (1999:104) believe that the main objective of a customer-focus approach is to improve service delivery and it is characterised by consulting users of services, setting service standards, increasing access, ensuring courtesy, providing more useful information, increasing openness and accountability and building partnerships with all the relevant stakeholders in the community. Section B of the White Paper on Local Government (1998:29) encourages municipalities to move beyond their traditional role of making their presence felt in communities by controlling or regulating the actions of the community. Municipalities should provide visionary leadership; encourage community involvement, offer practical support and direct community energies into projects

and programmes that benefit the area as a whole. The involvement of the youth as the future municipal ratepayers and consumers should not be undermined. The Public Service Review Report (1999/2000:41) states that effective service delivery should meet the service levels as determined in the policy objectives set, it must contribute to achieving a society that “wins the war against poverty”, it must lead to effective and efficient services that are affordable, and it must conform to the value systems of society as set out in the policies and regulations.

Based on the above, it can be deduced that effective service is one that provides for municipal inhabitants’ real and justified needs; it meets the acceptable minimum set standards and establishes mutual understanding and a spirit of goodwill within the community. The ever increasing challenges facing municipalities to improve service delivery requires innovative methods and systems that will address the needs of the community. The process of improving and encouraging sustainable municipal services is not only confined to politicians. Municipalities on their own will struggle to provide effective services. Therefore, various measures are available for improving effective community participation.

2.2.4 Good Governance and Service Delivery

According to Kotze (1998:15), states that the effectiveness of government and participation of inhabitants in it are what constitutes good governance “. Johnson (1991: 396) describes good governance as: efficiency and rationality in allocating resources, in other words sensible priorities; curbing corruption which is strangling development and inhibiting investment; enhancing legitimate freedoms, of association, of speech, of press, of above all the

individual; the rule of law, and so an unfiltered judicial system; guarantee of civil and human rights; transparency – making information and statistics readily available and accountability to people. Since governance is the process of decision – making and the process by which decisions are implemented, an analysis of governance focuses on the formal and informal actors involved in decision – making and implementing the decisions made and the formal and informal structures that have been set in place to arrive at and implement the decision. (United Nations Economic and Social Commission for Asia and the Pacific (2000:48).

Good governance has 8 major characteristics. The (United Nations Economic and Social Commission for Asia and the Pacific (2000:48) identified the following: It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized; the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision – making. It is responsive to the present and future needs of society.

The government's programme of action for 2006 was to strengthening local government. In order to meet the development goals, there will have to be special attention to strengthening local government through; continued co-operation of all three spheres of government to ensure that each and every District and Metro municipality has; a realistic Integrated Development Plan (IDP), a credible Local Economic Development Programme (LED), the material and human resources, as well as the management and operational systems, to implement these IDPs and LEDs. Better integration of planning and implementation across the three spheres of government

as priority for the term of the new local government. In this regard, the programme of action will be guided by the Intergovernmental Relation Framework Act, 2005. Deploy by March this year (2006) 3000 community development workers to help local government especially to meet the needs of the people.

2.2.5 Proactive Planning for better results

Recruitment is the process of searching for prospective employees and stimulating them to apply for job in the organisation. It is often termed 'positive' in that its objective is to increase the selection ratio; that is, the number of applicants, per job opening. Hiring through selection is negative in that it attempts to eliminate applicant, leaving only the best to be placed in the firm. Flippo (1984:141). According to Invacenvich (2003:135) human resource planning (HR planning) is both a process and a set of plans. It is how organisations assess the future supply of and demand for human resources. In addition, an effective HR plan also provides mechanisms to eliminate any gaps that may exist between supply and demand. Thus, HR plans also provides mechanisms to eliminate any gaps that may exist between supply and demand. Thus, HR planning determines the number and types of employees to be recruited into the organisation or phased out of it.

Government policies are another important factor in planning, such as the Employment Equity Act, Act of (1996) used as a tool to administer requirements for equal employments for equal employees in minority groups and special categories such as woman and disabled persons. Other examples include the government's raising

the age of the mandatory retirement and its encouragement of hiring disabled employees and veterans. Invancevich (2003:137) believed that, the acknowledgement that HR policies and practices have critical linkages with an organisation's overall strategy is generally termed strategic human resource management (SHRM). A central premise of the strategic perspective of HR is that human resource policies will have direct effects on an organisation's profitability. As such, HumanResource must "fit" strategically with mission of the organisation. For example, an organisation in a stable environment whose goal is to maintain steady rates of growth may need an entirely different recruitment and selection perspective than an organisation whose goal is rapid expansion into uncertain markets.

Hannekom (1993:45) believe that, planning has come to be recognised as an indispensable activity in the public sector, as opposed to the ancient belief that to foretell the future did not fall within the province of man's capabilities. As a matter of fact, planning in accordance with contemporary thinking is accorded a necessary part in governmental activities, as is clear from terms such as "policy planning", "planning in government" and "urban planning" to mention but a few. "Planning is deciding in advance what to do, how do it, when to do it, and who is to do it". Hannekom (1993:45-46). "It can be deduced that planning is: an intellectual activity, future orientation, a process, generic in nature, goal orientation, a choice between alternatives" (Koontz, O'Donnell & Weihrich, 1980:156).

According to Rezelman (1992:33) in Cloete and Makoro (1995:120), the public sector will have to position itself so as to perform an effective development role which is visible to the masses. It will be required to move closer to the (person) on the street and be seen as

addressing his (or her) problems. It needs to understand these problems and to have the capacity and ability to solve them. This will require the public service to become representative of the people it serves. Cloete and Makoro (1995:121) also believe that, the need for productivity improvement is related to the fiscal constraints the state is experiencing, compounded by years of apartheid maladministration and corruption. The purpose of productivity improvement efforts is to obtain improved yield from existing resources. Productivity is aimed at: increasing efficiency, increasing the effectiveness of programmes and services, increasing responsiveness of services to public needs, decreasing the cost of service while maintaining their quality, decreasing the time required to provide services and improving the impact of services and programmes on target populations.

In addition, productivity improvement has the goal of improving the quality of work life, the physical environment, the morale and satisfaction of employees, and thereby reducing organisational dysfunctions; low performance, worker turnover, absenteeism, tardiness, accidents, strikes, works low downs and grievances, (Neugarten 1985: 36). Productivity improvement can help alleviate, but not eliminate, this problems because its goal is to increase the amount of service produced by a specific quantity of resources. (Morley 1986). Cheminais and Bayat (1998:115-116) believe that, in order to render effective and efficient public services to the community, public institutions require a well-trained, motivated, ethical, professional and efficient personnel corps.

Lombard (1997:2) in Cheminais and Bayat (1998:116) also noted that, the diverse nature of the public sector makes it a very complex area to establish and maintain. To ensure that the public sector

functions effectively, it is extremely important not to limit action only to defining strategic goals and objectives; effectiveness implies doing right things right the first time. This, however, can only be accomplished if the right person is in the right job at the right time to execute the tasks at hand. To ensure such effectiveness, through human resource planning is necessary. An important skill that all managers and potential managers should learn is to analyse all available information in order to meet the challenges of the dynamic public sector environment. Cheminais and Bayat (1998:119) also believe that, before any activities related to the acquisition of personnel can take place, it is essential that the precise nature and extent of the various tasks grouped together in a 'job' are analysed and articulated by the personnel officer. Mastering this skill can empower managers and potential managers to act proactively not react only to circumstances beyond their control. To ensure that the process of human resource planning is successful and supportive of the broader organisational strategies, systematic approach must be followed.

Human resource planning processes can be summarised as follows:

- Knowing what the future activities of the organisation will be – these are determined largely through the public policy-making processes;
- Determining the quality, quantity and type of employees who will be required to ensure that organisation achieves these objectives;
- Determining what human resources are currently available within the organisation;

- Determining what human resources are available outside the organisation;
- Formulating and evaluating various alternative plans of action, and implementing these plans to ensure that the personnel of the organisation meet future needs to achieve organisational objectives. Cheminais and Bayat (1998:119)

Hodgetts and Kroeck (1992:141) in Cheminais and Bayat (1998:120) state that, job analysis provides the cornerstone of employment function. It links the goals of the organisation, the organisational structure, and the overall human resource plan and job design to the actual operations performed by the personnel staff. A number of fundamental human resource decisions that must be made, regarding a wide range of public personnel issues (including levels of compensation, recruitment and selection, performance and appraisal, promotions, and determining training needs), are based on the information obtained from the process of job analysis.

Beach (1985:109) in Schwella and Burger (1996:35) defines human resource planning as a process for determining and assuring that the organisation will have an adequate number of qualified persons, available at the proper times, performing jobs that meet the needs of the organisation or public sector and provide satisfaction for the individual involved. Beach (1985:112) also identified the following human resource planning processes main components: Goals and plans of organisations which include the strategic planning, public policy, social trends, economic conditions, technology, market conditions, strengths and weaknesses of organisation, project output for planning periods.

2.2.6 A need for skills inventory

Schwella and Burger (1996:35-36), believe that, the current human resource situation should look into skills inventory or human resource information, and there is also a need to include the number of people grouped by job, department, organisational level, age, education, in-service-training completed and performance. Human resource forecast, try to decide the demand for personnel with attributes appropriate to future requirements, for instead; present workforce, project retirements, layoffs, promotions and quits for planning periods; demands for people, translate plans and forecast for organisation into demand for employees for planning periods; comparisons of demand with supply; net additions or subtractions found by comparing (a) and (b). Implementing programmes according to Beach (1985) requires converting the human resource plan into action. This conversion includes all human resource functions from recruitment, selection and placement, performance appraisal, career planning, transfer, promotion, layoff, training and development, motivation and compensation. Audit and adjustment should be programmes for meeting human resource; targets must be regularly evaluated against set objectives to ensure that they are making the desired progress. To this end, measurable indicators of effectiveness and efficiency can be identified.

Audit and adjustment requires doing the following: Measuring implementation progress compares with plan, take corrective action, change human resource plans if the public sector or organisation plans are altered. Periodically update skills inventory, forecast and implementation programmes. Public managers at different levels of

the organisation can use these components in adapted format for their human resource planning.

Du Toit and Knipe (2002:56) believe that, the concept of public service delivery is a comprehensive concept. It does not only refer to an end product or result, but it's more of an umbrella term referring to the results of intentions, decisions and actions undertaken by institutions and people. In the context of governance, public service delivery is the result of intentions and decisions of government and government institutions, and the actions undertaken and decisions made by people employed in government institutions.

They further noted that, the delivery of services is not something that merely happens. This could be ascribed to particular circumstances that prevail at a specific time. In a socio-political context, the delivery of services requires; the government of the day's ideal of what it considers the majority of their people need for the enhancement of their general welfare. Inputs from society in respect of their requirements for the enhancement of their welfare; policies that guide government institutions and officials to achieve their objectives in order to improve the welfare of the people; an infrastructure with adequately qualified people (governments, government institutions and people) to support the general welfare of all citizens; decision and actions.

Du Toit and Knipe (2002:101) also stated that an important aspect regarding service delivery is what clients expect from public institutions and public officials or servants. As the concept of public servants suggests, it seems obvious that they are supposed to serve the public by providing them with different services. For instance,

the primary function of a municipality is to serve its community by providing water, electricity, sanitary service and other services. It is accepted that the activities undertaken by public institutions to deliver services are conducted in accordance with generally acceptable normative principles, which can be categorised as follows: guidelines from the body politic; guidelines emanating from social value systems; legal rules as guidelines; the Batho Pele principles. The principle emphasise the legitimate right of the public to expect quality services and further provide public officials with a written manual of the eight principles according to which they must carry out their tasks. There are again three important aspects noted regarding service delivery and they are as follows; public institutions are obliged to deliver quality services to their clients; the public has a legitimate right to receive quality services from public institutions; the public has a legitimate right to demand quality services from public institutions. (Du Toit and Knipe (2002:104)

Jonker and van Niekerk (2001:241-242) noted that, the delivery of services within the confines of government structures and complexities within which government functions have a significant impact on the manner in which service delivery is executed. These complexities include aspects such as internal and external dynamics, conflict, ethical consideration, foreign policy and the impact of information technology. This clearly reveals the complexity of political dynamics and the governing function of satisfying the needs, wants and desires of people and communities. The ultimate objective of government is to ensure that the quality of life, of its citizens is promoted. It is again noted that, the ultimate objective, therefore, is to promote the good, fortunate, happiness, or well being of a

person or community under the organised efforts of the state or any other organisation, and to improve or develop the economic conditions and social services for its inhabitants or employees. The general welfare or quality of life has as its point of departure as social beings, which satisfy their needs within smaller or broader communities, ranging from the family, to the settlement in which they live and work, to the state and ultimately to the world community.

Jonker and van Niekerk (2001:243) conceded that, the advancement of the quality of life or communities would only be possible if: Sufficient opportunities exist for individuals to find job and business opportunities and to be able to practice their profession in a stable society; sufficient and basis public services of an efficient and effective nature and are rendered; the physical environments within which individuals are housed, work and relax are satisfactory; people can live safely without the social order of the community being threatened or uprooted. The right of existence of government can therefore not be questioned if one considers that government is a mechanism used to make new decisions and to solve collective problems. The realities of modern society emphasise the need to review the manner in which government functions and to investigate possibilities to transform the way in which it functions.

The way in which government functions has to be transformed in a manner best suited to comply with the needs, requirements and expectations of the communities it serves. A planning process provides the link between actions and possible consequences. It is critical for South African public sector organisations to ensure that

their human resource planning is proactive and not reactive. Proactive planning gives organisations the competitive edge. Such a competitive edge is an absolute necessity for the public sector to ensure that a sound environment is created and maintained for the provision of public services to the community (Lombard, 1997:3). Cheminais and van der Waldt (1998:4-5) noted that, in leading organisations, human resource planning focuses on competence and the detailed analysis of specific jobs. Any organisation that fails to conduct proper human resource planning could be in danger of having to spend so much time and money on legal disputes, that it is unlikely that such an organisation will be productive or successful in its functions. Human resource planning is seen to be effective when there is clear evidence that the process played a definite role in the success of the organisation. In the process, top management and strategic planners will recognise that the decisions taken during strategic planning affect and are affected by human resource planning and human resource functions.

2.2.7 The Goal, Role and Competence of Local Government

Zane and Quibble (2001:3) believe that, the nature of the background and role of administrative office management makes it the most logical of all organisational areas to have responsibility for the management of the organisation's information. Administrative office management has a significant impact on employees and perhaps the most significant way is that; it enables them to enhance their productivity. In addition to relieving employees of responsibility for certain tasks, this position helps them maximise the efficiency of other designated tasks.

Cloete (1995:85) indicated that, constitutionally the establishment and status of local government should be established for residents of areas demarcated by law of a competent authority. In terms of powers and functions of local government, the Act further stated that, powers, functions and structures of local government shall be determined by law of competent authority. A local government shall be assigned such powers and functions as may be necessary to provide services for maintenance and promotion of the well being of all persons within its area of jurisdiction. A local government shall, to the extent determined in any applicable law, make provision for access by all persons residing within its area of jurisdiction to water, sanitation, transportation facilities, electricity, primary health services, education, housing and security within a safe and healthy environment, provided that such services and amenities can be rendered in a sustainable manner and are financially and physically practicable.

According to Venter (1998:206) for ensuring the provision of services to communicate in a sustainable manner, a local authority should be a service rendering institution. Sustainability could imply that, once commenced, the service should continue in the future and to easily abandoned. A service is also only sustainable if it is affordable and addresses a real need of the public. The identification and prioritisation of services to be rendered are therefore key objectives of a municipality. All these services, if rendered would require highly skilled employees.

Cameroon and Stone (1995:91) conceded that in terms of the RDP document (1994:22), White Paper notes that local authorities are key institutions for delivering basic services, extending local control,

managing local economic development and redistributing public resources. Local government is the level of government, which interacts, most often with the population through the delivery of services. It is, therefore, the key implementing agency of the RDP. In fact, in the conclusion to the RDP, White Paper it is stated that; daunting challenges face government in implementing the programmes set out in this paper. Perhaps the most crucial is the establishment of credible and effective local government, in both urban and rural areas. Without this, implementation of development programmes will be seriously hindered.

