

**THE IMPORTANCE OF MANAGERIAL SKILLS IN THE IMPLEMENTATION OF
THE REGIONAL BULK INFRASTRUCTURE GRANT IN MOPANI DISTRICT
MUNICIPALITY, LIMPOPO PROVINCE SOUTH AFRICA**

BY

SELANE LEBOGANG SALOME

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Declaration

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

.....
Signature

.....
Date

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ABSTRACT

Local government is seriously affecting governance due to lack of leadership, management, technical skills and knowledge within government. Shortage of skills is a continuous challenge at district level and in skills development activities despite considerable expenditure on skills development. The district officials are compromised because human resource development directorates have poorly planned effective training. The Local Government Municipal Systems Act (South Africa, 2000) relating to municipalities state that staff development is important for effectiveness and efficiency in compliance with legislation and enabling the performance of functions.

The above challenges have stimulated the researcher to embark on this research. The study was aimed to investigate the importance of managerial skills in the implementation of the Regional Bulk Infrastructure Grant in Mopani District Municipality, Limpopo Province. The study determined the managerial skills possessed by officials, attempted to understand how the officials in Mopani District Municipality manage the implementation of the Regional Bulk Infrastructure Grant. The study further explored training programmes that can equip municipal officials with managerial skills. Mopani District Municipality has a mandate as the local government to service communities. National Treasury funds the Regional Bulk Infrastructure Grant; usage of the grant must be accounted for, regulations and frameworks guide its implementation.

An overview of Water Infrastructure development by the Deputy Director-General NWRI from the Department of Water Affairs, shows that there are 27 District including MDM that are allocated the Regional Bulk Infrastructure Grant for the new infrastructure development, refurbishment, for the ageing infrastructure to be upgraded and replaced and extensive areas across municipal boundaries to be serviced. The Department of Water Affairs report indicates that due to delays in the procurement of material, engineering new appointments and other services, projects for 2017/18 financial year in Limpopo province have been delayed to the 2018/19 financial year.

The research approach that was used in this study is qualitative research because it enables the researcher to critically investigate the importance of managerial skills in the implementation of the Regional Bulk Infrastructure Grant in Mopani District Municipality, Limpopo Province. The study employed both interviews and questionnaires for data collection. The interview was done at Mopani District Municipality and Mopani Community (Beneficiary) were given semi-structured questionnaires.

The findings reveal that officials in Mopani District Municipality do not possess business skills. The officials that are trained received either traditional or competency-based training and do not possess managerial skills for implementation of RBIG. The study further noted that Mopani District Municipality is no longer an implementing agent due to the challenges the district encountered. The project had challenges that made the project not being completed within a stipulated period which was 2018. The Department of Water Affairs appointed Lepelle Northern Water as RBIG implementing agents due to the above challenges.

Based on the findings, the following recommendations were made to Mopani District Municipality officials:

- The district Human Resource Development office must afford officials training prior to being appointed. The HRD must conduct a skills audit to be able to know which officials need skills development.
- Department of Water Affairs, Lepelle Northern Water and Mopani District Municipality must forge good intergovernmental relations ensuring that end service is delivered to residents.
- Mopani District Municipality must partner with the University of Limpopo, University of Venda, Tshwane University of Technology, University of South Africa and so forth for providing effective traditional training.

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LIST OF ACRONYMS AND ABBREVIATION

CoGTA	Cooperative Governance and Traditional Affairs
DORA	Division of Revenue Act
DWS	Department of Water and Sanitation
GMP	General Management Programme
HRD	Human Resource Development
IDP	Integrated Development Plan
LGSETA	Local Government Sector Education and Training Authority
LOGOLA	Local Government Academy
MDM	Mopani District Municipality
MIG	Municipal Infrastructure Grant
MISA	Municipal Infrastructure Support Agency
PFMA	Public Finance Municipal Act
RDP	Reconstruction and Development Programme
SALGA	South African Local Government Association
SDA	Skill Development Act
SETA	Sector and Education Authority
TVET	Technical and Vocational Education and Training
T&D	Training and Development
WSA	Water Service Authority
WSDP	Water Service Development Plan

Chapter 1: Introduction and background

1 Introduction

South Africa is a country with a scarcity of water and an aging infrastructure, which compels the Department of Water and Sanitation to invest much of its financial resources on the upgrading of the infrastructure. Water infrastructure is developed to protect, preserve and conserve the scarce water resource. Therefore, the management and implementation of the investments requires that municipal officials should possess managerial skills (Loucks and Van Beek, 2017). The water infrastructure consists of reservoirs, dams, wells, pump houses, boreholes, pumping installations and so forth. Mdanisi (2010) states that inadequate infrastructure and unskilled personnel result in improper delivery of water and sanitation services. Thus, in 2007 the National Government of South Africa initiated the Regional Bulk Infrastructure Grant (RBIG) Programme to upgrade the water infrastructure.

The grant was to be guided and overseen at the Department of Water and Sanitation. The department is the custodian, planner and regulator of projects across the country, by refurbishing, upgrading and replacing the ageing infrastructure that was inherited from the apartheid administration. These infrastructures were totally run down, poorly managed, desperately in need of repair and upgrading, especially in previously disadvantaged communities. Thus, the management of the grant requires efficient financial and administration skills.

Penya (2011) states that a skill is the ability to perform (tasks) in a certain way from knowledge acquired. Furthermore, Laubscher (2018) states that municipal managers and senior managers often lack critical financial and managerial skills, because they are appointed on the basis of their political affiliation and not on their technical competencies. Poor financial management skills and competence are frequently cited as reasons for poor performance.

Govender (2017) states that municipalities tend to justify their poor performance by using lack of skills and capacity as a challenge. It is therefore imperative that municipal officials be equipped with financial and managerial skills. Ncube (2016) states that developing (the skills of) employees will benefit the organisation.

1.1 Problem statement

The inadequate managerial skills of most municipal officials lead to mismanagement of essential resources. In the Mopani District Municipality, the Auditor-General (2016) reported that municipal projects were delayed and showed poor contractor performance due to municipalities operating and managing projects without the necessary internal capacity. Furthermore, there is lack of coordination of stakeholders on project delivery. This shows how important managerial skills are in municipalities.

There is also lack of value-chain-orientated planning which causes growing concern over the internal capacity of the municipality. Mopani District Municipality had cases of illegal tender with regard to the Grant, which also showed poor management and intergovernmental relations between the Municipality and Department of Water Affairs.

Maake and Holtzhausen (2015) state that poor management and intergovernmental relations are serious challenges for the Mopani District Municipality. The *Capricorn Voice* newspaper (2016), reported that a project in Greater Giyani Municipality, which falls under Mopani District Municipality dragged for five years and later abandoned without completion due to lack of skills and business acumen of government officials.

The Department of Water and Sanitation intervened in 2015 to continue with Nandoni Dam pipeline project outside Thohoyandou channelling water to Nsami Dam in Giyani, Limpopo. This indicates that there is a need to investigate the importance of managerial skills in implementing Regional Bulk Infrastructure Grant in Mopani District hence this research. Furthermore, there is paucity of research in Mopani District Municipality on the importance of managerial skills in the implementation of the Regional Bulk Infrastructure Grant.

1.2 Aim of the study

The study aims to investigate the importance of managerial skills in the implementation of the Regional Bulk Infrastructure Grant in Mopani District Municipality, Limpopo Province.

1.3 Research objectives

1.3.1 The research objectives of the study are:

- To determine the managerial skills possessed by officials in Mopani District Municipality
- To understand how the officials in Mopani District Municipality manage the implementation of the Regional Bulk Infrastructure Grant
- To explore training programmes that can equip municipal officials with managerial skills.

1.3.2 Research Questions

This study has the following questions:

- What managerial skills do officials in Mopani District Municipality possess?
- How do the officials in Mopani District Municipality manage the implementation of the Regional Bulk Infrastructure Grant?
- What training programmes can be put in place to equip municipal officials with managerial skills?

1.4 Significance of the study

Mopani District Municipality has a mandate as the local government to service communities. National Treasury funds the regional Bulk Infrastructure Grant; the usage of the grant must be accounted for, regulations and frameworks guide its implementation. Thus, this research will benefit the following;

- Policy makers – The policy makers will benefit in terms of applying necessary legislative measures in the concerned institutions.
- Municipalities – It is important to undertake this study because municipalities will be able to measure the capability of staff in executing their responsibilities and providing assistance where necessary.
- Communities – The benefit to the communities will be measured by low service delivery protests if the municipality is able to provide services in bulk the way it will be expected from the municipality to deliver.
- Researchers – It is likely to benefit future researchers as this study could be used as a reference to other studies relevant or related to the regional Bulk Infrastructure Grant.