Gildenhuys (1997:8-9) believe that any local government must have a purpose in mind and a goal towards which they strive. This goal must be clearly defined. According to him, the goal of a modern local government can be none other than to create circumstances within its municipality and its legal jurisdiction for the attainment of a satisfactory quality of life for each of its citizens. The attainment of a satisfactory quality of life demands an environment, which provides equal opportunities for each individual to develop, maintain and enjoy a satisfactory quality of life without threats and constraints from outside his/her personal environment.

The development of a satisfactory quality of life by each citizen will only be possible where; there are ample and equal opportunities for each individual to subsist, including equal opportunities, to work, to do business as producers, manufacturers, contractors, traders and professionals; Sufficient and indispensable municipal infrastructure services and amenities of optimum quality are efficiently and effectively supplied; the quality of physical environment within which the individual lives, works, does business and relaxes, is satisfactory and not fraught with all sorts of dangers and; people feel safe and

secure to live their lives without fear of social disruption and personal threats. These should be the general goals of any local government goals and the way in which a local government should visualise its municipality's future. Without this vision it will not succeed in its mission. It stands to reason that to attain their goals and objectives, local government must execute specific related functions. The functions of public institutions have traditionally been classified into two groups, namely: line functions and staff functions. The modern classifications are into line functions and supporting functions.

Gildenhys (1997:10) believe that, line functions are those that contribute directly to the delivery of services to the public. There is a direct relationship between the public and the staff delivering services. Following the classification of the objectives, these line functions may be classified as follows: Control and protection functions; social welfare functions, and; economic welfare functions. According to Cloete and Thornhill (2004:122) stated that, in terms of local communities as stakeholders, the preamble to Act 32 of 2000 requires the local government to engage in communities in the affairs of municipalities of which they are integral parts, particularly in planning, service delivery and performance management. The preamble also requires efficient, effective and transparent local public administration that conforms to constitutional principles.

2.2.8 Capacitating Personnel through Training

Cloete and Thornhill (2004:124) also believe that, human resource department should be involved to ensure that personnel with the required training and expertise will be available to give effect to actions following on the acceptance of the integrated development plan. Cloete and Thornhill (2004:204) further stated that, in terms of

utilisation (delivery function) in subsection 72 (10) (a) (v) of the Local Government Municipal Systems Act 2000 (Act, 32 of 2000), provides specifically for personnel training. They conceded that, even the best practices for the provision and development of personnel will fail to deliver expected production results if steps are not taken to obtain effective utilisation of the available workforce.

Cloete and Thornhill (2004:28) noted, sections (151-164) of the Constitution of South Africa 1996. Vital provisions of the constitution determine that, the objects of local government are; To provide democratic and accountable government for local communities; to ensure the provision of services to communities in a sustainable manner; to promote social and economic development, to promote a safe and healthy environment, and to encourage the involvement of communities and community organisations in the matters of local government. A municipality must strive, within its financial and administrative capacity, to achieve the objects set out in the Act. A municipality must structure and manage its administration and budgeting and planning processes to priority to the basic needs of the community. According to the African National Congress (ANC) RDP policy framework's (1994:15) vision and objectives, stated that the RDP links reconstruction and development in a process that will lead to growth in all parts of the economy, greater equity through redistribution, and sustainability. The RDP is committed to a programme of sustainable development, which addresses the needs of one people without compromising the interest of future generations. Without meeting basic needs, no political democracy can survive in South Africa.

The ANC (1994:7 & 8) further believe that, the first priority is to begin to meet the basic needs of people – jobs, land, housing, water, electricity, telecommunications, transport, a clean and healthy environment, nutrition, health care and social welfare. In terms of developing our human resources, the ANC policy framework, still believe that the RDP is a people centred programme – our people must be involved in the decision making process, in implementation, in new job opportunities requiring new skills, and in managing and governing our society. This will empower our people but an education and training programme is crucial. The underlying approach of these programmes is that education and training should be available to all from cradle to grave. The RDP takes a broad view of education and training, seeing it not only as something that happens to schools or colleges, but in all areas of our society-homes, workplaces, public works programmes and youth programmes in rural areas.

The ANC's policy framework (1994:11) believes that, in terms of implementing the RDP, the RDP raises many challenges in its implementation, because it involves processes and forms of participation by organisations outside government that are very different to the old apartheid order. To implement and coordinate the RDP will require the establishment of effective RDP structures in government at a national, provincial and local level. The ANC's policy framework (1994:129-131) further believes that, the local government is of critical importance to the RDP. It is the level of representative democracy closest to the people. Local government will often be involved in the allocation of resources directly affecting communities. Local government should be structured on a democratic, non-racial and non-sexiest basis. All local authorities should embark on programmes to restore, maintain, upgrade and extend networks of services. Local authorities should be assisted to

deal with the existing backlog of municipal services through intergovernmental transfer from central and provincial government, according to criteria established by the financial and fiscal commission. The Training Board for Local Government Bodies should be restructured to provide more effective training for employees of local authorities. The entrance criteria of professional bodies such as the institute of Town Clerks and the Institute of Municipal Treasurers and Accountants should be broadened to ensure better access for all South Africans to these professions. A development culture among local government administration should be encouraged. Local authority administration should be structured in such a way as to ensure maximum participation of civil society and communities in decision-making and development initiatives of local authorities.

According to Venter and Landsberg (2006:133) section 40 of the constitution states that the government of the Republic of South Africa is constituted as national, provincial and local spheres of government, which are distinctive, interdependent and interrelated. These spheres of government must observe and adhere to the principles of cooperative government, ensure that the well-being of the people of the Republic, provide effective, transparent, accountable and coherent government and not assume any power or function except that conferred on them in terms of the constitution. The exercising of powers performing or performing of functions must be done in a manner that does not encroach on the geographical, functional or institutional integrity of government in another sphere. This can be achieved among other things, mutual co-operation in a spirit of trust and good faith.

Venter and Landsberg (2006:1444) conceded that a municipality renders services to satisfy the needs of the people. Sustainability

could imply that, once commenced, the service should continue and not be easily abandoned. A service is also only sustainable if it is affordable and addresses a real need of the public. The identification and prioritisation of services to be rendered are therefore key objectives of a municipality. The Systems Act defines financial sustainability as follows; In relation to the provision of a municipal service, means the provision of a municipal service in a manner aimed at ensuring that the financing of that service from internal and external sources, including budgeted income, grants and subsidies for the service, is sufficient to cover the costs. All these services, if rendered, would require highly skilled employees and in turn, also substantial funding. Botes and Brynard (1996:216) believe that, a local government shall ensure that its administration is based on sound principles of public accountability so as to render efficient services to the persons within its area of jurisdiction and effective administration of its affairs. Botes and Brynard (1996:254) further stated that the community has a lot of unvalued needs, and requests, whilst planners and Heads of Departments also have needs considered necessary for the rendering of such services. It is imperative, therefore, that priorities be determined.

The ANC's policy framework (RDP) (1994:127) believe that the public services must be based on merit, career principles, suitability, skills, competence and qualification, these standards should not be interpreted to further minority interests, as in the past. An extensive programme of affirmative action must be embarked on to achieve the kind of public service that is truly reflective of our society, particularly at the level of management and senior employees. Such an affirmative action programme must include training support to those who have previously been excluded from holding responsible positions. Within two years of the implementation of the programme,

recruitment and training should reflect South African society, in terms of race, class and gender. A programme of monitoring and retaining for all those willing to serve loyally under democratic government should be instituted. Stephen and Robbins (1997:184) believe that the quality of an organisation is, to a large degree, determined by the quality of people it employs. Success for most important organisations depends on finding the employees within the skills to successfully perform the tasks required to attain the company's strategic goals. Staffing and human resource management decisions and methods are critical to ensuring that the organisation hires and keeps the right personnel. Stephen and Robbins (1997:187) further believe that employment planning will also ensure that the management have the right number and kinds of people at the right times, people who are capable of effectively and efficiently completing those tasks that will help the organisation achieve its overall objectives. Employment planning, then, translates the organisation's mission and objectives into a personal plan that will allow the organisation to achieve its goals. Employment planning can be condensed into two steps; (1) assessing current human resources and (2) assessing future human resources needs and developing a program to meet future human resource needs.

Charles and Levine (1990:192) conceded that, at the most fundamental level control of public bureaucracy depends upon the values and ethical sense of the members of the civil service. If administrators cling to a valid sense of right and wrong and are willing to make difficult decisions accordingly, democratic control of the bureaucracy becomes easier.

2.2.9 A responsive public service

Good governance requires that institutions and processes try to serve all stakeholders within a reasonable timeframe. Charles and Levine (1990:189) further believe that citizens expect civil servants to be responsive to their request and demands. Certainly, most conceptions of democratic theory hold that a citizen who asks something of government has the right to expect a response and to be treated as a legitimate source of demands. Responsive is better understood as a procedural requirement for good government than as a substantive requirement.

Government and public administration do not have the right in a democracy to exclude citizens from expressing their demands for public service, nor do officials have the right to exclude someone from a fair hearing concerning claims. These institutions (municipalities) do, however, have the right and duty to reject claims with no ties in law. The wants and demands of citizens may be infinite, but the laws and resources of government are clearly finite. Lombard (1997:2) in Cheminais and van der Waldt (1998:1-2) conceded that, the public sector has undergone fundamental changes in both composition, extent of services rendered and personnel practices with the democratisation of South African society since 1994. Although most of these changes have taken place in a rapid and often unexpected manner, the public sector is now starting to stabilise and can approach planning for the future human resource needs in a more ordered and integrated manner. Particularly in the context of reconstruction and development in the new South African democracy it is of fundamental importance that effective and efficient public personnel are placed in the right positions to ensure that public goods and services are rendered to the community.

2.2.10 Competent personnel corps, which foster the climate of dedication

According to Cheminais and van der Waldt (1998:3), the diverse nature of the public sector makes it very complex area to establish and maintain. To ensure that the public functions effectively it is of utmost importance that it does not only define strategic goals and objectives. Effectiveness implies doing the right things right the first time. This, however, can only be accomplished if the right person is in the right job at the right time to execute the tasks at hand. To ensure such effectiveness, thorough human resource planning is necessary. Furthermore, within a restricted economic and financial environment, it is of cardinal importance that public sector organisations plan for their future human resource needs according to the objectives set for these institutions through the public policy-making process. Cheminais and van der Waldt (1998:4) further believes that, in leading organisations, human resource planning should focus on competence and the detailed analysis of specific jobs. Any organisation that fails to conduct proper human resource planning, could be in danger of having to spend so much time and money of legal disputes, that it is unlikely that such an organisation will be productive or successful in its functions.

According to Jackson and Schaller (in Scarpello et al, 1995) detailed human resource planning helps to coordinate all the human resource management functions in the organisation. Human resource planning also links and integrate choices about human resource activities and therefore plays an important role in keeping labour turnover down (Milkovick & Boudreau, 1991:141) in (Cheminais & van der Waldt, 1998) such an holistic approach to human resource planning will include the following programmes: Recruitment programmes to

attract potential candidates with the necessary skills; selection programmes to identify the applicants with the necessary skills and to sift out the candidates that are not suitable for the positions; training and development programmes to ensure that candidates are competent to perform a specification; career planning programmes to motivate employees to excel in the existing positions and also to render them with the necessary information and opportunities to apply for vacant positions; Performance management programmes to ensure that employees receive feedback on their performance in the organisation. These programmes also identify problem areas allowing for timeous corrective action; Compensation programmes to ensure that employees are rewarded for meeting performance standards; Labour relation programmes that ensure healthy relationships with labour unions; Disciplinary codes that serve as guides for management to enforce rules within predetermined parameters (Scarpello et al, 191-192) in (Cheminais and van der Waldt, 1998:4)

Hannekom (1996:214) also believe that, to ensure efficiency and effectiveness in municipalities, municipal employees should be provided with training on utilising the internal organisational arrangements, also referred to classical or traditional factors, to promote efficiency and effectiveness in local government. Mafunisa (2000:39) stated that for the municipalities to create an institutional climate favourable to the advancement of efficiency and effectiveness, it must foster a climate of dedication, service and efficiency by rewarding employees who are effective and efficient fairly and partially.

2.2.11 The vision of the government and the new public

Service

The Constitution of the Republic of South Africa 1996 contains the following provisions, which also apply to or could affect municipal personnel administration. Basic values and principles governing public administration 195. (1) Public Administration must be governed by the democratic values and principles enshrined in the Constitution, including the following principles: A high standard of professional ethics must be promoted and maintained; Efficient, economic and effective use of resources must be promoted; Public administration must be developmental orientated; Services must be provided impartially, fairly, equitably and without bias; People's needs must be responded to, and the public must be encouraged to participate in policy-making; Public administration must be accountable; Transparency must be fostered by providing the public with timely, accessible and accurate information; Good human resource management and career development practices, to maximise human potential must be cultivated; Public administration must broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation.

The above principles must apply to: the administration in every sphere of government; Organs of state, and public enterprise. The Indian Proverb says: "No one was ever lost on a straight road". The Bible says, "Without vision, people perish". It is vital that all civil servants should know, understand and implement the vision of the present government together with the departmental vision. The

government of the day advocates the principles of Good Governance and the White Paper on the Transformation of the Public Service, of which each has 8 principles of 'Good Governance' and 8 principles of 'Batho Pele' which are regarded as a road map towards achieving value for money service delivery services.

In their article on the New Public Service Denhardt, and Denhardt, (1995:14) identified the following roots for the New Public Service: **Theories of democratic citizenship:** Citizens are much more actively engaged in governance. Citizens look beyond self interest to the larger public interest, adopting a broader and longer term perspective that requires knowledge of public affairs and also a sense of belonging, a concern for the whole and moral bond with the community whose fate is at stake. Administrators should see citizens as citizens, rather than as voters, clients or customers.

Models of community and civil society: Community is seen as a way of bringing about unity and synthesis. In public administration, the quest for community has been reflected in the view that the role of government, especially local government, is to help create and support community. Mediating institutions like associates, government units etc are available for people to work out their personal interests in the context of community concerns.

Organizational humanism and discourse theory: Governance must be based on sincere and open discourse among all parties, including citizens and administrators.

Seven principles of the New Public Service were also identified as follows: Serve, rather than steer; the public interest is the aim, not

the by product; think strategically, act democratically; Serve citizens, not customers; accountability is not simple; value people, not productivity; value citizenship and public service above entrepreneurship.

2.2.12 Service Delivery as a priority

The improvement of local service delivery is particularly important, as it is at the heart of service delivery for government. These services will include the improvement in basic municipal infrastructure, the improvement in the provision of water and sanitation, the building of houses to facilitate government's plan of building sustainable communities and the upgrading of informal settlements by 2014. Local government is the sphere of government closest to the community and mistakes in this sphere are easily noticed by both political office-bearers and community. ANC member Winnie Madikizela-Mandela (in Finance Week, 1998:13) remarked that when the African National Congress (ANC) took office after the 1994 national-elections the party underestimated the skills necessary to run the different spheres of government.

According to Mandela the different spheres of government were so expanded and swollen that many jobs were created for those who had no experience whatsoever in government or administration. This inevitably led to the collapse in service delivery for a number of public institutions, including municipalities. Zybrands in (Venter, 1998:208) explains that sound municipal administration and management require a high degree of financial expertise. Without such expertise financial mismanagement becomes inevitable, thereby exacerbating an already complicated matter. This view is also shared by Gildenhuys (1997:62) who states that, the various facets of

financial management and administrative process in the local government sphere have become so complicated and comprehensive that the help of specialists such as financial accountants, cost accountants, economists and programmers are needed to ensure effective municipal administration and management. Indeed strategic planning, recruitment, training, selection, appointments and even performance management to improve the administration of municipalities should remain a priority. Municipal employees should be provided with training on utilising the internal organisational arrangements, also referred to as classical or traditional factors, to promote efficiency and effectiveness in local government. (Hannekom, Rowland & Bain, 1996:2112) argues that whenever efficiency and effectiveness in the public sector are closely examined, the question of their measurability immediately rises. It is the duty of municipalities to consistently search for ways of providing services effectively, efficiently and economically.

2.3 CONCLUSION

It should be emphasized that there could have been research conducted about service delivery elsewhere, but not on the human resource challenges facing Maruleng Local Municipality. There is a great relationship between literature review and the research study undertaken in relation with the identified items such as definitions, nature, causes and perceptions of the human resource challenges in the study. The only difference was on qualifying criteria that participants alluded to with regard to human resource challenges facing Maruleng Local Municipality, in terms of service delivery.

In Chapter 3, the study will focus on research design and methodology, the area of study, population and sampling, data analysis, data collected questionnaires, techniques applied, data collection procedures and methods of data analysis.

Chapter Three

Research Design and Methodology

3.1 Introduction

This chapter focused on the research design and methodology followed when conducting the study. The chapter attempted to define and outline the concept "research" so that the relevance of the techniques utilized herein was clearly understood. The difference between qualitative and quantitative was unpacked below so that one is convinced on the choice made with regard to the utilization of both research designs. The chapter also focuses on the techniques employed for data collection and analysis.

3.2 Research Design

According to (Sellitz, Jahoda, Deutsch & Cook, 1965: 50) in Durrheim (1999: 29) research design is a strategic framework for action that serves as a bridge between questions and the execution or implementation of the research. Research designs are plans that guide "the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure". It is the designed and planned nature of observation that distinguishes research from other forms of interventions. Hence the study is a descriptive research, which is concerned with conditions or relationships that exist; practices that prevail; beliefs, points of view or attitudes that are held; processes that are going on; effects that are being felt; or trends that are developing. At times, descriptive research is concerned with how what is or what exists is related to some preceding event that has

influenced or affected a present condition or event (Best, as cited by Cohen & Manion, 1982: 48). The purpose of a descriptive research is to describe that which exists as accurately and clearly as possible. It is for this reason that quantitative study was chosen as a correct method to advance the study of human resources management challenges at Maruleng local municipality. Through this method, researching on the challenges in question will be useful in making sense of the human capital challenges through various instruments and observations. In practice, it is observed that the steam from a kettle is hot, and do not need scientists to predict on these. Journalists too, observe events for example, soccer matches, crowd protests and political corruption and report their observations in newspapers. In this study, there are certain observations that will be made to consolidate the study in question and such observation will be free from any form of biasness.

Human Resource Managers within Maruleng local municipality are basically responsible for staff placement, recruitment, retaining of staff and are also liable for any kinds of performance, either poor or excellent performance or service delivery in any institution or within a community they operates. In the context of the study, it will be desirable to investigate the challenges they experience in the execution of these competencies. Of the most important is to establish, confirm, or validate relationships through correlations associated with quantitative approach and to develop generalizations that contribute to the theoretical framework.

The quantitative research accepts as truth that human actions are strongly influenced by the settings in which they occur. Furthermore (Wilson (1997, 58) Macmillan and Schumacher 1997:17) states that,

` those who work within the quantitative tradition assert that the social scientists cannot understand human behavior without understanding the framework or context within which the subjects interpret their thoughts, feelings and actions. It is for this reason that the theoretical framework is provided in chapter 2 of this study. According to White (2002:11) quantitative research is more concerned with identifying the characteristics of an observed phenomenon or exploring possible correlations among two or more phenomena and from the participant's perspective through coding of data collected. This occurs through the researcher's participation in the life of those actors in a research role or through historical empathy with participants in past social events. The correlation and coding of data is carried out in chapter four regarding "Data Analysis".

The focus in this study was on the insider – perceptive rather than on an outsider-perspective. In view of this approach, senior, middle and lower management were interviewed from inside the Maruleng Local Municipality. There were no outsiders (outsiders from Maruleng Local Municipality) who were interviewed. By utilizing a quantitative approach, an attempt was made to understand the personnel issues, workforce arrangements or process done by human resource management challenges they are facing and the impact they have on service delivery within the institution (Maruleng Local Municipality) and the surrounding communities they service and also from the subjective perspective of the community members, subordinates and other managers involved, because the complexities and diversity of their work. Function can only be captured by describing what really goes on in their day to day work situation, incorporating the context in which they operate, as well as their frame of reference.

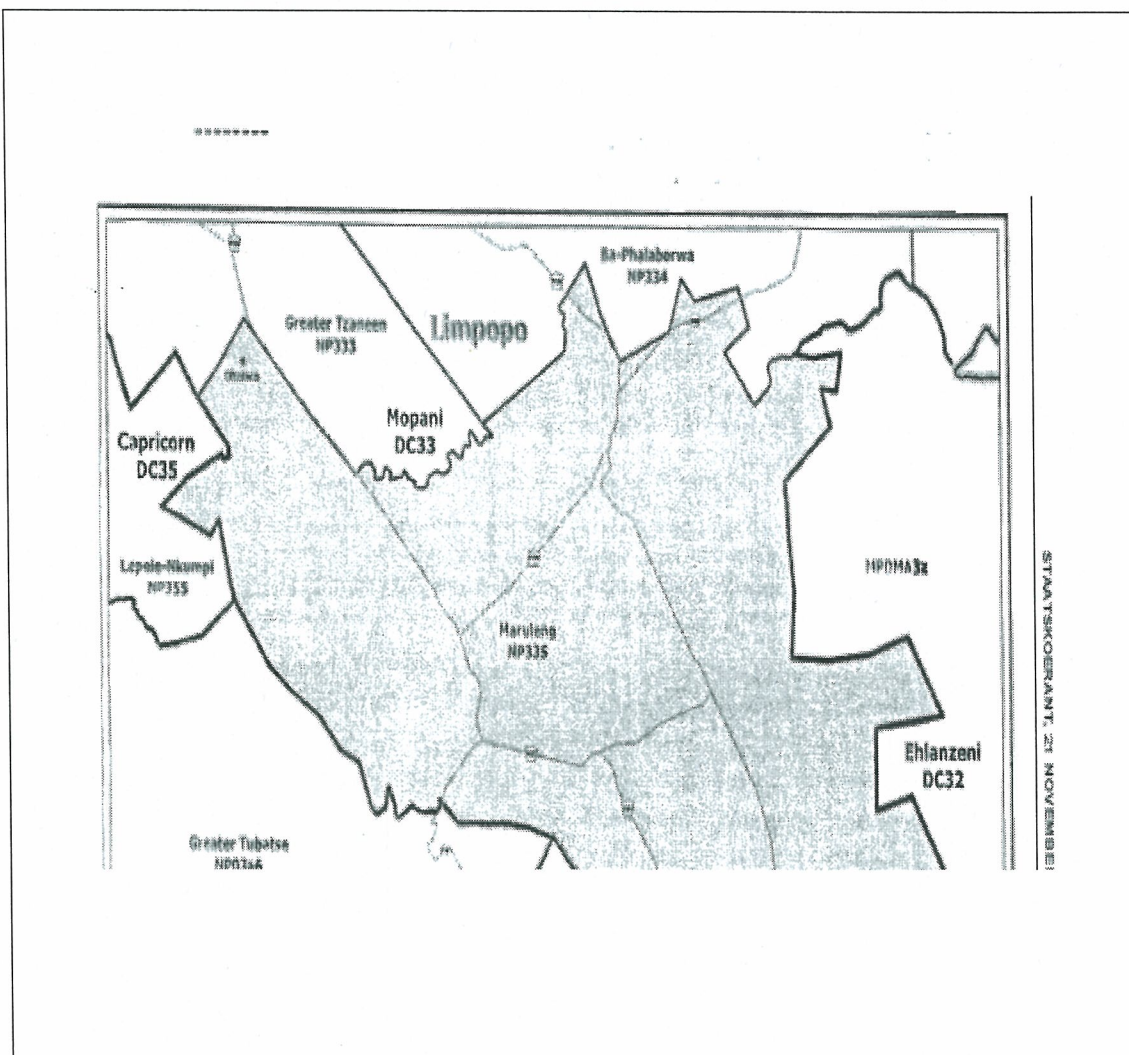
3.3 Baseline Indicators of Maruleng

The baseline indicated herein serves the purpose different from the information presented in 3.2. The information on point 3.3 is meant to provide for the exposition of the study area.

The Maruleng Local Municipality was first established in 1997 under the name Hoedspruit/ Makutswi TLC. It is a collective municipality consisting of twelve wards. The Municipality was named after the Marula tree – Maruleng means the place of Marula. The Marula tree is indigent to this area and is used in many ways for instance marula drink, essential oil, fruit and the medicinal bark. The Municipality is the home of Hoedspruit, the tourism Mecca of Limpopo. Hoedspruit is the tourism destination of choice for visitors who prefer nature and wild animals. With the Province having received an additional point of international entry (an international airport license) destined for East Gate airport in Hoedspruit, traveling to Maruleng Local Municipality is improved. The Municipality is also known for its agricultural strengths, the Blyde Valley sugar and Letsitele citrus plantations.

The population of Maruleng is youthful with Sepedi being the main language. The following analogy provides an overview of the important demographic indicators of the Maruleng Municipality. It covers the population size, age distribution, unemployment, income generation, educational levels, and services backlogs. The socio-economic profile of the Municipality provides an indication of poverty levels of and development prospectus.

Figure 1: A MAP OF LIMPOPO MUNICIPAL BOUNDARIES



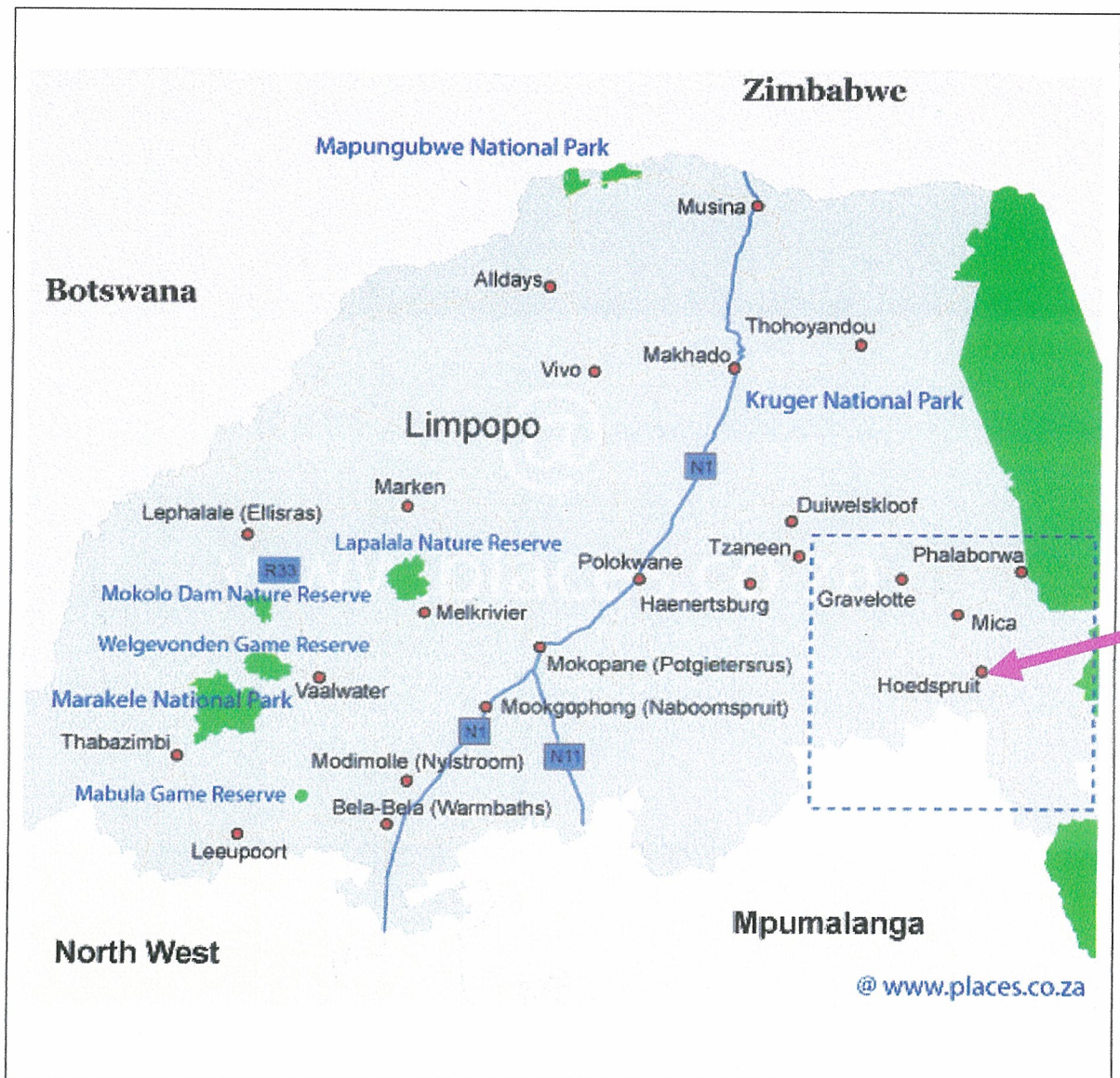
A source from: (NP 335, Maruleng Local Municipality IDP, 2008)

The map depicted above is an indication of the re-determination of municipal boundaries of Maruleng Local Municipality (NP 335), based on the re-alignment of provincial boundaries as reflected in the Constitution twelfth amendment bill of 2005, and the imminent repeal of legislative provision related to cross-boundaries municipalities. Maruleng municipality is surrounded by Capricorn on the north western side, greater Tubatse on the south eastern side and Bushbuckridge on the south eastern side and including the district of Ehlanzeni which constitute one of the district of Mpumalanga Province.

3.4 Area of Study (Maruleng Local Municipality)

The map depicted below is of Limpopo Province. Maruleng Local Municipality is part of Hoedspruit as indicated through the pink line arrow. It is part Limpopo at Mopani District. It could be difficult if not impossible, within the broader mapping technique of Limpopo, to find Maruleng Local Municipality depicted in that it is a *small* local municipality. It is small but significant in number of ways, thus the rationale for the area to be chosen for this study.

Figure 2: A MAP OF LIMPOPO



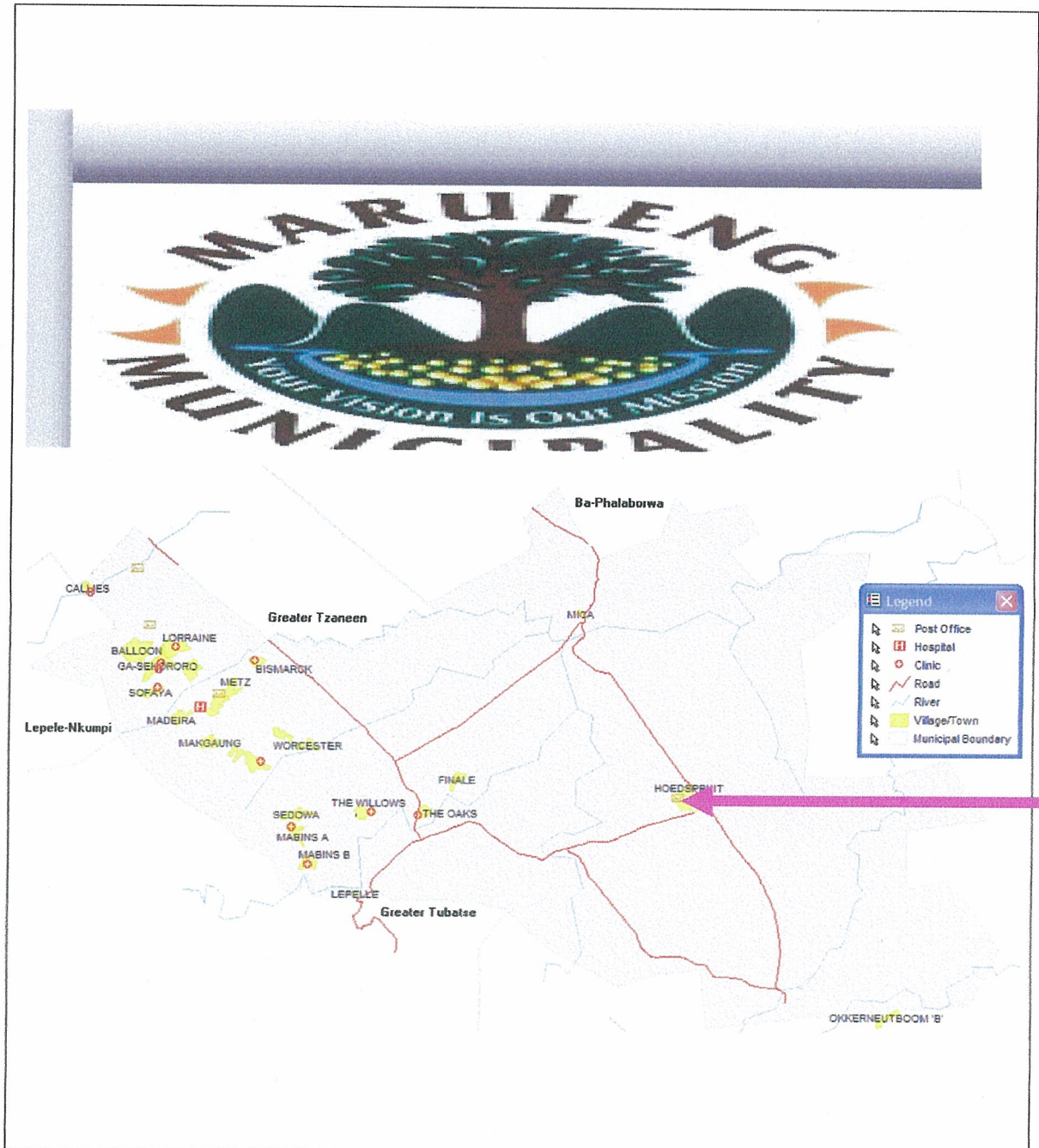
A source from: (Maruleng Local Municipality IDP, 2008)

Although Maruleng is under Mopani District, there are other districts such as Capricorn, Vhembe, Sekhukhune and Bohlabela. It is not the intention of the study to explore more about these districts in that the study is about Maruleng Local Municipality and not the districts in question. Mopani was briefly mentioned in that Maruleng Local Municipality is within its jurisdiction.