1.5 Definition of concepts

1.5.1 Management

Management relates to the ability to plan, organise, lead and coordinate projects. In this context, management also relates to the ability of officials to satisfy the needs of the communities through proper planning and execution of the plans (Bianchi, 2016).

1.5.2 Skills

Skills are acquired through training and education. Furthermore, this indicates that it is the ability to perform in a certain way and knowledge demonstrated by actions (Penya, 2011).

1.5.3 Training

Training is an opportunity offered by employers to bring about the possibility of improvement of performance, offering of organised learning experiences, employability orientation and employee enhancement within a stipulated time to ensure the organisations current and future needs are satisfied (Govender, 2017).

1.5.4 Competency-Based Training

Competency Based Training is aimed at improving knowledge, behaviour and skills for an individual through a system for organising, evaluating and instructing, to compete in completion of a task (Ndou, 2015).

1.5.5 Regional Bulk Infrastructure Grant

Regional Bulk Infrastructure Grant is a financial resource plan mobilised across SA designed to facilitate the availability of sufficient funds and implementation of regional bulk infrastructure using expenditure management systems (IMIESA, 2013).

1.6 Chapter outline

Chapter 1: Introduction

This chapter gives readers explanatory information of the study, the need for and importance of this study. It also provides a broader understanding of skills needed for managerial positions. Business Management is a programme that this chapter recognises will increase skills management in the Municipality

Chapter 2: Literature review

A literature review is what other researchers have done related to this study. Chapter Two provides background, definitions and content of business managerial skills, the Bulk Infrastructure Grant and municipal settings. The importance of the study will unfold in this chapter as well as the types of theories related to improved performance of municipalities in the country.

Chapter 3: Research methodology

In Chapter Three the researcher explains and describes methods to be used, outlines the data collection process together with the merits and demerits of data collection. The routine map used for data collection will be outlined in this chapter.

Chapter 4: Data analysis

Chapter four interprets and discusses findings and Business Management Administration skills will be investigated.

Chapter 5: Conclusions and recommendations

Chapter five summarises the research findings as well as conclusions and recommendations on the importance of management skills needed to improve the mandate of the Municipality.

Chapter 2: Literature review

2 Introduction

A literature review is what researchers have done related to the study; this chapter will give background, definitions and content of business managerial skills, the Regional Bulk Infrastructure Grant and the municipal settings. The importance of the study will unfold in this chapter. The types of theories for improved performance of municipalities in the country are discussed. Management is seen as a set of processes such as planning, organising, staffing, and leading and controlling that are necessary for operation of the organisation (Jumba, 2017). Hence managerial skills are important for managers, involving application of knowledge linked to managerial success (Cloete, 2016). Engelbrecht, (2009) states leaders are managers but not the other way round. A manager needs skills to enable themselves to put into action the knowledge acquired.

The National Development Plan prioritised on skills development for vision 2030 therefore organisational skills development can increase performance of personnel to achieve the goals (Govender, 2017). Managerial skills are necessary for fulfilment of duties in an effective and efficient manner including decision making, problem solving and leadership (Maria and Kroukamp, 2005). Whilst Cloete (2016) states “skills in themselves are no guarantee for managerial success and have to be combined with the concept of will”.

The critical positions in municipalities are planning, infrastructure and financial management which do not require a lack of experienced senior managers (Koma, 2010). The Department of Water and Sanitation (2017) oversight gave reasons that MDM delays on delivering services was due to lack of municipal managers who could drive the processes.

2.1 Importance of managerial skills

Gbenga (2013) states skills relate to the ability to do something well, gained through education, training or experience. Rendering services to communities cannot be achieved without skilled and competent employees (Govender, 2017) is supported by authors who maintain that to guarantee more efficient agencies, skills development and training strategies must be enhanced. Considering that education and skills levels are the key enablers for economic growth, low levels of education and skills are a South African labour market crisis (Kraak, Jewison, Pillay, Chidi, Bhagwan and Makgolane, 2013).

Economic growth of a country, delivery of services and improvement of technology depend on skills development which builds confidence and dignity in officials therefore organizations must ensure that officials are skilled and developed by establishing Local Government Sector Education and Training Authority (Moja, 2010). Cloete (2016) states municipalities are considered highly complex and politicised organisations of employees because of conflicting agendas and interests.

Furthermore, municipalities face challenges of capacity, fund mismanagement, a high rate of corruption and poor public anticipation. A municipality's failure to deliver basic services affects residents and has a bad impact on development of the economy and social (issues). (Kanyane, 2014). Innovative skills development interventions aimed at assisting local government employees, the unemployed and other people working within the structure of local government are created and implemented through the Local Government Sector Education and Training Authority (LGSETA, 2017).

Municipalities must improve skills analysis, the implementation of performance management system and increase their training and development budget to ensure that their employees are skilled (Moja, 2010). Mairas and Kroukamp (2005) state that municipalities must provide quality and cost- effective municipal services therefore, skilled and competent public officials at municipalities are needed to ensure responsible service delivery.

2.1.1 Management skills

Management involves understanding of business organisations, finance, communication, relevant markets and policies whilst also assisting that employees work together (Doyle, 2018). The National Development Plan prioritised on skills development for Vision 2030 therefore organisational skills development can increase performance of personnel to achieve the goals (Govender, 2017). Penya (2011) states that skills are obtained through training and education, although education prepares a person to perform specific tasks.

Three management skills are needed to ensure successful management (Lussier and Achua, 2018). Whilst Olum (2004) identified four skills managers require namely technical, human, conceptualising and design. Furthermore, researchers support the fact that leadership can be learned as leadership skills can be developed by students. Management skills are technical, interpersonal and decision making.

- Technical skills involve the use of methods and techniques to perform a task, namely knowledge of methods, processes, procedures and techniques in other words, the use of tools and equipment to do a task (Lussier and Achua, 2018).
- Interpersonal skills refer to the ability of developing real relationships through comprehending, communicating, and working well with individuals. This involves several skills namely, communication, teamwork, power, politics, negotiating, networking, motivating, conflict, diversity and ethical skills (Lussier and Achua, 2018). Human skills relate to the ability to work with people, teamwork and cooperative effort creating an environment where people feel secure and free to express opinions (Olum, 2004).
- Decision making skills are based on the ability to conceptualize situations and choose alternatives problem solving and opportunities. This includes conceptual, diagnostic, analytical, critical thinking, quantitative reasoning,

management of time and creativity, perceiving trends, anticipating changes and recognising problems and opportunities (Lussier and Achua, 2018).

- Conceptual skills include the ability to see the broader picture, as well as recognize and understand essential parts in a situation and their relationships (Olum, 2004).
- Design skills is the ability to solve problems that assist an enterprise, thus managers must be able to prepare more than identify a problem (Olum, 2004).

The Human Resource section is the key custodian of skills development in municipalities although it has little knowledge and municipalities are not fully supporting skills development (Sewell, Cloete, Eigelaar and Fortuin, 2017). Heathfield (2018) states Human Resource Development (HRD) is the framework for assisting employees to develop abilities, personal, organizational and knowledge therefore programmes for employees provide excellent services and increase their capacity. Whist municipal managers do not prioritise skills development but it is desirable that programmes are promoted and implemented. Government normally improves skills for top positions but for effective and efficient staffing and service delivery skills development should be implemented at all levels (Gordhan, 2007).

Municipalities invest in resources (time and budget) to ensure skills development (Sewell, Cloete, Eigelaar and Fortuin, 2017). Govender (2017) states that a municipality is a forever changing environment and as most employees are not knowledgeable there is a need for skills development. In municipalities cadre deployment compromises the local government mandate, cadres must possess qualifications and skills for deployment in senior positions to run the municipality efficiently and effectively (Kanyane, 2014). Development of skills for employees through the Human Resource Development unit will make it possible to empower employees and reach service delivery targets (Sewell, Cloete, Eigelaar and Fortuin, 2017).