The map depicted above is for the province, the one below is particularly for Maruleng Local Municipality, a study area in question within the Limpopo Province.

The map depicted below is particularly for Maruleng Local Municipality, a study area in question within the Limpopo Province.

Figure 3: A map of Maruleng Municipality



A source from: (Maruleng Local Municipality IDP 2008)

Contextually, Maruleng Local Municipality is situated in the southern-eastern quadrant of the Limpopo Province within the Bohlabela District Municipality Area of jurisdiction. The Municipal area extends

over 324 699ha. It is bordered by the Kruger National Park to the east, the Ba – Phalaborwa and Tzaneen Municipalities to the north, the Lepelle Nkumpi Municipality to the west, and the Tubatse Municipality and Bushbuckridge Municipality to the south.

The main access points to the Municipal area are considered to be Klaserie and the Strijdom tunnel in the south, Ofcolaco in the west and Mica in the north. It's a category (B) municipality under Mopani District Office. It's a rural municipality where people are living in an abject poverty and it services about 18 communities and 36 commercial farms.

The greater town of Hoedspruit can be considered the administrative and economic centre of the area. It is also the location of the Hoedspruit Air Force Base. The study therefore is within the Limpopo Province, at Maruleng Local Municipality at Hoedspruit greater town and is investigating human resources related challenges.

3.5. Population and Sampling Method

A population is a representation of subjects, individuals having some common characteristic that the researcher is interested in studying (Roscoe, as cited by Mouton, 1996: 134) in White (2003: 57). In the context of this study, it is the population of Maruleng local municipality, the subjects within the jurisdiction with common characteristics based on the geographical area, human factors among others. In the context of the prevailing argument, Maruleng population is predominantly youthful. Northern Sotho is the main spoken language. The exploration of Maruleng Local Municipality shows the following attributes:

Table1: Population and Sampling Method

RURAL	URBAN	FARMING	TOTAL POPULATION
95,162	2,494	9,591	107,247
88,73%	2,32%	8,94%	100%

Source: (Maruleng Local Municipality IDP 2008)

Table 2: Estimated Population by Age and Gender

Age	0-4		5-14		15-34		35-65		Over 65		TOTAL
Number	No	%	No	%	No	%	No	%	No	%	
Gender											
Male	5673	5.75	13663	13,86	16425	17,96	8264	8.38	1429	1,45	45456
Female	5762	5.84	13575	13,74	19184	21,77	11407	8.02	3163	3.20	53094
TOTAL	11435	11,59	27238	27,63	35609	39,73	19671	16,40	4593	4,65	98550

Source: (Maruleng Local Municipality IDP 2008)

In view of the understanding that the study concentrated on human resources challenges faced by Maruleng Local Municipality, it was considered necessary not to interview the entire secular population of Maruleng, but only the employees. Thus in the context of this study, the population does not mean all the number of people outside the employment of Maruleng Local Municipality, but only those in the employment services of the municipality. Such a population consists of **112 employees**, with **five senior managers**, four **deputy managers**, **four** supervisors and the rest of the population employees at the floor level.

The rationale for including these categories of employees exclusively from the rest of the secular population was due to the nature of the topic. It was envisaged that the secular population as indicated above may not understand the nitty-gritty of human resources related challenges since this appear to be more work based. In addition, the councilors were not included in the study in that they

form part of the political component of the municipality while the management and administrative incumbents could be in the best position to elucidate human resources related challenges.

In view of the above rationale, a sample of eighteen (18) employees was drawn. The selection included those in the categories of **managers, assistant managers, supervisors, ordinary employees** within the Maruleng Local Municipality. This culminated into five (05) managers and two (02) supervisors within the institution and, the category of eleven (11) subordinates or ordinary workers in the municipality.

Sampling refers to a technical accounting device to rationalize the collection of information, to choose in an appropriate way the restricted set of objects, persons, events from which the actual information was objects, persons, events from which the actual information was drawn. The sample was determined on a non-probability determination. The type of the non-probability sampling chosen was a "convenience sampling" White (2003: 49&73). *Convenient* in the sense that it was *convenient* to select the interviewed respondents. With convenience sampling, any case, which happens across the researcher's path and has something to do with the phenomenon gets included in the sample until the desired number is obtained. Some authors call this type of sampling convenient or availability sampling and add that the respondents are usually those who are the nearest and easily available. On the basis of the researcher's knowledge of the population; a judgment is made about which subjects should be selected to provide the best information to address the purpose of the research. Patton (1990:169 in McMillan & Schumacher, 1997:397) describes it as

`selecting information – rich cases without needing or desiring to generalize to all cases. The non-probability sampling was chosen because it is less complicated and economical to use and that it is not based on the mathematical probability, thus the reason why 18 respondents were interviewed. Should a probability sampling was chosen, the selection of 18 respondents could have been increased to something higher due to the mathematical probability required.

3.6 Data Analysis

The analysis of data generally regarded as analysis having contributed towards redefining the questions in order to maintain focus on central themes. When coming to data that was collected making use of interviews, questionnaires, and documents, this was grouped according to themes to ensure an effective analysis process. The aim in this regard has been to integrate the themes and concepts into theory that offers an accurate, detailed, and yet subtle interpretation of the research arena. When this aim has been achieved, the interpretation of data could be shared with all interested parties, and this will mark the final step of the analysis.

3.6.1 Data Collected

Secondary data: The collection of data in this study was divided into two categories, secondary and primary data source. According to White (2003: 51) secondary sources are those that do not bear a direct physical relationship to the event being studied. They are made up of data that cannot be described as original. A secondary source would thus be one in which the person describing the event was not actually present but who obtained his / her descriptions from another person or source. These may or may not have been primary

sources. Other instances of secondary sources used in historical research include: quoted material, textbooks, other reproductions of material information, and prints of paintings or replicas of art objects. Best (1970:350) conceded that, secondary sources of data are usually of limited worth because of the errors that result when information is passed on from one person to another.

Welman, Kruger & Mitchell (2005: 149 & 213) also accept as truth that secondary data are information collected by individuals or agencies and institutions other than the researcher himself. The researcher consults other reports or information on the same topic that is being analysed. The collection of secondary data was primarily based on manuscripts, books, reports and other existing or written sources of references. Such an information is as indicated on chapter two, literature reviews that covers the theoretical framework. The information provided is secondary in that it is not primary in views of the discussion that follows hereunder.

Primary Data Source. A study of this nature could not have relied exclusively on the secondary data. In view of this, primary data was also collected necessarily and also to complement the study. White (2003: 51) argues that primary sources are all sources that are intentionally or unintentionally, capable of transmitting a first – hand account of an event and are therefore considered as sources of primary data: Such as, institution’s reports and other relevant documents which include the *questionnaire*, advertisements, application, appointment letters and artifacts are key primary sources which are useful for any evidence related to the researched question.

3.6.2 Questionnaires

As denoted above, questionnaire was used to collect primary data. Researchers often use various data collection methods and questionnaire is one of them and the following types of questionnaires were used, as deemed to be relevant to the study. A close ended questionnaire was administered due to the following reasons: It provides standard answers and can be compared from one respondent to the other; the answers are much easier to code and analyse; it is also easier for a respondent to answer, because he/she only has to choose a category. It is an easy instrument to test validity and reliability for clarity reasons, it can be indicated that it took almost fifteen (15) minutes to administer the questionnaire to all the 18 respondents that were conveniently selected; Fifteen minutes was accepted in that the respondents were in their official engagement; It was considered that more than fifteen minutes could have inconvenienced the respondents.

3.6.3 Technique(s) Applied

Interviewing technique was used. Bell (1993: 93) believes that, the structured interviews enable real interaction between the researcher and the respondents. It is for this reason, for one to administer the structured interviews to the purposively identified respondents. A structured formatted questionnaire has been completed by the respondents during the interviews. The format allows for circling of responses and also writing down of comments. This did not only save time, but also ensured that respondents were guided thoroughly during the interviewing stage. Welman, et al (2005: 163) conceded that, structured interviews are convenient because they are relatively

low cost and easy of application. They are flexible and easy to control because if the respondents are evasive, their confidence can be regained during the interview process. It is easy to clear a misunderstanding on the part of the respondent and also make follow ups on responses that are vague and incomplete.

Bless and Higson-Smith (1995: 111) believes that, structured interviews have a different aim from unstructured ones. Based on the categories of answers already known, their aim is mainly to determine the frequency certain answers and to find relationships between answers to different questions. This is done by comparing the responses of large numbers of participants. The competence and influence of the interviewer are much less important and the recording of the answers is usually quite straightforward. Moreover, compared to self-administered questionnaires which was the case in the study, questionnaires filled out by the interviewees had definite advantages. They could be administered to respondents who cannot read or write (although all the respondents in this study were able to read and write). This is particularly applicable to a large section of the population in less industrialized countries, to poor sectors of the population and to young children. The population and sample was not too large and the respondents could be interviewed with ease. They assist to overcome misunderstandings and misinterpretations of words or questions; as a result, the answers given are clearer. All this was possible because in case of doubt the interviewer can ensure that respondents correctly understand the questions and interviewers can also ask questions concerning some of the answers. Interviewers can ensure that all items on the questionnaire have been considered and that respondents and encourage them to persevere.

B. Observations or participants observation

The researcher had spent part of the fieldwork observing the systems, processes of HR Managers in various minutes. Intimate involvement in the daily life of subjects is considered the turning point in the history of participant data gathering strategy of qualitative research. By applying participant observation as data gathering instrument, one believe that human behavior is influenced in many ways by the milieu or setting in which it occurs. I also believed that, as a researcher I should as far as possible visit, and preferably spends considerable time the subjects in their 'natural habitat. The targeted group will be HR managers, other unit managers and junior employees within the Municipality.

3.6.4 Data collection procedures

- Prior arrangement with the concerned municipality was done for the purpose of the study and permission was also granted by the relevant authorities.
- The information was collected from the documentary sources. Thus, documentary technique was used to gather data pertaining to the procedures used for workforce planning, recruitment of staff, selection process & procedures, staff retaining, training and their individual performances, specifically with their appraisal scores.
- A structured questionnaire was also administered to both managers and junior employees or subordinates aiming to assess their perceptions on Human Resource issue that are

regarded as challenges facing the human resource of the said municipality. A questionnaire containing both questions and statements was administered to collect data. According to Barbie (2001: 240) this will give the research more flexibility in the design and also make it more interesting. The questionnaire which will be self – administered will ask open – ended questions to enable the respondents to provide their own answers. The answers were then coded for easy processing with the computer. The questions were designed to identify the key functions that respondents believe are served by all the processes (personnel issues) done by the human resource unit of this municipality in terms of appointment process.

In administering the procedures the respondents were encouraged to feel free to express themselves as they wish, as detailed and complex, as long as they feel is appropriate. No restrictions, guidelines or even suggestions for solutions were given. A four point rating scale ranging from strongly agree, was used to identify the degree of each perception. Again the questionnaire comprised of many opened questions intended to allow gathering broader opinion for the sample. The questionnaire focused on existing practices of workforce planning, recruitment strategies, and selection process retaining and training within the municipality. It equally aimed at assessing managers and subordinates' perceptions on the efficient and effectiveness of the existing strategies employed in the municipality in question, and its impact on service delivery or performances of every employee. Within this questionnaire there was a paragraph or section with an open-ended question designed to identify the factors that might be the real challenges inhibiting excellent, efficient and effective service delivery within this local government municipality.

3.6.5 Methods of Data Analysis

The following methods were employed or administered for data analysis purposes, e.g. field notes documentary sources, inductive analysis, cyclical process, key informants, Holism, participants perspectives, membership roles, observation, interviewing (structured and unstructured) and questionnaire. Data was organized into categories and also identify patterns (relationship) among the categories. A systematic process of selecting, categorizing, comparing, synthesizing and interpreting to provide explanations of the single phenomenon of interest was employed. Responses from the three (03) categories were compared to check trends of commonality or validity.

3.7 CONCLUSION

Data collection in the research study was not as easy as it was envisaged by the researcher due to unforeseen circumstances as alluded above under research challenges. It was after a long exercised patience by the researcher that, the needed information was received in trip and drabs. Participants were eager to respond to all questions posed as they wanted to submit their feelings and ideas about the municipality on the state of service delivery. The data collected was analysed to determine if the research questions were answered satisfactory. The two research design which are qualitative and quantitative were employed in order to qualify different assumptions that participants attached to the nature of human resource challenges that faced Maruleng Local Municipality in terms of service delivery.

In chapter 4, the study will focus on research findings, data analysis and interpretations. The chapter will also probed the findings of the study and analyse the data which will be in the form of tables and graphs.

Chapter Four

Research Findings, Analysis and Interpretations

4.1 Introduction

This chapter deals with the analysis of data. It is based on the understanding advanced in the writing of Mouton (2001:124) in stating that data analysis entails the aspects such as: discussions of the sample and its characteristics to ensure that the findings of the research are understood. A summary of the description of the main results was obtained making use of tables and other visuals such as graphs, tables and figures. A discussion of the main trends and patterns in the data, with specific reference being to the research questions. In collecting data, the research used a structured questionnaire. The structured interview questionnaire was used to obtain information from the employees of the municipality according to their level of employment in the form of managers, middle managers, foreman or supervisors and ordinary employees. The structured questionnaire probed information such as biographical, employee empowerment, infrastructural development in the Municipality, manner of employee recruitment, selection or appointment of employees, appropriateness of employees in their positions, service delivery in the Municipality and suggested solutions. The main findings were interpreted, with some highlights on either positive or negative aspects of the main results.

4.2 Presentation of the results

In this chapter, the results gathered during field work are herein documented. The documentation is through tables and figures. This was feasible in that, a quantitative study was carried out in this endeavor. Presentation of results and discussions of themes or sub-topics, were done and based on the following methods data collection: structured and unstructured questionnaire, observation of participants and even interaction with the targeted groups through face to face interviews, and documents such as articles, advertisements of vacancies and memorandums. Presentation of the results dealing with the profile and responses of the research participants (employees) of Maruleng local municipality were presented through tables and figures in order to show relevant, accurate and even reliable statistical analysis that can be proven beyond reasonable doubt. The results presented itself as follow:

4.2.1 Biographical Information

On biographical information, the researcher probed the following aspects: gender representation, employee statistics, age of the group employed, their employment status, their level of education and competency, employee empowerment, and manner in which employees are recruited.