2.2 Municipal management

Managers basically are concerned with the day-to-day activities, plan and organize resources it is therefore important of having leadership and management skills considering that managers do more and manage change in the organization (Jumba, 2017). Andersen, Grude and Haug (2009) state that management is an act of getting people (to work towards) the accomplishment of a desired goal. The Regional Bulk Infrastructure Grant aims at developing, rehabilitating and refurbishing the water infrastructure. Therefore, management entails the use of actions and resources to deliver services as a common goal. Services are rendered to meet basic needs, includes water supply, sewage collection, electricity supply, municipal health service, road and storm water drainage, street lighting and Municipal parks and recreation (Govender, 2017).

The Management function involves planning, organising, leading and controlling.

- Planning entails reaching of goals, mission and vision fulfilment of organisation. Managers plan for three reasons:
 - To establish an overall direction for the organization's future; and to establish an overall direction for the organization's future.
 - To identify and devote organizational resources to achieving the organization's objectives; and
 - To determine which tasks should be completed in order to achieve these objectives.
- Organising is creating a structure of relationships that enable employees to carry out managers' plans and meet organisational goals. Managers can coordinate human, material, information resources and organise them effectively.
- Leading means that a leader of an organisation must coordinate all actions specific to the organisation. This entails interacting with and motivating others to undertake actions that are necessary to achieve the organization's objectives within the context of the supporting organizational culture.
- The controlling process entails an individual, group, or organization consciously monitoring performance and taking corrective action. This means that the

quality of employees' work should be measured against the organization's goals.

Municipality is the level of government closest to the people, providing citizens with a direct sense of involvement in political decisions that touch their lives (Van der Waldt 2014). In a rural municipality, there are cases of vacant posts in managerial and technical positions (Govender, 2017). Municipalities work on a contract basis, which leads officials to find alternative employment that leads to mobility of staff and thus there are no stabilised management teams (Peters and Nieuwenhuyzen, 2013). The Minimum Competency Levels 1 July 2007 was introduced by the Minister of Treasury, which stated that directors in large metros must be in possession of an honours or other postgraduate degree or be a chartered accountant, and have seven years' experience in senior management. Whilst a smaller municipality must have bachelor's degree and municipal finance certificate (Gordhan, 2007). Capacity has been insufficient at municipalities because of the outflow of experience after 1994 elections (Reddy, 2016).

Strong leadership and management are required because municipalities are operating in an environment where finances are constrained and demand for services is high furthermore inter-governmental transfer of funds is not adequate (Jumba, 2017). Furthermore, the literature deduced there is a link between managerial capacity and municipal performance. Senior municipal officials must be capacitated on management principles for management of their juniors, financial resources, time and information (Smit, 2015). Managers must be aware of their goals and those of the organisation for them to know their productivity; furthermore, top level managers spend more time on planning and organising than lower level managers (Olum, 2004). Training of employees in conflict management and resolution of conflicts are important at municipalities as attested by the weaknesses in terms of conflict management during protests and engaging with people on matters that affect them during strikes for solutions that are harmonious (Ncube, 2016).

Personnel with experience left due to uncertainty about the new government and lack of a common vision. The Department of Water and Sanitation transferred workers to

municipalities in order to address the scarcity of personnel and improving service delivery but created a challenge for both institutions. Furthermore, mismanagement of finances, poor accounting standards, financial misreporting and corruption was widespread leading to fruitless expenditure and activities which are fraudulent (Laubscher, 2018). Corruption and mismanagement of funds and assets in the municipalities can be avoided and overcome by ensuring that appointed audit committees are effective and functional (Laubscher, 2018).

Ineffective financial management was acknowledged as one of the challenges on Outcome 09 of the Delivery Agreement findings (Govender, 2017). Kanyane (2014) states that municipal finances were characterised by corruption in supply chain and audit queries. Govender (2017) Kimi Makwetu from Auditor-General state that "Weaknesses in the planning and appointment processes; performance management and monitoring; and transferring of skills were identified at 68% of the municipalities that used consultancy services". Planning is a challenge as there is no coordination, poor intergovernmental relations which result in duplication and fruitless expenditure, furthermore, monitoring and evaluation is not yet taken into account by the Government (Kanyane. 2014).

Jumba (2017) states South African public representatives fail to adhere to the principles set by accountability institutions namely the Auditor-General and the standing committee on public accounts (Scopa) from parliament. Persons in municipal managerial positions such as planning, infrastructure and financial management lack experience which result in poor performance in many municipalities. Therefore, municipal managers and directors because of their bulk management duties in contrast to those of the junior management, it is assumed should be more skilled in management (Engelbrecht, 2009).

Govender (2017) indicates the main contributors to issues of managers lacking skills are that senior local government appointments are politically based rather than skills based poor performance is linked to shortage of skills and required skills are crucial to the effective achievement of organisational objectives. Therefore, the management training required for senior municipal officials include planning, organising, leading and controlling. The municipality must ensure that leadership training includes

characteristics of a leader, styles and theories of motivation therefore planning, organizational; communication and coordination skills must be learned by senior municipal officials (Smit, 2015).

Various media reports mention capacity constraints and incapacity results in poor performance of a number of municipalities, while there are other challenges of nepotism, cadre deployment and appointment of unskilled managers and the problem may not be capacity constraints or lack thereof. Therefore, Jumba (2017), states that managers in municipalities do not utilise their skills pool effectively and exploit potential.

Service delivery backlog as a result of skills scarcity have prevented government from addressing problems efficiently and effectively (Govender, 2017). The critical problems regarding basic service provision at local government are institutional capacity, existing infrastructure maintenance, funds mismanagement, high corruption and lack of public participation (Makhari, 2016).

Deploying necessary expertise to all affected municipalities was done during president Mbeki's term to resolve the crumbling skills base. A report from AISA (2012) cited by Govender (2017) states that service delivery failure is due to incapacity and maladministration of government resources to complete projects. Responsibilities and tasks of municipalities are numerous, which require the right skills, knowledge and attitude to ensure that service delivery is accomplished (Moja, 2010).

2.2.1 Municipal Management structure

Managers should possess management skills or occupy an organisational title and this further concluded that (a management position) is entirely for persons with managerial skills (Engelbrecht, 2009). In municipalities managers are subdivided into general and functional managers, the general manager is in charge for the larger part and e functional managers in the organisation to perform their duties and thus they must have a broad range of well-developed competencies (Engelbrecht, 2009). Functional managers are assigned in one area, for example the management of finances, among others. At the Mopani District Municipality, the Municipal Manager is the general manager and functional managers are in charge of the budget and treasury, corporate and shared services, engineering services, community services,

water services and planning and development. The responsibility of a municipal head is managing and leading an organization (Jumba, 2017). The municipal manager leads the management of the municipality which consists of the following directors;

Table 1.1: Municipal Directorates

Directorate	Competencies
Budget and treasury	<ul style="list-style-type: none"> • Executive level requires managerial and sound financial management skills. • Communication. • Public relations • Team builder and player • Corporate planner.
Corporate and shared services	<ul style="list-style-type: none"> • Managerial and sound corporate service skills. • Communication. • Public relations. • team builder and player. • local government legislation knowledge.
Engineering services	<ul style="list-style-type: none"> • Managerial and sound technical skills. • Communication. • Public relations. • Team builder and player. • Corporate planner.
Community services	<ul style="list-style-type: none"> • Managerial and sound community skills. • Communication.

	<ul style="list-style-type: none"> • Public relations. • Team builder and player. • Corporate planner.
Water services	<ul style="list-style-type: none"> • Managerial and sound technical skills. • Communication. • Public relations. • Team builder and player. • Corporate planner. • Achieve project objectives.
Planning and development	<ul style="list-style-type: none"> • Managerial • Communication • Public relations • Team builder and player. • Corporate planner.

The management team reports resolutions and implements reports from council on performance of municipalities to government structures as required by legislation.

2.3 Municipal human resource development

The government of South Africa has committed itself to improve skills levels of public officials and to establish a culture of learning in the public service. A lack of experienced senior managers in critical municipal positions such as planning, infrastructure and financial management result in poor performance at municipalities (Local Government Budgets and Expenditure Review, 2011).

To ensure that future generations will have the requisite capacities, knowledge and skills to generate income and reduce poverty in households and communities South Africa needs to increase human resource developmental capacity (Cloete, 2016).

Human Development Report (2013) of United Nations Development Programme South Africa was ranked 122 out of 181 countries for criteria related to effective human development. Therefore, starting from 2000 legislation on progressive human resource development policies was initiated aimed at reversing the downward human resource development trend.