4.2.2 Gender Specifications

The presentation below represents gender specifications sampled within the municipality. As indicated, fifty percent (50%) of the

respondents were male and fifty percent (50%) of the other respondents were female and each translated into nine male and nine female. The genders of the participants were conveniently selected without any biasness as indicated in chapter three that convenient non probability sampling method was chosen.

Table 3: Gender representation

Gender	No. Participants	Percentage
Male	9	50
Female	9	50
Total	18	100%

The table above represents an equal number of participants who were selected conveniently according to their gender distribution within Maruleng Local Municipality which was equally or evenly distributed with both male and female. Significantly is that there was an acceptable balance of male and female in this endeavor. Females have always been excluded in the particularly in the rural setting such as Maruleng. Their inclusion here represents a remarkable paradigm shift in their state of recognition both within the municipality and in the context of this study. In other service organizations, the female percentage is more than males. In the context of Maruleng Municipality there is an equal number. This is in view of the fact that those who were interviewed are in management. It is assumed that at the lower level of the municipality, there could be more women than man.

4.2.3 Employment Status / Levels of employees interviewed

The reason for probing the employment status of employees was to determine and highlight the employment representatively within the Maruleng Local Municipality structure. The table below shows the gender representation belonging to management positions. Significantly, management plays an important role in that they serve as the decision making body of any organisation, public or private.

Table 4: Levels of employment

	No. of participants belonging to the levels of employment				Total	Percentage
	Managers	Assistant Managers	Supervisors	Ordinary employees		
Male	2	1	1	5	9	50
Female	1	0	1	7	9	50
Total	3	1	2	12	18	100

These participants were conveniently selected according to their level of employment without bias or any influence from the authority. There could have been compromises of responses should the respondents be interviewed in line with the approval of the authority. There were selected in accordance with the level of employment and their seniority within the municipality. Accordingly, two male managers participated in the study and one female. One male Assistant Manager with an equal one is to one male/female representation. Ordinary male employees who participated were five and ordinary female employees were seven. The total number of

employees who participated was eighteen at a balance of nine males and nine females. As indicated, the balance of nine is to nine male and female totaling to eighteen reflected some disparity per level of employees.

4.2.4 Age Group of Participants

The reason for probing the age of participants was to determine the age group of personnel and the impact they might have on human resource challenges that the Municipality is facing.

The following table shows the ages of the participants in the study: This was central to determine the human resources related challenges that the municipality is facing.

Table 5: Age group of participants

Age respondents	of Maruleng Municipality Employees	Percentage
18-25	4	22
26-35	8	44
36-45	3	17
46-56	3	17
57 and more	0	0
Total	18	100%

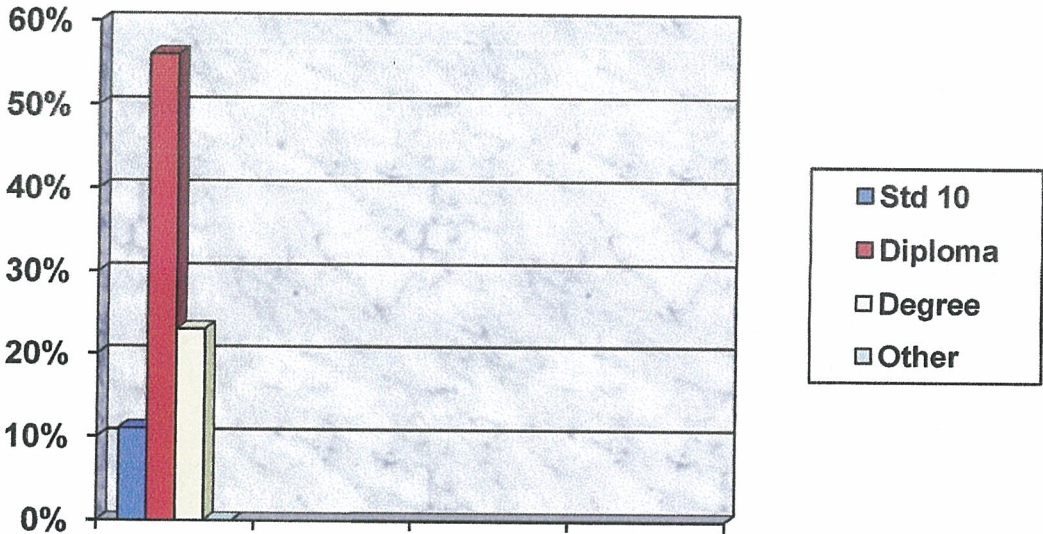
Table 5 above represents the age groups of participants according to their percentage representation. Sixty six percent (66%) of the participants were youth with an average age group of between

18-35 years. Thirty four percent (34%) was made of an average age group of adult's participants of between 36 – 56 years. No one was found to be over the age of fifty six. The twenty percent of the youth components denotes that the municipality middle class human resources would be catered for though the maturity of its youthful employees. In addition the middle aged employees would mobilize upwards while those who are between 46-46 of age would be retiring. In this context, there is a better balance of the age grouping of the human resources of the municipality. This analysis attest the provision made in chapter one that the Maruleng local municipality is youthful.

4.2.5 Educational level of participants

In view of the fact that knowledge and skills plays an important role, the educational levels of the interviewed employees were assessed. This was critical in that the study is pursuing the human related challenges the municipality may be facing.

Figure 4: Educational level of participants



The figure 4, above represents educational qualification levels of participants selected within Maruleng Local Municipality and the numbers are therefore presented in terms of percentages. It has been deduced that, 56% of the participants has diplomas and 23% has degrees within the municipality, while 11% has standard ten (STD 10) or grade 12 and zero percentage at the level of post graduate studies. Central to the findings is that lack of post graduates skills may impose human related challenges that could impact in service delivery. The number of those employees with degrees and diplomas is rationally less that it would be desired. It could be interpreted that human resources of Maruleng municipality could be handicapped and serious challenged of the skills' factors.

4.3 The nature and extent of human resource practices

The nature and extent of the Human Resource practices in Maruleng Local Municipality is probed. In this regard or instance the research wanted to establish Human Resource practices which are practiced in the Maruleng Local Municipality. In probing such, the researcher looked at the following, namely: employee empowerment, recruitment, advertisement of posts, employee selection and appointment and the appropriateness of employees in their positions.

4.3.1 Employment empowerment (Training)

Responds of participants with regard to whether the Municipality empowers them through continuous training or workshops related to their work was probed to determine the relatedness to the quality of service delivered at Maruleng Local Municipality. This question was asked in view of the educational related question asked before. It

was important to balance formal qualification with informal qualification.

Table 6: Employment empowerment (Training)

Alternative responses	Number of responses	Percentage
Not at all	6	33
Sometimes	7	39
Always	5	28
TOTAL	18	100%

The table above represents the number of responses and percentage of responds of participants with regard to whether the municipality empowers the employees through continuous training or workshops related to their work. It has been deducted that thirty nine percent (39%) of the participants' were not fully convinced that empowerment has been taking place through continuous trainings that the municipality offered, but they do confirm that they were sometimes taken to training. While 33% confirmed that they were never taken to a workshop and 28% agreed that, indeed the municipality always took them to workshops and the municipality empowered them through continuous trainings.

The thirty three percent of those who indicated that there are no continuous workshops and continuous training is of concern in view of the educational level the respondents as indicated above earlier. This is despite the somewhat positive responses provide by the thirty nine percent.

4.3.2 Infrastructural development within the municipality, e.g. roads, electricity, sewage, economic and social development

Human resources play an important role in the management of other resources, be it financial and physical. In view of this consideration, the question of infrastructural development within the municipality was considered crucial.

Table 7: Infrastructural development

Alternative responses	Number of responses	Percentage
Yes	8	45
No	-	0
Some	9	50
Not at all	1	5
Total	18	100%

Development means different things to different people and the above table 7, represented the number and percentage of responses of the selected participants in terms of their responds to whether infrastructure development is taking place within the municipality. The above table shows the different percentages of responses of participants on infrastructure development in the municipality. In terms of infrastructural development taking place within the municipality, 45% of the participants responded positively that, yes indeed all of the above mentioned infrastructural developments does exist within Maruleng

municipality. While 50% acknowledge that, not all of them do exist but some do exist, with no specific reference and 5% of the participants do not agree with the rest that, infrastructural is happening in the municipality.

4.3.3. Areas, environments or institutions where the employees are recruited from

Importantly, as to where employees come from was enquired and the following were the responses as presented by table 8: below and an analysis of the table is also given below the table.

Table 8: Environments where employees are recruited

Institutions	Number of participants	Percentage
Colleges	2	11
Technikons	4	22
University	5	28
From other Municipalities	4	22
Communities	2	11
Deployment from other organizations	1	6
Total	18	100

The municipality recruits its employees from different spheres or environments and the above table represents the number and percentages of participants recruited from various institutions that

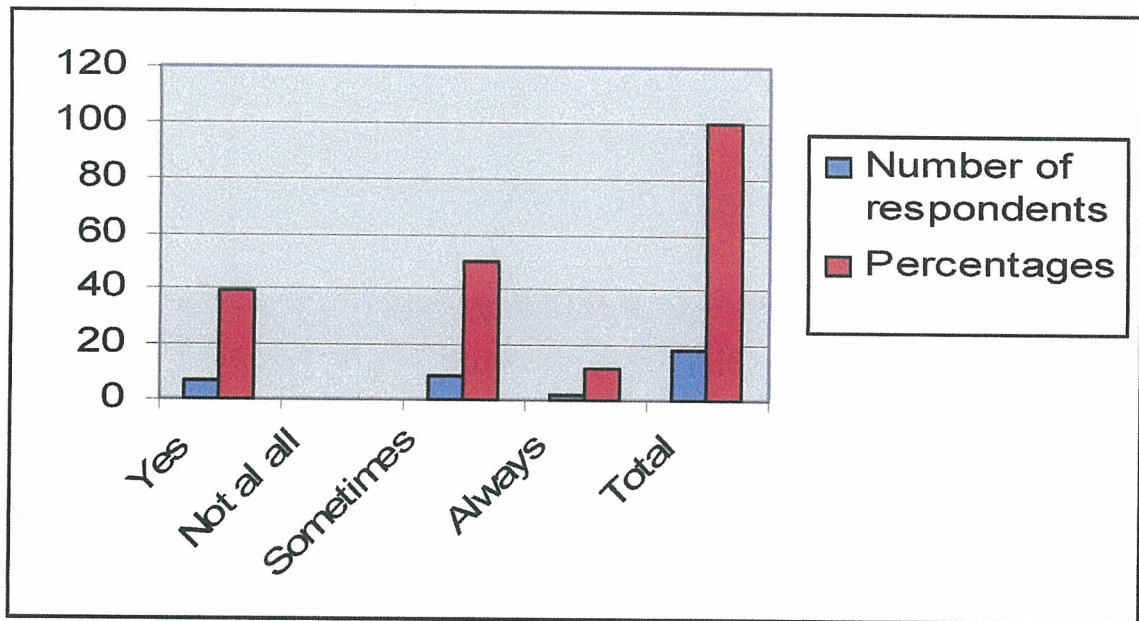
are within the municipality. The frequency that follows below explains the representations in terms of percentages of the participants.

Twenty eight percent (28%) of participants believed that most of the employees were being recruited from the universities. This should be 28% of the 33% of those who responded earlier on to have acquired degrees. And both participants who believed that, the municipality recruits its employees from other Municipalities and Technikons shared 22% each. While there are those who believed that, those who accepts that the municipality recruits its employees from Technikons and from the communities within Maruleng shared 11% each as they both believed that the employees are from those mentioned institutions. Six (6%) believe that, most of the employees are seconded from other organizations in the form of political deployment to Maruleng Local Municipality.

4.3.4 Advertisement of vacancies

The question aimed to inquire if advertisement of posts was carried out accordingly before positions were filled. The question was meant to demystify the allegations that posts were allocated to certain employees due to favoritisms. This could impose serious human resource related challenges if the responses were in the affirmation.

Figure 5: Advertisement of vacancies



A great number of about 50% believe that, the municipality does *sometimes* advertise vacancies and another 50% also believe that the municipality *indeed* does advertise vacancies. There was no affirmation to the fact that posts are not advertised. The two candidates who constituted eleven percent are less significant in view of the presented holistic picture.

4.3.5 Methods used to recruit employees

A follow up question was administered to determine the methods used to carry out recruitment and the following were the recorded responses.

Table 9: Methods used to recruit employees

Methods	Number of participants	Percentage
Through Agency	1	6
Human Resource Manager	10	56
Political Deployment	6	33
Head hunted	1	6
Total	18	100%

The majority of the participants which is about 56% believe that potential employees are recruited by the HR Manager. This question was not well understood in practice and its meaning could be double barren. Of interest, was the thirty three (33%) who accept that most of the employees are recruited to the municipality through political deployment. Political deployment may impose serious challenges on the administrative side of the municipality although could be beneficial for political reasons. The thirty percent is however significant and consideration for more non political appointment could be desirable. Six percent (6%) each believe that employees are recruited to the municipality through agencies and been headhunted by the authorities.

4.3.6 Who select the candidates?

In the course of the study, it was considered important to probe how human resources of the municipality are recruited and who select the candidates and the following responses were recorded:

Figure 6: Who select the candidates?

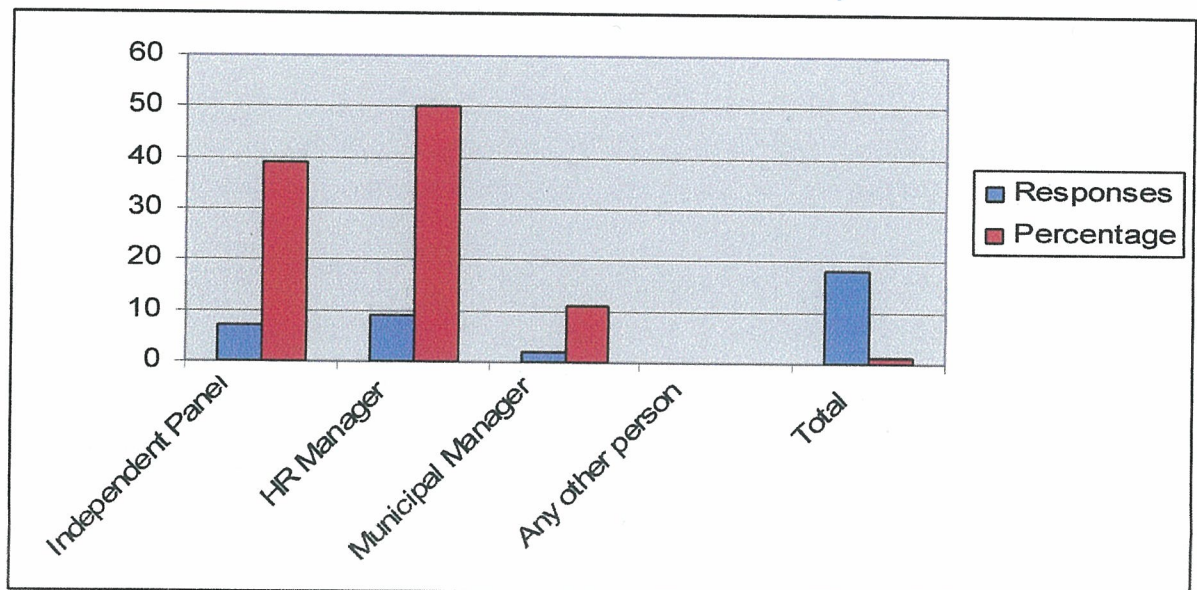
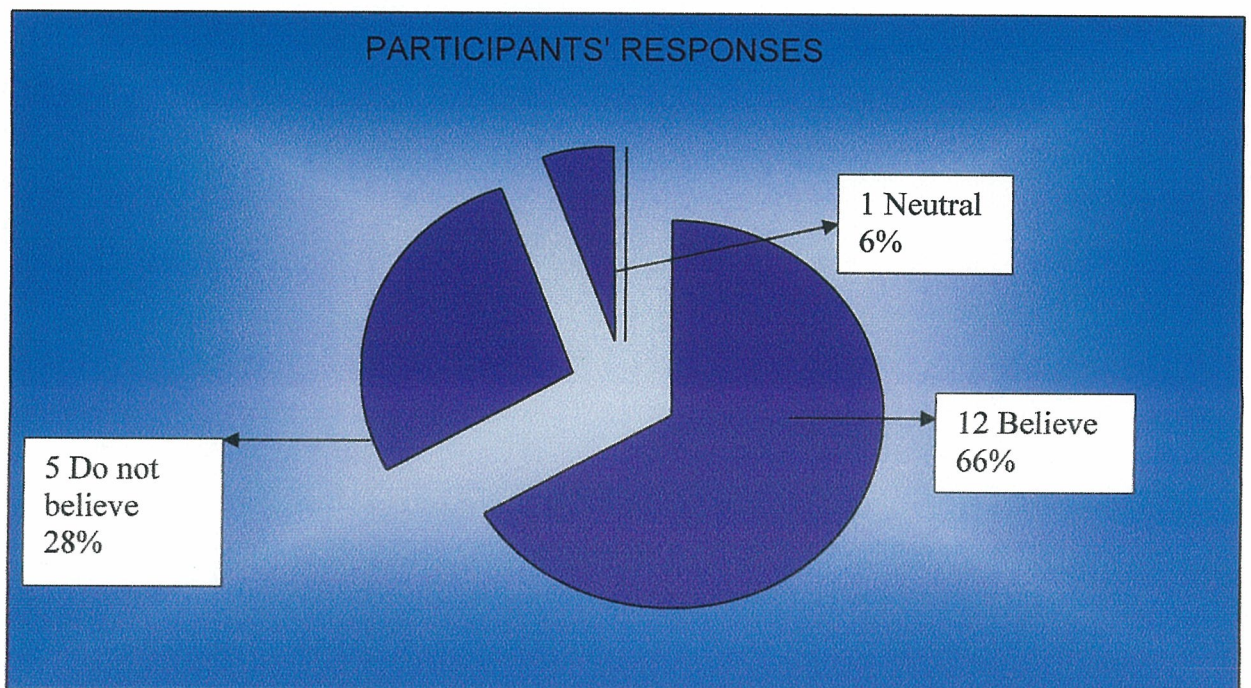