The human resource foundation was strengthened to have skilled and capable employees who can support development and growth by the post-Mbeki government (Cloete, 2016). The South African institute for local government (2009) recommended policies and legislative reforms, fiscal support and training ensuring officials appointed in senior positions meet the requirements for competencies, supported by developing countries. Academic institutions train and produce middle-order management wherein official appointments to senior positions require they have attended management institutions.

The Department of Cooperative Governance in South Africa has competency profiles for municipal managers. Generic skills are knowledge and information management, planning and organising, people management and negotiation, conflict resolution and lobbying. Categories for professionals pose challenges for the competence crisis therefore attempts to improve human resource development acknowledging the fact that occupying and maintaining key democratic institutions and participating in civic processes requires educated citizens (Cloete, 2016).

Cloete (2016) states that the majority of South African municipalities do not take Human Resource Development (HRD) seriously thus employees for the demands of the new world of work are ill equipped. The Western Cape Head of the Local Government SETA states that HRD municipalities are not taking advantage of opportunities and reflect low-competence profiles among employees.

Municipalities depend on the quality of political leadership, sound governance of finances, the strength of the institution and the capacity of staff for success or failure although sound financial governance is the important factor without which municipalities may experience difficulty. Investing in effective training and development initiatives is needed in municipalities; although there are no reliable and comprehensive data on municipal spending on staff training and number of staff

benefiting from programmes (Local Government Budgets and Expenditure Review, 2011). Employees having accumulated the necessary competencies (knowledge, skills and attitudes) indicate that the municipality has a strong human resource base whilst in South African municipalities as far as human resources development is concerned it shows a dismal record (Cloete, 2016).

Engelbrecht, (2009) distinguishes between two types of management training:

- Traditional training: enrolment of managers at universities or colleges for management courses. Training institutions determine primarily the content of these training programmes. Degrees or certificates are received after completion. For example: The Gordon Institute of Business Science, University of Pretoria (2020);

Table 1.2: Training from GIBS

Training	Importance
Project Management	Executing effective programme and managing projects is developed through programme management skills
Managing for Results	This programme is considered to assist with roles in managing people. Firstly understanding strengths and blind spots better, and understanding how to adapt leadership style to individual members of teams, guarantees a successful career in management.
Managing Projects Strategically	Project management principles are taught to deliver on organisation's strategic intent. Project management seen as being important and not as operational response to day-to-day activities by organisations, but as a form of strategic foresight and management with its

	multidisciplinary skills and demands in motivating change through effective leadership
General Management Programme (GMP)	Aimed at directors who are transitioning into a general management role with profit and loss responsibilities. Companies must to be more innovative, motivated and quicker to reply than before if they want to adapt to present day-to-day encounters while still planning for future success. Success or failure will depend on the quality of those leading the business. The success of a business depends on the general managers.
Finance for Non-Financial Managers	To improve decision making managers need to understand financial management and how to use financial statements.

- Competency-based training: This training offered at workshops and seminars focuses on specific skills essential for effective job performance, i.e. skills in which managers should develop competence in order to be effective.

Table 1.3: Peter Drucker's Managerial Competency Framework

Competency Cluster	Competencies Core
Management Skills	Effective decision making
	People decisions
	Communications
	Budgeting measurement and controls
	Information literacy
	Effective decision making

New York City Programme Manager Competency Framework

Table 1.4: Competency-based training

Competency Cluster	Competencies
Core Program Management	Strategy and planning
	Leading people and building teams
	Collaboration and partnerships
	Program knowledge
	Contract management and budgeting
	Personal management
	Analysis and decision making

Source: Adapted Peter Drucker (2005)

2.3.1 The Local Government Sector Education and Training Authority

The Local Government Sector Education and Training Authority (LGSETA) was established in 2000; as per SDA provision. Municipalities' training and development requirements are provided by LGSETA in SA. The mandate of the LGSETA, in simple form, that of skills development in municipalities must be forged. Municipalities pay a levy of 1% of its payroll for skills development, allocated to Local Government Sector Education and Training Authority (LGSETA). According to the Local Government Municipal System Act (South Africa, 2000), municipalities must determine staffing levels that allow them to carry out their duties successfully and efficiently while adhering to the law.

The other objectives of the LGSETA are to promote competence and efficacy in basic social services delivery in municipalities and water institutions in line with the principles of Batho Pele through facilitating leadership, educating, developing skills, training strategies, good governance and administration, financial management, project management and the ethics related to public servants. Skills development/ training committees in the province appear to be reasonably functional and remain contested in the workplace. Whilst lack of human resource development policies in the

municipalities is a source of concern and there is little to provide the framework within which skills development is planned. Effectiveness of training is limited largely by poor planning within Limpopo Province municipalities.

Challenges affecting the ability of local government to fulfil the service delivery mandate are lack of technical, management and leadership skills. Despite considerable expenditure on skills development South Africa suffers from a shortage of skills and lack of alignment between national growth imperatives and skills development activities. Rural municipalities struggle to attract experienced people with technical and professional skills, leading to outsourcing activities which is a cost-effective method of delivery services. The skills shortages and employment equity requirement make it difficult for town and rural municipalities to recruit suitably qualified staff.

2.3.2 The Local Government Academy (LOGOLA)

The Local Government Academy (LOGOLA) is an independent organisation created to establish excellence in councillors and appointed senior management officials by developing focused and relevant programmes established by the Department of Provincial and Local Government. Through the provision of educational services to public officials and employees' leadership and management issues in local government are addressed through the initiative of LOGOLA.

Leadership is essential to implement an organisation's vision, goals and future aspirations. Local Government leadership is very important as their vision has to do with creating a better life for all citizens. The model of a development-oriented local government needs to be influential, visionary and strategic in its operations. Municipalities are required to be strategic in making their policies, organising partners and resources to meet developmental objectives and basic needs (White Paper on Local government, 1998).

2.4 The South African competency framework for municipal managers

- Strategic capability and leadership involve the ability to provide a municipality's vision with a set direction and motivate others to deliver on its mandate.
- Through the planning, management, monitoring, and evaluation of specified activities, program and project management ensures that policies are executed and that Local Government objectives are met.
- Accounting officers of the municipality must be able to comply with the requirements of the Municipal Finance Management Act No 56 of 2003 as provided.
- In order to successfully execute new initiatives and meet service delivery commitments, change management must be able to initiate and support municipal transformation and change.
- Knowledge management to improve the municipality's collective information by encouraging the generation and sharing of knowledge and learning.
- In order to attain municipal goals, service delivery innovation or innovative ways of delivering services must be studied and implemented, leading to the development of municipal processes.
- In order to arrive at optimal solutions in a timely manner, issue solving and analysis must systematically discover, analyze, and resolve existing and predicted difficulties.
- People and diversity management to achieve the municipality's goals must manage and encourage people, optimize their outputs and effectively manage relationships.
- To put the spirit of customer service (Batho Pele) into practice, employees must be eager and able to provide services successfully and efficiently.
- In order to explain, persuade, convince, and influence others, communication must be able to communicate information and ideas in a clear and succinct manner appropriate for the audience.
- Accountability and ethical behavior must exhibit and build the highest standards of ethical and moral conduct to inspire confidence and trust in the public sector.

2.5 Legal framework

The Constitution of the Republic of South Africa of 1996 serves as the supreme law of the country, therefore any other legislation, policies or conduct must be consistent with the provisions of the Constitution. South Africa is a sovereign and democratic state reflecting strong unitary state and is constituted by three spheres of government, the local, provincial and national spheres. Furthermore, Section 40 of the Constitution clearly states that the three spheres of government exist distinctively interdependently and are interrelated.

Therefore, the Constitution of 1996 mandates the local government sphere to ensure an inclusive approach when budgetary and planning processes are undertaken in municipalities. Furthermore, it is specified in Section 153 (b) of the 1996 Constitution that municipalities must take part in national and provincial development programmes such as training and development. Chapter 7 section 151-164 states that “one of the objectives of local government is to ensure the provision of services to communities in sustainable manner”.

According to the South African Constitution, 1996 (section 152) municipalities are obliged to ensure that municipal services as provided for in Part B of schedule 4 and Part B of schedule 5 are delivered in a sustainable way. Furthermore, the White Paper on Local Government (1998) also recommends that municipalities accelerate the delivery and establish innovative ways of providing municipal services. In addition, government play a major role to support municipalities in their obligations to develop infrastructure by establishing extensive legislative, strategic and financial support frameworks and structures (Van der Waldt, 2014).