Figure 6, above shows clearly the perceptions of some of the employees on who select the candidates for the Maruleng Local Municipality. It has found that, about 50% believe that, the HR Manager is the one who is responsible for the selection of potential employees, while 45% believe that, an independent panel was the one responsible for the selection of these potential employees and 10% believe that the municipal manager was also responsible for the selection of these employees to the municipality.

4.3.7 The appropriateness of the current employees

The appropriateness of the current employees was probed to determine whether the employees are skilled or unskilled, qualified or unqualified and also placed in their right positions, in terms of the question of the appropriateness of the current employees of the municipality currently in their jobs.

Figure 7: The appropriateness of the current employees



On the question of the appropriateness of the employees of the municipality currently in their jobs and whether they are skilled or unskilled or unqualified qualified personnel, the responses based on the above question were captured as followed from the selected participants and outlined below as follow: Of the total participants which was hundred percent (100%) in total and of the 100% hundred percent, sixty six percent (66%) believed that the municipality hires appropriately, while twenty eight percent (28%) does not believed or is not convinced about that. The municipality

does indeed employ skilled or qualified employees while five percent (5%) did not commit their responses to the questions.

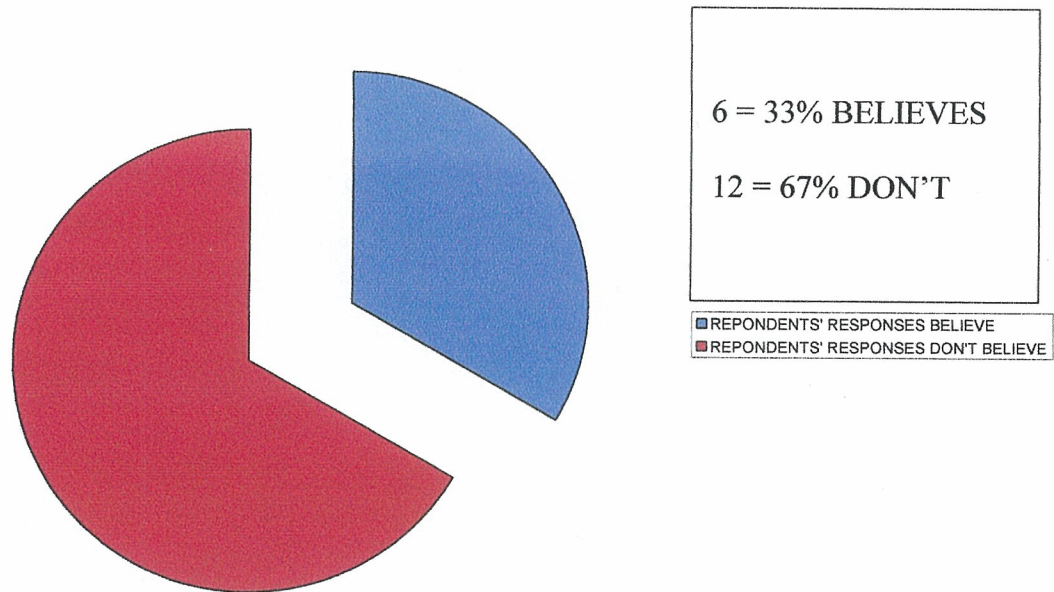
4.4 The nature and Level of Service Delivery at Maruleng Local Municipality

In this instance, the researcher probed the level and nature of service delivery at the Maruleng Local Municipality. This is based on the notion that Human Resource practices within the Municipality have an impact on service delivery. In probing this, the researcher probed the respondents believes about the service delivery in the Municipality and the causes of poor service delivery.

4.4.1 The responses on the quest of excellent service delivery at Maruleng Local Municipality

The responses were probed to determine the authenticity of the notion that, Human Resource practices within the Municipality had an impact on service delivery and had contributed to the poor state of the Maruleng Local Municipality.

Figure 8: The responses of participants about the quest of excellent service delivery in the Municipality



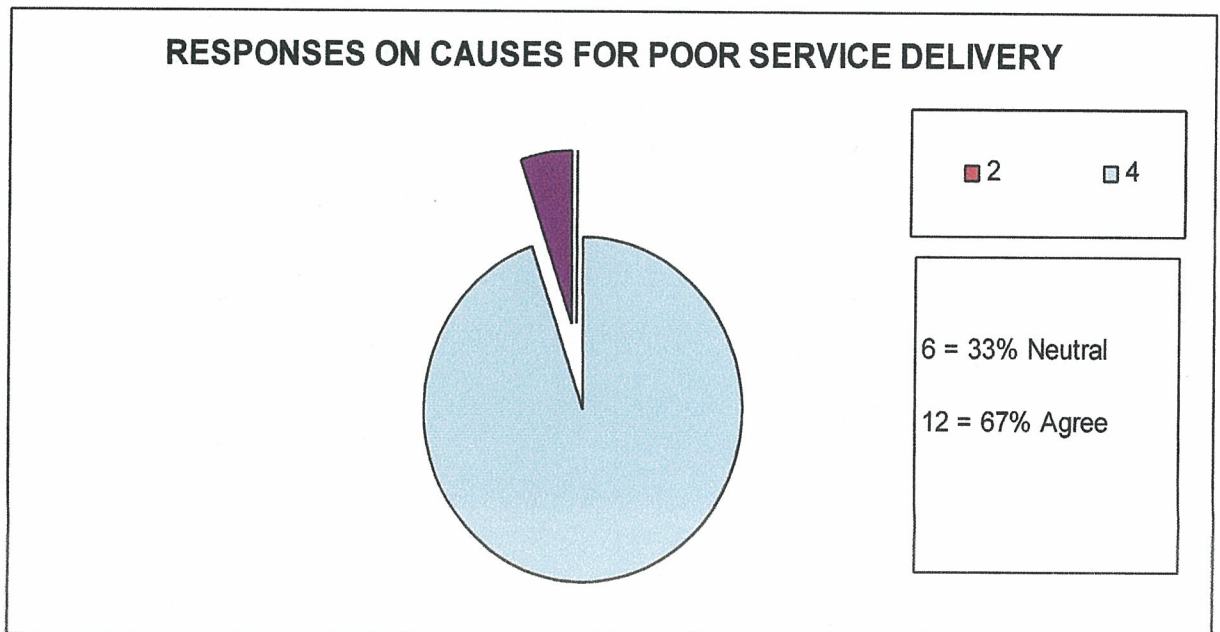
As little as thirty three percent (33%) of the participants as compared to 67% believed that, the main contributory factors for excellent service delivery are as follows: Dedication, commitment, cooperation and teamwork of employees within the municipality, some believed that, one of the reasons why the municipality performs outstandingly in its service delivery, it's because the municipality was too small and was also part of Presidential nodal point.

4.4.2 Responses of participants on the main causes for poor service delivery within the Municipality

The main causes for poor service delivery was deemed to be important in the study and then probed in order to establish the main

reasons that might be behind the poor service delivery at Maruleng Local Municipality. The figure below has got some of the responses that are deemed to be the main causes of service delivery in the Municipality.

Figure 9: The main causes for poor service delivery



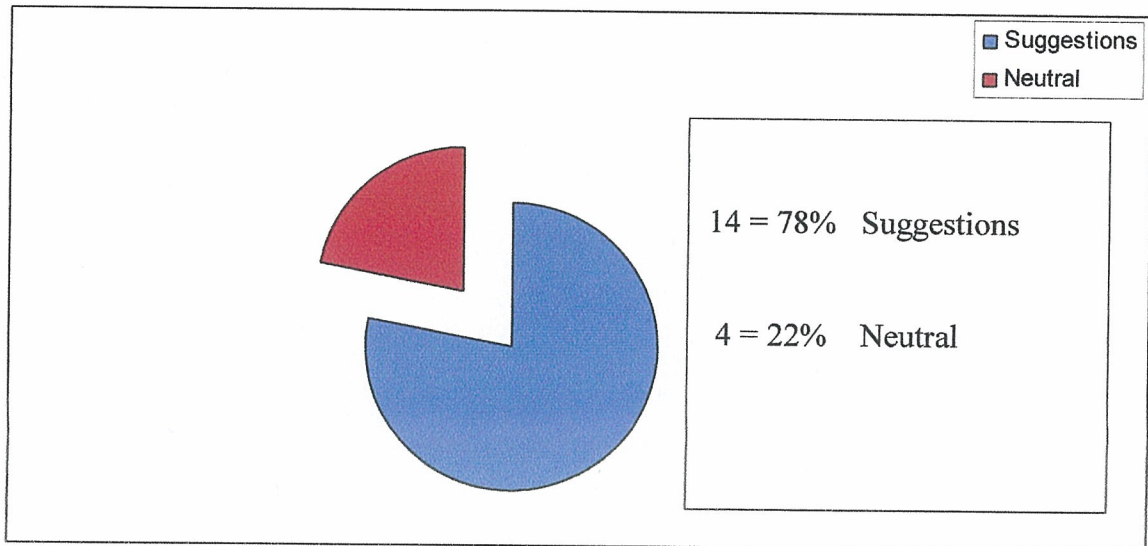
It must be noted that, all the causes of poor service delivery were expressed freely and some were recorded off the record as the participants were not free to submit their thoughts about service delivery, about the municipality for fear of victimizations by the authorities and as a result of those reasons, those participants were taken to closed doors so that they cannot be seen responding and ultimately be intimidated. Sixty seven percent (67%) of the participants agreed on the following as the causes for poor service delivery within the municipality: Low moral of employees as they feel that, there is not enough of recognitions or promotions of employees within the municipality as most of the new employees are from outside; Skills audits been done

for the sake of doing it, not address the gaps within the municipality; Skill audit was also conducted for the sake of compiling or having records in the municipality; Lack of skilled and knowledgeable personnel; Lack of capacity buildings in the form of workshops; Only managers are given trainings while junior personnel are not afforded the opportunities and they feel that by empowering the selected employees the municipality stand to experience brain drain in the near future; Placement of employees on the wrong positions, which resulted in underperformance by the affected personnel; Corruption and self-enrichment within the municipality; Political interference by the politicians and managers hampers any chances of growth and service delivery; Financial scarcity, lack of other relevant resources or apathy also have negative consequences on service delivery; Serious political divisions within the municipality due to the issue of allegations that, some members belonged to Jacob Zuma camp and Thabo Mbeki camp which has brought some suspicions and mistrusts among employees, as a result of these they has shifted their focus on service delivery; Lack of public participation and consultative forums within the municipality; Victimization of employees that seem too vocal on critical matters that need attention of the authority and they end up being unfairly dismissed.

4.5 Solutions, Measures and Suggestions by participants

The respondents were charged to provide some solutions to the perceived challenges and the following were some of the suggestions herein recorded:

Figure 10: Solutions, Measures and Suggestions by Participants



Seventy eight percent (78%) of participants involved in the research, registered or voiced the followings as part of the solutions, measures and suggestions to cap poor service delivery within the Maruleng Local Municipality: They felt that, the municipality should at least employ employees with relevant experience on key positions and plan activities accordingly to their best ability, Deploy employees with relevant skills to relevant jobs, as they feel that most people within the municipality, are misplace, There should be enough public participation programmes within the communities of Maruleng Local Municipality for consultation purposes with the aim of knowing and gathering enough information about the needs of various communities. Development should be determined by the level of

poverty and need of the communities, Authorities should learn to make follow ups in order to redress the complains of both the municipality's employees and the communities, Avoid political interferences by the authority (mayor) in administrative matters that are not political matters e.g. employment of ordinary staff employees.

4.6 CONCLUSION

Data is presented in the above mentioned chapter. An analysis is presented in the form of tables and figures. Human resources challenges are identified, from skill's related challenges to how human resources are recruited and deployed. Data collected making use of interviews, questionnaires and documents, was grouped according to tables and figures to ensure an effective analysis process. The aim in this regard has been to integrate the themes and concepts into a theory that offers accurate, detailed, and yet subtle interpretation of the research arena. When this aim has been achieved, the interpretation of data could be shared with all interested parties, and this has marked the final step of the analysis. It should be stated that, the above results presentation or analysis and discussions were based on the profiles, believes, views and responds of participants who are the employees of Maruleng Local Municipality only.

In Chapter 5, the study will provide the overall conclusion and recommendations based on the research findings which the researcher has probed.

Chapter Five

Conclusion and Recommendations

5.1 Introduction

The overall conclusion and findings of the study is presented in this final chapter with certain recommendations made. The conclusion provided in this chapter differs from other conclusions provided in this study, in that the one provided herein is based on the findings of the study.

5.2. RECOMMENDATIONS

The recommendations in this study are based on the findings of the study and the body of literature review as presented in chapter two. Based on the critical issues of human resource challenges identified, facing Maruleng Local Municipality, and their impact on service delivery raised, and the following are recommendations which were drawn in this regard:

It is recommended that Maruleng Municipality should invest more on capacity building interventions to address the skills deficiency profile of its employees; A turnaround strategy should be developed and restores the confidence of the workers and the communities, as the primary delivery machine of the developmental state at local level; The municipality should also rebuild and improve the basic requirements for a functional, responsive, accountable, effective, and efficient developmental local municipality; It is further recommended

that the Municipality should develop and adopt the Service Delivery Improvement Programme which is a requirement in terms of Part C of the Public Service Regulations of 2001 in order to regularize its institutional performance; There is also a need for the municipality to adhere to chapter 10 of the Constitution of the Republic of South Africa, 1996(Act 108 of 1996); More research work should be done similar to the current study based on more varied groups of participants not only focusing on human resource challenges in service delivery; It is therefore necessary for the municipality to seek outside experts or independent professionals to assess their annual performances and even conduct developmental workshops on the identified challenges.

5.3 CONCLUSION

The attainment of a satisfactory quality of life demands an environment, which provides equal opportunities for each individual to develop, maintain and enjoy a satisfactory quality of life without threats and constraints from outside his or her personal environment. The development of a satisfactory quality of life by each citizen will only be possible where; There are ample and equal opportunities for each individual to subsist, including equal opportunities, to work, to do business as producers, manufacturers, contractors, traders and professionals; Sufficient and indispensable municipal infrastructure services and amenities of optimum quality are efficiently and effectively supplied; The quality of physical environment within which the individual lives, works, does business and relaxes, is satisfactory and not fraught with all sorts of dangers; People feel safe and secure to live their lives without fear of social disruption and personal threats.

The findings of the present study are not intended to be conclusive. The intention was merely to understand what really might be the root cause of all the dissatisfactions, complaints, and unhappiness of service delivery.

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ANNEXURE A

Lepato M High School
P O Box 787
Phalaborwa
1390

20 July 2007

TO WHOM IT MAY CONCERN

This is to confirm that, **Mr Makgopa M.S** has been granted permission to go and conduct his **MPA mini dissertation research** in Maruleng Municipality on the requested date of the **26 July 2007** for the impartial fulfilment of his Masters Degree in Public Administration.

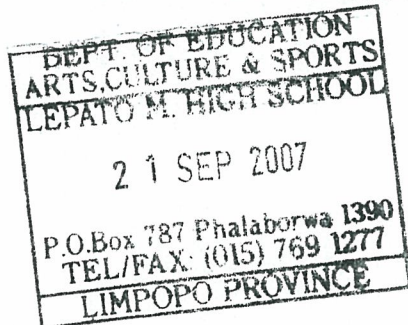
Hope and trust that, the above matter is in order.

Yours faithfully



.....
Manager/Principal

MR RAGANYA M.J 082 713 5831



ANNEXURE B

14 Paul Kruger Street
Polokwane
0699
10 July 2007

The Municipal Manager
Maruleng Municipality
P O Box 627
Hoedspruit
1380

Dear Sir / Madam

**Request to conduct a research study on Human Resource Challenges facing
Maruleng Municipality on service delivery on the 26 July 2007**

I Matome Samuel Makgopa a student from the university of Limpopo, here by request to conduct a research study in your municipality for the in partial fulfillment for the degree of Masters in Public Administration.

The results of the study will be confidential but submitted to the municipality for the improvement of the Municipality where there is a need.

I hope and trust that, the above matter will be taken into consideration.

Yours faithfully


Makgopa M.S.

ANNEXURE C

MARULENG MUNICIPALITY



P.O. BOX 627
HOEDSPRUIT
1380

Place of the Marula

TEL : (015) 793 2409
TEL : (015) 793 2237
FAX : (015) 793 2341

ENQ : Ms MJ Nchabeleng

MOPANI DISTRICT

MUNICIPAL MANAGER

Date: 30 August 2007

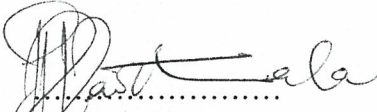
To whom it may concern

RE: PERMISSION TO PERFORM EDUCATIONAL RESEARCH

This serves to confirm that Makgopa S. was permitted to conduct a research which according to him was part of fulfilment of his educational research from the University of Limpopo.

Hoping that you will find the above to be in order.

Yours in service delivery.


.....
Mr RJ Ramothwala
Municipal Manager

ANNEXURE D

QUESTIONNAIRE FOR MARULENG MUNICIPALITY

1. Gender: Male Female
2. Age / How old are you
3. Experience in the current work / job: Choose/Mark, weeks months
and years
4. Employment category: Choose/Mark, Manager Assistant Manager
Supervisor Ordinary Employee
5. Qualifications: Choose/Mark, Grade 12 / Std 10 Diploma
Degree Other
6. Do you enjoy your work? Or Are you happy with what you are doing Yes No

If No, Why?

- (a) Does the Municipality empower its employees' through training?
Choose/Mark : Not all Sometimes Always
- (b) Have you been continuously trained or taken to workshop/courses related to
your work? Choose/Mark: Not all Sometimes Always
- (c) Are there any skills audits conducted within the municipality? Yes No

7. Do you think, is there any service delivery-taking place in this municipality
 Yes No

If No, What do think are the main challenges facing the municipality?
.....

8. Are there any of the following services taking place in all the communities of
Maruleng Municipality? E.g. Electricity, Sewage, Roads, Economic
Developments, Social Developments, Traffic lights, etc. Yes No Some Not all
9. Are there relevant personnel or qualified personnel to do the above jobs? Yes No
10. Does the Municipality hire or employ, Choose/Mark: (a) qualified (Skilled)
or (b) Unqualified (Unskilled) personnel

11. Where do the above group of personnel or human resources are being
recruited from? Choose/mark (a) Colleges (b) Technikons
(c) Universities
(d) From other municipalities (e) Deployments from other
organizations

12. Do you think, there is any prior planning or audit skill before employing or appointing these employees in the municipality?

Yes	No
-----	----

13. Do you think the Municipality appoints the right persons to right positions?

Yes	No
-----	----

14. Does the Municipality conduct performance management?

Yes	No
-----	----

15. Are there any advertisement of positions or vacancies done or conducted in the Municipality

Yes	No
-----	----

16. Does these advertisements serve their purposes of getting the right personnel?
Choose/Mark: Yes, Not at all, Sometimes, Always.

17. What methods are they, used by the municipality to recruit their employees?

Choose/Mark: e.g. (a) through recruitment agency, (b) by their human resource, (c) Political-deployments or Second-mends, (d) Headhunted from other municipalities.

18. Who selects the candidates or applicants to be interviewed e.g. **Choose / Mark:** (a) Independent panel (b) HR Manager
(c) Municipal Manager

(d) Any other person. If any.....

19. (a) Who always recommend the appointments?.....

(b) Are you always happy about the recommendations?

Yes	No
-----	----

20. (a) What do you think is the main cause for excellent service delivery in the Municipality? If they are.....

(b) What do you think is the main cause for poor service delivery in the Municipality? If they are

21. Do you think the Municipality recruits the relevant people or employees?

Yes	No
-----	----

Choose Degree of agreement:

1	2	3	4	5
---	---	---	---	---

22. What measures, solutions, and suggestions do you think the Municipality should do or follow to improve service delivery, if services are not in a satisfying state?

.....
.....

ANNEXURE E



MARULENG MUNICIPALITY Office of the Mayor

Tel: 015 793 2409/2237
Fax: 015 793 2341
P.O. Box 627
Hoedspruit
1380

Mopani District Maruleng Municipality with its main Office in Hoedspruit hereby inviting applications from suitably qualified and experienced applicants to fill the following vacant positions:-

Directorate: Municipal Manager's Office

1. Position: Internal Auditor (Audit Committee)

Post reports to: Municipal Manager
Salary: R112 920-00 per Annum
Requirements: A degree or diploma in Auditing, general financial management
Responsibilities: Carry out internal audit function, develop policies and procedures on internal audit, ensure compliance with statutory requirements, ensure safety of municipal assets, ensure compliance with internal control requirements.

2. Position: Deputy Information/IT Officer

Post reports to: Municipal Manager
Salary: R 132 650-00 per Annum
Requirements: A degree or diploma in Information Technology or equivalent qualification, 2-3 years experience in an IT environment, sound knowledge of PWA, computer/network/development.
Responsibilities: Ensure that the municipality's IT system is up and running, liaise with IT service providers, ensure that the municipality has got sufficient resources in terms of IT, responsible for the installation of softwares and upgrades, act as the system administrator.

3. Position: IDP/PMS Coordinator

Post reports to: Municipal Manager
Salary: R112 920-00 per Annum
Requirements: A recognized three year tertiary qualification in social sciences or equivalent qualification, 3-4 years experience working with IDPs or PMS, good facilitation and presentation skills, analytical and research skills, a valid motor vehicle drivers license, computer literacy.
Responsibilities: Development of the Performance Management System and the implementation thereof, attend to the district IDP forum meetings, facilitate the alignment of the departmental plans with the IDP, coordinate and facilitate IDP processes, monitor and evaluate the overall performance of the municipality, facilitate the alignment of the municipality's IDP with the districts and the provincial growth and development strategy.

4. Position : Events and Protocol Coordinator

Post reports to: Municipal Manager
Salary: R 81 583 per Annum
Requirements: A recognized three year tertiary qualification, report writing skills, sound knowledge of protocol and organizing skills, A valid motor vehicle drivers license, computer literacy.
Responsibilities: Responsible for the coordination and organization of all municipal events, issuing invitations to the invitees, liaise with all stakeholders, monitoring of all activities that lead to the expected outcome of an event, coordination of the event team, responsible for the acquisition of services from service providers.

5. Position: Secretary in the Municipal Manager's Office

Post reports to: Municipal Manager
Salary: R59 910, 00 per Annum
Requirements: Grade 12 plus a specialized diploma or certificate, proficiency in local languages, computer literacy, 2 years experience as a secretary, good communication skills.
Responsibilities: Do typing work for the Municipal Manager's Office, Do bookings and traveling arrangements, make arrangements for refreshments during meetings.

6. Position: PA to the Municipal Manager

Post reports to: Municipal Manager
Salary: R61 583,00
Requirements: A diploma in Executive secretary or Management Assistant, A minimum of 3 years experience as a PA, Sound communication skills at all levels, Computer literacy, A valid motor vehicle drivers license.

Applications should be in the form of an official application letter, CV and certified copies of qualifications and ID document to be sent to The Municipal Manager Maruleng Municipality, P O Box 627 Hoedspruit 1380. No faxed, e-mailed, late and Z33 applications will be considered. The closing date for these positions is March 29, 2007. Direct your queries to Mr. Masetlha K J or Mr. Mntshwari T. @ 015793 2409.

Directorate: Community Services

1. Position: Community Services Manager

Post reports to: Municipal Manager
Salary: R352 000-00 per annum
Type: Contract
Requirements: A three year tertiary qualification in social sciences, a minimum of 5 years experience in local government of which 3 years was in a management position, A valid motor vehicle drivers license, General management and leadership skills.
Responsibilities: Develop policies and procedures on community services, manage the community services directorate, ensure road traffic safety, maintenance of a healthy environment, responsible for library, parks, cemeteries, and waste management services.

2. Position: General Assistants X 2

Post reports to: Waste Management Officer
Salary: R30 750-00 per annum
Requirements: grade 8, hard working
Responsibilities: responsible for the collection of refuse from the streets to the dumping site, ensure that all streets and municipal places are clean, Assist in the maintenance of a healthy environment.

3. Position: Cashier

Post reports to: Licensing Supervisor
Salary: R 53 910,00 per annum
Requirements: Grade 12 plus Cashier's Certificate from MATS, 2 years experience as a cashier, computer literacy, a valid motor vehicle drivers license, registration and license certificate, responsible for application for and issuing of vehicle registration and license certificate, responsible for vehicle license renewal, receipting of payment from the applicant for transactions completed, filing of application forms, application for and issuing of motor trade numbers and TSP

Directorate: Technical Services

1. Position: Technical Officer- Roads and Bridges

Post reports to: Senior Technical Officer: Operations and Maintenance
Salary: R81 583,00 per Annum
Requirements: Diploma or equivalent qualification in civil engineering, A valid motor vehicle drivers license, 2-3 years as a Technician.
Responsibilities: Responsible for the construction of roads and bridges, maintenance of roads within the jurisdiction area of the municipality, responsible for the installation of electricity, liaise with the contractors for projects that are within their scope of work.

2. Position: General Assistants x 6

Post reports to: Foreman
Salary: R30 750-00 per Annum
Requirements: grade 8, healthy and hard working
Responsibilities: grade 8, healthy and hard working in the maintenance of roads and bridges, ensure that all municipal roads are kept clean at all times.

Directorate: Spatial Planning and Economic Development

1. Position: Manager- Spatial Planning and Economic Development

Post reports to: Municipal Manager
Type: Contract R239 000 to R352 000-00 per annum

2. Position: Municipal Valuation Officer

Post reports to: Senior Town Planner
Salary: R81 583-00 per Annum
Type: Permanent
Requirements: A degree or national diploma in property valuation, experience on property valuation, registered with the South African Council for Property Valuers. Professional as a candidate valuer, property valuation knowledge, research and analytical skills, A highly motivated individual who has articulate and has excellent written and verbal communication skills.
Responsibilities: Provide support to property valuation services, assist with the administration of internal property valuation for the municipality, assist with the reviews or updates on municipal valuation roll, assist with the financial and procurement administration processes of valuation services

Directorate: Budget and Treasury

1. Position: Senior Clerk- Transport and assets

Post reports to: Accountant Expenditure
Salary: R50 070 per Annum
Type: Permanent
Requirements: A diploma in logistics or transport management, a valid motor vehicle license, A minimum of 2 years experience dealing with transport and asset management.
Responsibilities: Responsible for fleet management, issuing of the authorizations for all lifts on daily basis, development and maintenance of the asset register, ensure that all municipal property has a tag and registered in the asset register, sending vehicles for repairs and road work/lens testing, ensure that all vehicles are in good condition

2. Position: Senior Clerk- Billing and Revenue

Post reports to: Accountant Income
Salary: R50 070-00 per Annum
Type: Permanent
Requirements: A diploma in financial management or equivalent qualification, a minimum of 2 years experience working with billing and revenue management.
Responsibilities: Assist the Income Accountant in ensuring that the municipality generates revenue, capture all the accounts in the system, sending of the monthly bills to consumers, ensure that every household that consumes services from the municipality has an account, ensure that all the readings from the meters are correctly captured in the system.

3. Position : Debtors Clerk

Post reports to: Accountant Income
Salary: R42 560-00 per Annum
Type: Permanent
Requirements: A three year tertiary qualification in finance, 2-3 years experience with debts, knowledge of MRP/A, good communication skills, knowledge of treasury regulations.
Responsibilities: Manage the municipality's debts accounts, monitor the recovery of those debts, reports on new debt amount to the income accountant and CFO, draft and send correspondence to debtors and other stakeholders, implement amendments of interest rates on debts account, authorize service cuts to debtors.

ANNEXURE F



MARULENG MUNICIPALITY

P.O. BOX 627
HOEDSPRUIT
1380

Place of the Marula

TEL : (015) 793 2409
TEL : (015) 793 2237
FAX : (015) 793 2341

MOPANI DISTRICT

MINUTES OF THE PA TO THE MAYOR'S INTERVIEWS HELD ON THE 08TH DECEMBER 2006

VENUE: MARULENG BOARDROOM
CHAIRPERSON: MR T.S. MODIBA (Acting Municipal Manager)
SCRIBER: SMANGALISO KGATLE

PART 1: BEFORE THE CANDIDATES WERE INTERVIEWED

1. OPENING AND WELCOME

The chairperson Mr Modiba opened the meeting and welcomed everybody present.

2. ALLOCATION OF QUESTIONS

The questions were allocated to the panelist and the answers were also discussed.

3. ROLL CALL

The attendance register was passed around for everybody to sign.

4. ALLOCATION OF QUESTIONS AND CV'S

Questions and CV's were handed to the panelist and they went through them.

5. APOLOGIES

Mr Lebepe from Mopani District Apologized for not coming, but they decided to send a representative from the HR department that was Ms tsakane .
The acting Manager for community services Ignitius Sekgobela also sent an apology.

PART 2: THE PROCESS OF INTERVIEWING THE CANDIDATES

1. All the candidates were welcomed by the chairperson, they were introduced to the panel and asked how they would like to be addressed i.e be called as Mrs, Miss, Ms or just by name.
2. The candidates were asked if they had any objections against any member of the panelist that were present, and they had none.
3. The panel started with the questioning and at the end of each interview the candidates were asked if they had any questions.