The Skills Development Act (No 97 of 1998) is the main piece of legislation on which the HRD strategy in South Africa is grounded therefore it grants the public service a solid strategy to cultivate skills. The SDA grants provision for municipalities to create workplace skills plans detailing the skills that are required by the workplace. Section 2 (1) of the Skills Development Act 97 of 1998 proposes its functions as:

- Developing the knowledge and skills of South Africa’s labour force;

- Training and education must be promoted by ensure ensuring that investment has good returns;
- Municipalities must be encouraged to be learning organisations;
- Opportunities for acquiring skills must be provided for municipal management;
- Management must be encouraged to participate in training programmes including those related to leadership;
- Employment prospects must be improved for previously disadvantaged people;
- In the workplace there should be opportunities for redressing inequality in training and education.

The Skills Development Act 97 of 1998 was endorsed and its purpose was to develop the skills of the South African workforce in the following ways for the workforce to develop and grow skills, education and training to increase levels of investment. Ncube (2016) states that the SDA puts a legal obligation on every employer in South Africa to improve the competency levels of the labour force.

The SDA has several main elements such as the National Skills Authority and Sector Education and Training Authorities that focus on developing sector skills plans and approving workplace skills plans among other functions. Furthermore, the National Development Plan states that to meet the transformational agenda, a correctly skilled capable human resource is needed at functional municipalities.

Section 27 of the Constitution of the Republic of South Africa (Act 108 of 1996), states that “everyone has the right to clean and safe drinking water and dignified sanitation services”. Malatjie (2016) states that people in rural areas depend on river water for survival, Sekhukhune District was observed during the 2008 and 2009 cholera outbreak. Furthermore, in 2014 nine million people in South Africa had no access to potable water within 200m of their households and the figure for proper sanitation is higher in the Greater Giyani Municipality.

2.6 Regional Bulk Infrastructure Grant

Regional Bulk Infrastructure Grant formed (2007) aimed at developing infrastructure that connects water resources to the reticulation infrastructure, providing water and sanitation services to individual households, however municipalities' lack of capacity was identified (Ruiters, 2013). The Regional Bulk Infrastructure Grant is implemented in nine provinces and is part of the targets and actions for Vision 2030 (IMIESA, 2013). There is a growing need for skills capacity for maintaining the infrastructure, The Department of Water Affairs and Rand Water partnered with municipalities for providing critical skills desperately needed in the water sectors (DWS, 2018).

Government departments manage water infrastructure projects at various levels with the support of Treasury (Ruiters and Matji, 2015). Maake and Holtzhausen (2015) state that infrastructure at Mopani District Municipality needs to be upgraded and refurbished. Municipal Management must be strong to ensure that revenue is collected to ensure that service is made available although in rural areas revenue collection is a challenge due to high levels of poverty and unemployment (Kanyane, 2014).

Furthermore, the programme called Regional Bulk Infrastructure Grant which is a mobilisation plan for financial resources to facilitate expenditure management systems for implementing infrastructure therefore bulk infrastructure installations include bulk pipelines, water treatment plants and reticulation work. The national programme is funded by the Department of Treasury thus all projects and associated implementation, administration and management processes are subject to numerous legislative frameworks. Those that guide the implementation of the grant are PFMA (Public Finance Management Act), Treasury Regulations, DORA (Division of Revenue Act), and procurement and supply chain management (SCM) guidelines within the public service (IMIESA, 2013)

The provision of infrastructure for water supply and sanitation services are key elements of RDP. Water infrastructure development is one of the key programmes which have a significant impact on the achievement of government priorities. Furthermore, the purpose of this programme is developing, rehabilitating and

refurbishing raw water resources and water services infrastructure to meet socio-economic and environmental needs.

South African agencies namely South African Government Association (SALGA), National Treasury, the Department of Co-operative Governance, Traditional Affairs (CoGTA) and municipalities perform audits of infrastructure but no reliable data is available about the state and performance of municipal infrastructure and maintenance (Van der Waldt, 2014).

In a number of countries water service delivery is the responsibility of local government including South Africa (Makhari, 2016). Based on the local government turn-around strategy (2011) CoGTA established the municipal infrastructure support agency (MISA) the purpose of which was to address capacity challenges after department noted that municipalities failed to spend their budgets (Van der Waldt, 2014).

Adherence to statutory obligations such as the compilation of Integrated Development Plans (IDPs) and Water Services Development Plans (WSDPs) are found to be a struggle in municipalities (Van der Waldt, 2014). Matji and Ruiters (2015) state funding models which are the framework for water sector infrastructure were designed to meet challenges presented by the current and growing imbalances that exist between the supply and demand for water in South Africa.

Table 1.5: Provincial Allocations: Regional Bulk Infrastructure Grant

Province (R'000)	2016/17	2017/18	2018/19
Eastern Cape	1 139 508	1 042 676	1 010 380
Free State	519 270	534 653	594 440
Gauteng	346 500	346 044	475 559
KwaZulu-Natal	794 729	665 688	587 713
Limpopo	1 030 367	890 648	1 097 064
Mpumalanga	580 447	333 851	509 653
Northern Cape	229 092	182 563	180 446
North West	550 904	544 171	380 748
Western Cape	138 012	130 985	155 440

Total	5 328 829	4 671 279	4 991 44
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Source: Budget Review (2016)

Van der Waldt (2014) states that municipalities utilise funding for infrastructure development for other purposes, even for the payment of salaries. Furthermore, general reports of the national and provincial audit outcomes for 2016-17 highlighted weaknesses of leadership and oversight, funding, project management and intergovernmental coordination as well as in the management of water infrastructure projects at municipalities.

Van der Waldt (2014) states that insufficient planning, limited operating capacity, corruption, inadequate maintenance and negative environment consequences are the cause of challenges in providing services of infrastructure development. Documented cases highlighted the fact that funding allocations for development projects have been returned to the central treasury because local governments have lacked the capacity to utilise such funds, a good proportion of service delivery protests relate to municipalities failure to carry out basic maintenance of existing infrastructure (Makhari, 2016).

Beyers (2016) states that the major problem faced by Limpopo Province municipalities is corruption predominantly in the awarding of tenders and employment of staff, both politicians and administrators are involved. Whilst 30% of the study respondents selected corruption as the main cause of service delivery challenges. The responsibilities of the Water Services Authority with the regard to the Regional Bulk Infrastructure Grant as stipulated in the Government Gazette, 15 JUNE 2018 are as follows:

- Water service infrastructure master plan development and regular updates.
- Department of Water Affairs must receive monthly, quarterly and annual progress reports.
- Ensuring projects funded through the MIG and WSIG and projects are appropriately linked to the municipality's water services infrastructure master plan their Intergraded Development Plan and WSDP.

- Ensuring adherence to operational and maintenance plans and/or any other requirements agreed to as part of the funding agreement, and ensuring the sustainability of infrastructure once a project is completed.
- Ensure that bulk and reticulation project planning, finance, timing, and implementation are all coordinated.
- Ensuring provision of reticulation services and/or reticulation infrastructure to connect it to the bulk infrastructure funded through this grant.
- National Disaster Management Centre must receive report on drought related plans and expenditure.

Responsibilities of Department of Water Affairs with the regard to Regional Bulk Infrastructure Grant as stipulated in the Government Gazette, 15 JUNE 2018;

- Support the development of Water Services Authorities' services and infrastructure master plans.
- Ensuring every municipality benefiting from a specific project or scheme is invited to participate in the feasibility study and IRS.
- Enter into agreements with WSAs regarding the construction, ownership, funding arrangements, and operation and maintenance of proposed infrastructure prior to the commencement of construction. The IRS and/or the fundraising agreement must both specify these arrangements.
- If required, ensure the necessary authorisations including environmental impact assessment and water use licences are obtained.
- Provide specific details about the grant's selection criteria and requirements (RBIG Programme Implementation Framework).
- Ensure that suitable agreements are in place between an implementing agent who will continue to operate the infrastructure after completion, and the WSAs.

Ruiters and Matji (2015) state that due to limited capacity and non-competitive levels of salary in municipality made water infrastructure to be slow in maintaining infrastructure. The Grant injects funds aimed to develop bulk water infrastructure required to connect existing water resources infrastructure serving extensive areas across various municipal boundaries, or large regional bulk infrastructure serving numerous communities over a large area within a municipal area.

2.6.1 Regional Bulk Infrastructure Grant in Mopani District Municipality

Water service authorities are responsible for supplying water services and maintenance of bulk of the water service infrastructure to local municipalities (Malatjie, 2016). Mopani District Municipality is a Water Service Authority and has goals to achieve namely;

- Sustainable water delivery service.
- Integrated water resource management.
- Efficient and effective institutional provision of water services.

Therefore, water service provision (WSP) agreement for all its municipalities are available. Mopani district especially in low-lying areas of the district namely Greater Giyani and Ba-Phalaborwa are characterised by low rainfall. This results in limited water resources accompanied by severe water shortage and drought conditions. According to the Department of Water and Sanitation parliamentary portfolio committee (2017) the district relies on borehole water but has some dams. Furthermore, there are challenges of illegal connections and contractors disappearing without paying sub-contractors.

Lepelle Northern Water was appointed by the Department of Water and Sanitation as the implementing agency for the revitalisation programme. The task for Lepelle Northern Water is to assist MDM to restore water and sanitation services to areas in dire need. DWS identified challenges in municipalities namely inexperienced contractors been appointed for three reasons; supporting emerging contractors, political interference and corruption (IMIESA, 2013).

Although DWA increased its own capacity and direct involvement in the implementation of projects and through the use of water boards, developing terms and contracts which avoid additional procurement processes by municipalities, municipalities with poor track records and limited institutional capacity are not allowed to implement RBIG projects (IMIESA, 2013).

Furthermore, in parts of Giyani town and surrounding townships under Greater Giyani Municipality taps had run dry; without access to a basic level of water services. Ba-

Phalaborwa, Greater Tzaneen and Greater Letaba municipalities have adequate reticulation systems compared to Greater Giyani municipality. Greater Giyani municipality areas are spatially scattered contributing to limited availability of infrastructure therefore resulting in difficult and expensive processes to provide water supply pipelines in the villages.

Social issues were deduced as being a major factor which contributes to a shortage of water. The aspects are mainly vandalism of infrastructure especially communal boreholes, lack of willingness from consumer to pay for water services and illegal connections to pipelines by communities. The premier of Limpopo Province addressed a community at MDM (2018) as follows: "government is working tirelessly to address challenges faced by people of the province" Furthermore, the executive mayor stated, "that the municipality, in collaboration with other stakeholders, will find solutions to the difficulties of a scarcity of water in the remaining settlements".

Provincial and national government must maintain partnerships with local government to fulfil its mandate therefore it is vital to establish and maintain intergovernmental relations (Swilling, 2008). Municipal Infrastructure Support Agency 2011 was formed to support municipalities with planning, management and other technical expertise to roll out infrastructure more effectively and efficiently. Van der Waldt (2014) states that South African municipalities hold the key to address the significant backlog with regard to infrastructure in terms of the developmental role they play in a system of co-operative and integrated governance. An audit report (2007) done by the CSIR/CIDB concluded that municipalities do not conform to the following requirements Municipal Finance Management Act 56 of 2003, Local Government: Municipal System Act 32 of 2000, Free Basic Service Policy and other legislation which ensure that adequate provision is made (Van der Waldt, 2014).

According to overview of water infrastructure development from the Department of Water and Sanitation report by the Deputy Director-General: NWRI, MDM budgeted R140m for boreholes in 55 villages. The total expenditure in the 2016/2017 financial year was R913m. The boreholes are interim measures whilst bulk pipelines are being

installed, noting that 154 boreholes were refurbished and 137 completed and operational. Seventeen were not completed due to budgetary constraints.

The collapse in the construction of the pipeline resulted in Giyani being waterless. Nandoni-Nsami bulk water pipeline project was initially implemented through MDM which acted as an implementing agency. The scope of work is 52km of bulk water pipeline from Nandoni to Giyani and benefiting 12 villages at Malamulele village. Furthermore, in 2014/2015 the Supreme Court took a decision that since the project was already half way, the Department must implement it but due to the occurrence of illegal processes the project was delayed and its budget was redirected. After court intervention the Department of Water and Sanitation budgeted R20m towards the project and appointed a new contractor and then the project's pace increased.

An overview of water infrastructure development by the Deputy Director-General of the NWRI from DWS, stated that MDM is one of the 27 District Municipalities allocated a Regional Bulk Infrastructure Grant to provide for the development of new infrastructure, refurbishing, upgrading and replacing of ageing infrastructure and servicing extensive areas across municipal boundaries. The overview report noted the following challenges facing municipalities;

- Lack of capacity and required skills to operate and maintain infrastructure (Technical, Financial and Project and Programme Management).
- Municipalities do not have revenue strategies to deal with cost recovery issues in order to efficiently maintain and operate infrastructure.
- Ring-fencing of water services to function within equitable sharing.
- Inability to raise co-funding which results in incomplete projects.
- Leadership instability within the municipal environment.
- Lack of intergraded planning within the water sector.
- Grant dependency.
- Misuse of Grant for unintended purposes.
- Lack of reporting by municipalities.
- Misalignment of financial years between national and local government impacted on planning and implementation.

2.7 Audit outcomes Limpopo province

Limpopo municipalities registered a slight improvement for audit outcomes in 2017/18 with two net improvements in two municipalities. Auditor-General recommendations to improve audit outcomes on service delivery will have a positive impact namely;

- A culture of accountability must be encouraged in the province to ensure and management and leadership at all levels accept responsibility for improving audit results.
- Adequate capacity for municipal public accounts committees and municipal councils is critical, particularly in the area of compliance, in order to effectively exercise oversight roles and avoid situations where municipalities incur unnecessary financial losses, such as by making unlawful investments.
- Top management (senior managers, municipal managers, and mayors) must set the tone by emphasizing zero tolerance for poor performance and infractions.

The Auditor-General picked up that development and maintenance of infrastructure in municipalities had shortcomings especially for water and sanitation infrastructure due to;

- Grant underspending.
- Project completion delays.
- Non-compliance with supply chain management legislation.

2.8 Business management models

Training is provided in many forms namely formal enrolment at an institution of higher learning, workshops, team building and on-the-job training. Ndou (2015) recommended competency-based training as models in local government to improve capacity development, and deals with leadership and management skills development. Competency-based training is practised in developed countries.

Competence and effectiveness at municipalities can be improved by providing knowledge and skills through a Human Resource Development Model. Human

resource development is defined as capacity building to improve knowledge, skills and abilities ensuring that organisations performance well. Therefore, Human resource development trains new employees, trains employees for new responsibilities, improves skills and competencies in current positions (Ncube, 2016).

Ncube (2016) states that short training courses deal with skills gaps and development. Bursaries are offered to support certificates and other qualifications which are aligned to municipal needs. Financial viability programmes are related to coaching and mentoring for the younger generation as well as development and conveying skills on financial management. Human resource development must transform the municipality to ensure it eliminates ignorance, illiteracy, misinterpretation of laws, poor work ethics, and high corruption levels, poor decision making and poor performance (Ncube, 2016).

The retro-advanced leadership model is a model aimed at helping municipalities to meet goals which are good governance, developing the human resource, environmental stability, inter-municipal co-operation, economic development, public participation and programme management (Pretorius and Schurink, 2007). Therefore, enhancing service delivery in local government, the retro-advanced leadership model presents the key components identified in the study namely management of leadership performance, legislative imperatives, achieving realistic goals, continuous maintenance and monitoring of achievements.

Human resource development (HRD) is a component of the human resource management process; therefore, focuses on training and development (T&D). Human resource development (HRD) is defined as an organised learning experience offered by employers in the form of education, training and development within a stipulated time frame to bring discusses the possibilities of improving performance, personal growth, and employee employability orientation in order to meet the organization's current and future needs. This training empowers an individual to attain the necessary skills in order that they perform effectively in a given task therefore, a skilled workforce is at the heart of global competitiveness (Coetzer, Redmond and Sharafizad, 2012). Constructs are concepts from which researchers build theories, develop models, evaluate results and measure impacts.

2.9 Management theories

To be effective in leadership roles it is essential for managers to have certain leadership skills (Pierce and Newstrom, 2003) The theories named below explain what goes into the making of a leader and helps individuals at government or private institutions to nurture their leadership abilities (Maxwell, 1995);

- The trait theory

Lussier and Achua (2018) state that the idea that leaders are born not made is an assumption Therefore, distinctive characteristics accounting for effective leadership are explained. According to Engelbrecht (2009) leaders are classified in accordance with the following defining characteristics

Physical features include being young to middle-aged, being energetic, having a stunning appearance, and being tall and thin.