THE FOLLOWING CANDIDATES WERE INTERVIEWED AS FOLLOWS:- (SEE THE ATTACHED QUESTIONS FOR THE ANSWERS BELOW)

➤ LERATO NYATHI 09H30 to 09H58

1. She focused more on getting the job,work experience, and less on the qualifications.
2. Her expectations was to get the job and feel welcomed.
3. She mentioned her strength being a hard worker and weakness being very much disappointed if the work is not done.
4. She mentioned that she have computer.
5. She mentioned all the responsibilities.
6. She mentioned all the principles of Batho Pele and manage
7. She managed to identify that racism taking place around the managers, she resolved the issue through union procedure.
8. She will ignore them and concertrate on her duties.
5. She will send an e-mail or message through cellphone, nothing like that would ever happen.
6. She explained the meaning of the word confidentiality as taking everything as a privacy in the office

She had no question

➤ MACHETE EDNAH 10H10TO 10H30

1. She focused more on the work experience, and her qualifications.
2. -Dealing with arrangements that concerns the office of the Mayor.
-To be committed to serve the people.

- She expects working with the Community.
3. She mentioned her strength as achieving goals and weakness as she doesn't have.
 4. She mentioned the main duties and the skills that she had including the experience that she had for 5yrs.
 5. She mentioned and explained the four principles of Batho Pele
 6. Her answer was that she identified the problem about some patients Medical Aid claims, she addressed the issue with the relevant people and kept book record.
 7. Rectify the identified fault about myself
 8. Forward the message in the morning, and apologies.
 9. She define the word confidentiality as:
 - Abiding with the procedures
 - Not leaving confidential documents lying around the table.
 - keeping issues within herself and his Manager.

She didn't have any question but she wanted to know when should she expect results
The answer was within a month time.

➤ LETSOALO CATHERINE 10H40 TO 12H10

1. She explained her personal characteristics, educational qualification and her work experience in full.
2. She expected to give assistance in all the relevant duties concerning the Mayor's office, and bringing up skills.
3. She mentioned her strength being that she excell well under pressure, and her weaknesses are she cant refuse any task given to her even if it late, she's unable to say no.
4. She mentioned all the skills required and all the main duties.
5. She mentioned and explained the four principles of Batho Pele.
6. She identified the problem which was use by the management to supply student bursaries. And she managed to handle the issue that it was resolved that all relevant children would get the bursary.
7. She responded by saying that, she'll call the person who criticize her and clear the air.
8. Her answer was to search the manager for the message and apologise.
9. She explained the meaning of confidentiality and relate it well to her position

She asked when will she know about the result, the answer was in 3 weeks time.

➤ HLUNGWANE SIZAN 1H20 TO 10H29

1. She focused more on the work experience, and less on the qualifications.
2. She didn't know the principles of Botho Pele or how to explain them.
3. She wasn't sure about the responsibilities; she mentioned one incorrect responsibility which she said was to register mails.
4. Her answer was to give the manager the message and apologise.
5. She said she will be polite.
6. The phone must ring 2 times.
7. She explained the meaning of confidentiality and relate it well to her position as a Switchboard Operator.

She didn't ask any question.

➤ GERTRUDE RAKOMA 10H30 TO 10H38

1. She focused more on the work experience, and less on the qualifications.
2. She mentioned and explained one principle of Botho Pele.
3. She mentioned all the responsibilities.
4. Her answer was to give the manager the message and apologise.
5. She said she will be polite.
6. The phone must ring 3 times.
7. She explained the meaning of confidentiality and relate it well to her position as a Switchboard Operator.

She had no question.

➤ MARIA NKGAPELE 10H39 TO 10H49

1. She focused more on the work experience, and less on the qualifications.
2. She mentioned and explained all four principles.
3. She didn't know the responsibilities.
4. She said she will apologise.
5. She said she will be calm.
6. She said it must ring twice maximum.
7. She only explained the meaning of confidentiality and didn't relate it to the position of a Switchboard operator.

She had no question.

➤ CYNTHIA MAWELA

She was absent and didn't send any apology.

➤ MILDRED CHAUKE ABSENT

She was absent and didn't send any apology.

➤ THINA MUDITAMBI 10H51 TO 11H02

1. She explained her personal characteristics, educational qualification and her work experience in full.
2. She mentioned all the principles but she didn't explain them.
3. She didn't know the responsibilities.
4. She said she will apologise.
5. She said she will be calm.
6. She said it must ring four times maximum.
7. She didn't know the meaning of confidentiality or how to explain it.

She had no question.

CLOSURE

The meeting adjourned at 11H10.

SEE THE ATTACHED ATTENDANCE REGISTER, QUESTIONS, SCORE SHEETS & THE ADVERT FOR THE POST.

**Form 6.1 (a) PRE PRD FORM: PERFORMANCE PLAN (PART B)
(FOR WORKPLAN TYPE OF MEMORANDUM OF UNDERSTANDING ON PERFORMANCE)**

PERFORMANCE PLANNING (PART 1 OF PM CYCLE) - To be completed at the start of the PM cycle		PROGRESS MONITORING (PART 2 OF PM CYCLE) - To be completed prior to each PRD			
List of outcomes (taken from strategic goals)	List of Performance Targets for each outcome listed opposite	Self / Manager's Score Intervention for each key outcome: Quarter 1	Self / Manager's Score Intervention for each key outcome: Quarter 2	Self / Manager's Score Intervention for each key outcome: Quarter 3	Self / Manager Score & Comment / Intervention for each KRA: Quarter 1
		Self / Manager Score & Comment / Intervention for each KRA: Quarter 2	Self / Manager Score & Comment / Intervention for each KRA: Quarter 3	Self / Manager Score & Comment / Intervention for each KRA: Quarter 1	Self / Manager Score & Comment / Intervention for each KRA: Quarter 2
Municipal communication support Public relation and events	Provide assistance to municipalities in communication matters Align the Departmental communication programmes with municipalities	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓
Key Result Area	Weight in %	Performance Management Information			
1.0. Municipal communication support	50%	Indicator	Baseline For Indicators	Means of Verification/ Outputs	Target For each Quarter End
		Effective municipal communication support	Municipal communication plans and guidelines in place.	Reports	Quarter 1 Quarter 2 Quarter 3 Quarter 4
		Collected information from the municipality for producing the Legae magazine.			3

Hoedspruit



Mayor and speaker under fire from villagers ...4

Few reported horse deaths from African Horse Sickness... 3

Easter hats brighten up the day...2

En die wemmer is... RUGBY!



Villagers protest against mayor and speaker

About 250 angry and fed-up people from several Maruleng villages voiced their unhappiness and disagreement with the reinstatement of the mayor and speaker, Junior Mafogo and Magdalene Lewele. Coming themselves 'concerned citizens', the group levelled allegations of corruption, nepotism, mismanagement and exchanging sexual favours for jobs, amongst others, against the mayor and the speaker.

They demand the immediate removal of Mafogo and Lewele from their offices and that a special committee on public accounts be instituted against the mayor, speaker and the previous Executive Committee (Exco) and employees of the Maruleng municipality.

They also ask that the Scorpions and other relevant law enforcement agencies investigate the allegations as set out in a memorandum that was accepted by municipal manager, Liz de Beer, on behalf of the mayor.

"The memorandum will be handed to the political principals, who will provide an answer within seven working days," she said.

The mayor has initiated an investigation of all the allegations and the full report will be published in next week's edition of the Hoedspruit Week.

The protesters marched from the bus rank in Hoedspruit through the town to the municipal offices on Friday March 31.

The concerned citizens, from villages as far as Mabins, Sekororo, Enable and Tur-

key, claim Mafogo and Lewele were not the top candidates for the African National Congress (ANC) in Maruleng, but were re-elected because Mafogo "is protected by the provincial general secretary of the ANC, Cassel Mathale."

In return, they claim, Mathale is rewarded with tenders such as the upgrade of the roads in Hoedspruit.

Mathale and Mafogo denied these allegations. Mafogo said that although he knows Mathale, "we are not social friends." Mathale told the Hoedspruit Week that all candidates for the ANC are elected first at local level (villages), and then the list is submitted to pro-

viders within the Maruleng municipality are awarded to relatives, friends, lovers and to those who are in line with the mayor."

To illustrate, the memo refers to how alleged unauthorised expenditure relating to the Makgaung Community Hall and furniture supply at local crèches have been awarded to councillors. "In all these allocations of tenders, no tender procedures are followed." The protesters underlined these allegations with the auditor general's report on the financial statements of Maruleng Municipality for the period 20 June 2001 to 30 June 2002.

"Certain capital projects were administered and funded by Bohlabela District Municipality. For unexplained reasons Maruleng Municipality also made payments towards these projects, for example R319 119 and R55 974 on the administrative facilities and Makgaung community hall respectively. In addition to the above, R515 320 was incurred on projects and regarded as operating expenditure while evidence could not be submitted that the costs had to be borne by the municipality," (according to the auditor-general report).

The report further mentions that furniture to the value of R38 410 was acquired for a pre-school and Educare centre. "Although quotations were not obtained from at least three suppliers the following were identified:

The pre-school and Educare Centre are the responsibility of the department of education. The rationale for providing furniture by a local authority is uncertain and unknown within the ambit of the authority's focus, and the supplier of the furniture is related to a councillor. Evidence could not be submitted that the latter did not form part of the decision-making process. Furthermore, from documentation submitted the approval of the purchase is invalid and the expenditure is regarded as unauthorised."

"All expenditure is approved by council," says Liz de Beer. In cases like the Makgaung community hall, unforeseen expenses had to



In the case of employment, the protesters alleged that "personnel within the Maruleng municipality are not considered on the basis of skills and qualifications but on the basis of love and sex."

It also purports that the Maruleng municipality does not respect traditional leaders and tends to finalise matters without consulting the traditional leadership. This was especially true in cases where illegal sand mining occurred and cellphone companies put up towers in the villages. Apparently money was paid to the municipality that should have been paid to the traditional leadership.

People who have been approved to receive RDP housing had been 'removed from the list' without reason and replaced by friends and relatives of those who administer the process. According to de Beer, the allocation of RDP houses is done on a provincial and national level where it is verified and checked according to a huge database that checks eligibility for the scheme.

The group also claim the councillor for ward four, Advocate Rophela, is collecting rent from people at Turkey One's market, doing this on behalf of the mayor.

Mafogo says that a contractor working on the roads in the area asked for storage space for cement while he is completing his con-

MAR LENG BRANCH

P.O BOX 677
HOEDSPRUIT
1380

TEL: 015 793 2409
FAX: 015 793 2341
E-mail: Ms MAHLO M.M



06/04/06

**TO : MUNICIPAL MANAGER
: MAYOR**

FROM: SAMWU

SUBJECT: UNFAIR LABOUR PRACTICE

As the workers we have realized the lack of management in this Municipality which led to the following cases and the workers therefore demand the following:

1. The immediate dismissal of Mr Raganya chairperson of SAMWU, as the worker we view this dismissal to be unfounded, unprocedural, emotional, but a threat to the workers to succumb to this demand we therefore demand the said comrade to be reinstated with immediate effect.
2. We also demand that the suspension of Mr Motebejane to be withdrawn with immediate effect.
3. The advertisement of position of Housing Facilitator of which the grade 10 requirements and salary are far below standard, we therefore demand that this post be re-advertised with the necessary requirements.

In cognizance of all this incidents it has come to our attention innocent people are dismissed, Mrs Mafunda used Municipal vehicle and municipal employees in her stand at Kampersrus during working hours and no disciplinary hearing was laid.

We therefore demand the dismissal of Mrs. Mafunda with immediate effect and investigation be conducted this matter.

We therefore demand the respond before 13h00 failing which the workers will have no option but to resort to put their tools down.

Thanks

SAMWU SECRETARY

MEMORANDUM

RFOM: MARULENG COMMUNITY

TO: THE MAYOR AND SPEAKER OF MARULENG MUNICIPALITY

We the members of Maruleng Community are hereby concerned about the following critical issues that have reached an alarming proportion:

1. TENDERS ADJUDICATION

It has become a habit that tenders within the Maruleng Local Municipality are awarded to relatives, friends, lovers and to those people who are in line with the mayor. A classic example could be the recent award of tenders to the Mrs Speaker's husband which entails to the following: Makgaung Community Hall, Water Supply at Mabins and fitting of Furniture at the local crèches even though it falls within the department of education. In all these allocation of tenders, no tender procedures are followed.

In every tender that is awarded within the Maruleng Municipality, the mayor is entitled to a certain percentage and this amounts to a pure corruption. As a referee and a player at the same time, the mayor was the owner of a project that fitted the RDP houses with window classes in 2002. Again the security tender currently operational, has without proper tender procedure allocated to the Mayor's son in law. The name of the security company is called Zacks Security. In another contract to build a community hall in Hlohlokwe village the tender was awarded to Ngoako Ramoshaba who is well known friend to the Mayor. Another well known friend to the Mayor is the general secretary of the ANC Mr Cassel Mathale, this gentleman has been awarded a tender to erect Municipal offices and to renovate road in Hoed Spruit suburb. Hence there is completely no tender Board in Maruleng except the Mayor. So we are saying enough is enough.

2. MISUSE OF MUNICIPAL RESOURCES.

The Maruleng water tanker was supplying the speaker's private school with water while the entire community have to suffer. It has been revealed that the speaker used the Municipal vehicle (Mazda Midge) with the driver Mr Toplas Malepe to deliver the wedding cards for her daughter.

Another indication of fruitless expenditure is observed through the white elephants buildings or projects such as Sepeke Cultural village, Atchar factory at the Oaks, Cattle pound at Worcester, Hlohlokwe community garden and Baloon community garden. Furthermore Hlohlokwe Reservoir, uncompleted stadium at the Willows and in the showground since 2003, Turkey Reservoir and The Oaks water supply are to date not operational.

3. Employment.

The intake of nurses on the basis of indigence must be made according to the rules made by the department of health but not on the likes of specific councillor. Personnel within the Maruleng Municipality are not considered on the basis of skills and qualifications but on the basis of love and sex. This form of anti social relations that features an abuse of power has become an art practice within Maruleng Municipality. About 70% of the employees in the Municipality are friends, biological relatives and lovers of either the mayor or the speaker.

4. Traditional Leaders

Despite the fact that traditional leaders act as ex-officio members in the local council, their worth dignity and role are not respected at all. Maruleng council has a tendency of finalising matters without consulting traditional leadership. According to our custom this marginalize the moral fabric of our society. Traditional leaders were not consulted when illegal mining of building sand and soil while monies paid are not accounted for. Furthermore the money paid for Vodacom, Cell C and MTN aerials goes straight into the coffers of the municipality without consideration of the traditional Leaders.

5.Housing (PHP and Disaster)

People have been removed from the housing list which was approved by local government and housing in Limpopo. Those who did not apply benefited the houses and as a result those who are poor and indigent were unfortunate because their houses were given to the friends and relatives of who administered the whole process. We are afraid that the people whose houses were misplaced will never get any house subsidy as their names are allocated some houses already and the people who replaced them can even apply for the second time as their names are not captured in housing subsidy system. The then councillor who was heading social services who is now a ward councillor in Ward 4 did all this replacement.

6.Theft

The mayor has instructed a certain councillor to receive a social grant of a certain old lady named Leefelane Sekgoka in Hlohlokwe village. The mayor and the Speaker claim to be putting the money of this granny in Municipal account. This can be viewed as a pure theft. The present councillor of Ward 4 who was heading social services in the previous council is enriching himself with R850-00 per month from Turkey one 's market. The said councillor is doing that under the instruction of the Mayor.

7.auditor general 's report

Corruption as outlined above is supported by the auditor general 's report which municipality is aware of.

8.DEMANDS

- We demand an immediate removal of the mayor and speaker from their offices

- We demand the special committee on public accounts (scopa) be instituted against the Mayor, speaker and the then Exco members and the employees of Maruleng with immediate effect.
- Justices delayed is justice denied, other law enforcement agencies such as the scorpions, forensic analysts and the SAPS should be given the opportunity to investigate the Maruleng fraudsters.
- Failing to meet the above demands, members of the Maruleng Community shall left with no option other than to resort to war. Hence Karl Marx once said, " the history of all hitherto existing society is the history of the class struggle" As a result the only weapon to crack the class is through revolution.

" Corgito ergo sum!!! WE THINK THEREFORE WE ARE!!

WE REMAIN COMMUNITY MEMBERS

RECEIVED BY:

Ed Beer Municipal Manager

AT

66 Springbok St Hoedspruit 11:20AM

DATE

31-03-06