Social status: educated at “good” schools, well-connected, or on the rise.

Adaptable, aggressive, emotionally stable, dominant, self-assured, and friendly personality.

- The behavioural theory

Most leadership research in the 1950s shifted away from trait theory and toward emphasis on what leaders really performed on the job (Lussier and Achua, 2018). Therefore, behavioural models attempt to explain distinctive styles used by effective leaders or define the nature of their work. It categorises leaders according to behaviour focusing on behaviour of successful and unsuccessful leaders (Engelbrecht, 2009). Behaviour can be learnt contrary to the trait theory. As a result, one of the most important features is that leaders may be trained. The behavioural theory is applicable at the Mopani District Municipality, training and development is an important issue in SA municipalities.

- Contingency models of leadership

The contingency models of leadership contend that the situation determines the leadership style that is best suited. Therefore, no single contingency model encompasses all situational factors that determine the actions of leaders. According to Hersey and Blanchard's Situational Leadership paradigm, levels of directive and supporting leadership behaviours are based on the followers' readiness. They stress flexibility in order to adapt to change (Engelbrecht, 2009). The model sets different combinations of supportive and directive behaviour of the leader.

Directive behaviour: occurs when a leader uses one-way communication to prescribe which methods are to be used and followers follow directions.

Supportive behaviour: occurs when a leader uses two-way communication which involves followers in decision-making. The leader is therefore receptive to the ideas of the followers.

Both directive and supportive behaviour of leaders depend on the readiness of subordinates to perform a task. Depending on the work they are asked to complete, people seem to be at various levels of readiness. Readiness is not a personal characteristic; it is not an evaluation of a person's traits, values, age, and so on. Readiness only refers to how ready a person is to perform a particular task.

- Managerial Grid Model

The Managerial Grid Model was developed by Robert Blake and Jane Mouton which identifies five leadership styles that combine different proportions of concern for production and concern for people (Engelbrecht, 2009). Some of the theoretical constructs according to Gelso (2006) are descriptive ability, clarity, delimitation and explanatory power.

2.10 Conclusion

South Africa is a developing country that is undergoing social and environmental change. Skilled leaders are needed in performing tasks, implying that one must possess the abilities, talents, expertise or proficiency needed for a specific task. Surty (2016) states that cadre deployment of municipal managers is associated with incompetence in the workplace therefore, management and leadership skills are essential to municipal managers entrusted with control of administration, effective implementation of policy and to give directives at a municipality. The challenges to municipalities regarding the delay in (implementing) projects and redirecting budgets contribute in organisations recognising the importance of theoretical foundation for leadership (Engelbrecht, 2009).

Chapter 3: Research methodology

3 Introduction

This chapter defines research methods and procedures used in the study and further elaborates type of research designs and which are appropriate. The nature of problems posed by research aims guides the researcher on which research design type to apply (Walliman, 2001). The problem posed in this study is related to inadequate managerial skills in most municipal officials which lead to mismanagement of essential resources. Therefore, the study aims to investigate the importance of managerial skills in implementation of the Regional Bulk Infrastructure Grant.

The type of research design selected is efficient and appropriate considering that research design helps to organise ideas in a shape whereby it will be possible to look for errors and shortages (Akhtar, 2016). Further it differentiates between qualitative and quantitative research models. The chapter will cover research design, sampling, data collection, analysis and covers how data is derived from primary and secondary sources.

3.1 Research design

The research design represents a master plan that includes techniques and procedures for gathering and analysing required data in order to achieve research objectives or hypotheses (Tustin, Ligthelm, Martins and Van Wyk, 2005). Research designs are plans, according to which participants collect information (Kruger, Mitchell and Welman, 2005). Dulock (1993) states research questions are answered by research design and control variance therefore controlling of variance means researcher must consider factors that might systematically contribute to research results.

The important point to consider when formulating any research is research design which is the preparation of strategy of conducting a research (Akhtar, 2016). The strategies of a good research design are theory grounded meaning the researcher must reflect theories which are investigated, (have) situational knowledge of settings

of the study, feasible means good design is implemented, redundant studies have flexibility built into them and be efficient which strikes a balance between redundancy and tendency towards over design (Akhtar, 2016).

McCombes (2019) states that to ensure that research results are valid and reliable research design should be carefully developed. The research design function is development of procedures and logistical arrangement required to undertake a study and importance of quality in these procedures to ensure their validity, objectivity and accuracy. Research design answer the research question in a reasonable way therefore it is essential to identify the types of evidence required (Akhtar, 2016). Therefore, what determines the research is the nature of research problem it can be exploratory, descriptive, explanatory and experimental (Akhtar, 2016).

- Exploratory research achieves new insight into a phenomenon; formulates a problem for more accurate investigation or for developing a hypothesis. Furthermore, used to establish an understanding of how best to continue in studying an issue and what methodology would be effectively applied to gather information about issues (Labaree, 2009). The exploratory research approach is excellent for projects that handle a subject with a lot of uncertainty, a lot of ignorance about the issue, and an issue that isn't well understood (Van Wyk, 2012). It is worth noting that it is characterized by a high level of flexibility and the absence of a formal structure (Van Wyk, 2012).
- Observation is the primary method of data collection in descriptive research (Walliman, 2001). Furthermore, it identifies and obtains information on characteristics of issues like people or group and community (Akhtar, 2016). Descriptive research is used to obtain information concerning current status of phenomena and describe what exists with respect to variables in a situation (Labaree, 2009).

- Explanatory research is structured in nature, identifies casual links between factors or variables that pertain to research problems (Van Wyk, 2012). The study explores a new universe that has not been studied earlier (Akhtar, 2016).
- Experimental research design is used to test causal relationships under controlled situations.

3.1.1. Type of research methods

The following two types of research approaches are presented below;

Table 1.6: Type of research methods

Qualitative	Quantitative
Deductive approaches (based on logic)	Associated with inductive approaches (based on empirical evidence)
Evaluates objective data consisting of numbers	Deals with subjective data that are produced by minds of interviewees
Requires large number of cases	Requires small number of people

(Kruger, Mitchell and Welman, 2005)

Quantitative research is gathering primary data from a large number of people with the goal of projecting the results to a larger population as information (Tustin, Ligthelm, Martins and Van Wyk, 2005). Data from qualitative study is usually difficult to measure. This research approach is often expressed as personal value judgements from which it is difficult to draw any collective general conclusions information (Tustin, Ligthelm, Martins and Van Wyk, 2005).

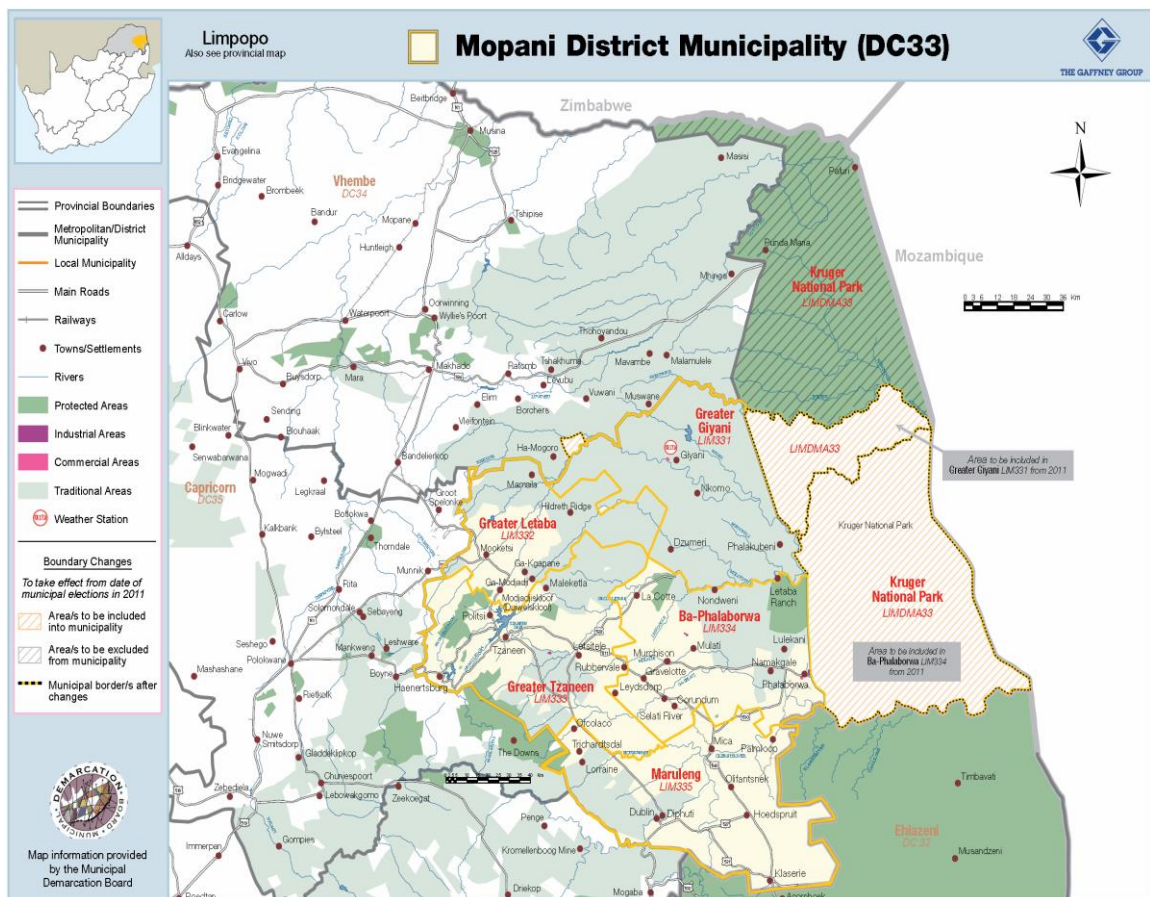
Therefore, the research approach that was used in this study is qualitative research. Qualitative research method is chosen because it enables the researcher to study the phenomenon in its natural setting which will help the researcher to compare and

measure results from respondents. Furthermore, qualitative research is used to interpret attitudes, beliefs and motivations within a subject (Walliman, 2001).

3.1.2 Study area

The Mopani District Municipality consists of five local municipalities namely Greater Giyani, Greater Letaba, Greater Tzaneen, Maruleng and Ba-Phalaborwa Municipality, situated in Limpopo Province. Area covered is 20 011 km², it is located, on global view, between Longitudes: 29^o 52' E to 31^o 52' E and Latitudes: 23^o 0' S to 24^o 38' S, with 31^o E as central meridian (Maake and Holtzhausen, 2015). The population number is 1 223 747.

Figure 1.1: Mopani District Municipality map



(Gaffney, November 2009).

3.1.3 Sampling

Sampling is a process through which a subset of total population is selected to include in the study (Etikan and Bala, 2017). This study will use non-probability sampling and purposive sampling to obtain research participants. Non-probability samples are instances in which chances (probability) of selecting members from population in the sample are unknown information (Tustin, Ligthelm, Martins and Van Wyk, 2005).

Purposive sampling tries to get a sample that appears to be representative of the population (Elmusharaf, 2012). Purposive sampling is based on the judgement of the researcher and sample is selected based on knowledge that is desired which will give relevant information to the study in focus (Etikan and Bala, 2017).

The researcher selected participants who directly work with management of the Regional Bulk Infrastructure Grant and purposive sampling allowed researcher to search for information-rich key informants, groups, places or events to study. The participants selected were knowledgeable about management of the grant by Mopani District Municipality.

It is important that sampling must be done properly to ensure reliable, valid results, it saves time, effort and money furthermore if poorly done findings will have little practical and scientific value (Ncube, 2010). Thus, the sample in this study is 15 officials from municipality who were interviewed and 25 community members who were given semi-structured questionnaires.

The identified strata consist of the following;

- The mayor is important because he is involved in service delivery in all areas under municipal jurisdiction.
- Municipal manager runs administration of the municipality and ensures that all municipal activities including Regional Bulk Infrastructure Grant and other related municipal policies are properly implemented.
- Chief Financial Officer ensures that Regional Bulk Infrastructure Grant is allocated and managed.

- Five officials in infrastructure department are important because they have triangulated critical role in providing quality infrastructure to enable economic development to take place.
- Two officials who work in the finance department, because they are support staff to the Chief Financial Officer who allocates and manages Grant.
- Five officials from Water Services Department are important in this study because the infrastructure grant is implemented to improve their service to the community.

Community members given semi-structured questionnaires included traditional leaders and community stakeholders (business people, organisational leaders, schools and so forth). The 25 community members are beneficiaries of water projects; failure of the municipality affects them because they will not have water infrastructure used to distribute water as stated in the IDP.

3.1.4 Identification of the research population

Population is the study of objects and Individuals, groups, organizations, human products, and the events/conditions to which they are subjected are all included (Kruger, Mitchell and Welman, 2005). Population in this study consisted of Mopani District Municipality employees and community members. In this research population elements were mayor, municipal manager, directors and community members. Ncube (2010) states that using the whole population is not feasible and is uneconomical because it involves a vast number of employees. Research population is a collection of individuals or objects and the main focus of a scientific query and it is for the benefit of the population that researches are done. Researchers often cannot test every individual in a population due to large size, being too expensive and time consuming.

3.1.5 Data collection and research instruments

Data collection is an important aspect of any type of research study, inaccurate data collection can impact the study and lead to invalid results. The research study collected data through interviews (please see Appendix A), semi-structured

questionnaires (please see Appendix B) and secondary data collection and researcher ensured accuracy to avoid invalid results.

Hall (2003) states that primary data refers to data collected by researcher through interaction with respondents. Primary data collection in this study was achieved through semi-structured questionnaires and interviews. A questionnaire which is a method of asking questions from people is, suitable for gaining quantitative data although used for qualitative data.

A semi-structured interview is an in-depth interview which is directed towards understanding experiences of other people and the meaning they attach to those experiences. The semi-structured interview was formal and flexible which gave detailed picture of participant's beliefs and perception about research. The semi-structured interview was carried out telephonically although traditionalists argue that face-to-face interviews allow the researcher to visually access participant's natural environment but due to busy schedules of officials they were comfortable communicating over the telephone. The researcher ensured reflexivity and after the interview the researcher replayed the conversation. The advantage of a telephonic interview were the time and costs involved in travelling to Giyani would have been exorbitant, other work commitments also prevented multiple trips to conduct interviews and travelling is costly.

The was done with Mopani District Municipality officials and semi-structured questionnaires were done with the Mopani community (Beneficiary). The main purpose was to investigate the skills they possess in management of the Regional Bulk Infrastructure Grant. Questionnaires were paper and pencil questionnaires to 25 community members regarding the problem statement of the research. The advantage was that questionnaires are an inexpensive method useful where the literacy rate is high and the respondents are co-operative.

Secondary data refers to information collected by the researcher for purposes other than the completion of a research project which can be data collected by someone other than the user such as by means of a census, surveys, organisational records and data collected through qualitative methodologies or qualitative research (De Vos,

2002). Secondary data collection method consisted of examining the existing data from municipal reports, financial reports and newsletters. Therefore, information can be inexpensive but it might be an incomplete data source. In this study, secondary data was collected from Annual Auditor-General Reports on municipal performance 2017\2018 and municipal annual reports IDP which contributed to enriching the findings of this study.

3.1.6 Data analysis

The data analysis method to be used is thematic analysis. Lapadat (2010) states that thematic analysis is a systematic approach, analysis of qualitative data involves the following identifying themes, coding and classifying data and interpreting the resulting thematic structure by seeking commonalities, relationships, overarching patterns and theoretical constructs.

Furthermore, the purpose of thematic analysis is seeing, finding relationship, analysing, systematically observing a case and quantifying qualitative data. Thematic analysis uses data sources from interviews transcripts, research memos, historical documents, video files, digital audio sources and drawings (Lapadat, 2010). Qualitative data analysis software designed for thematic analysis is NVIVO. NVIVO Software Package and was used to analyse data.

3.2 Validity and reliability

Internal and external validity are two distinct but related characteristics that are used to assess validity (Walliman, 2001). Internal validity assesses how well a particular research design has ruled out all other alternative hypotheses. The extent to which the study's findings can be generalized is called external validity (Walliman, 2001). Validity measures accuracy, the researcher assured that during collection of data the instrument used was constructed in a way that collected valid data required to answer the research questions. To ensure validity the researcher used an appropriate sample size. No information stated by respondents was left out, a voice recorder was used and collected data properly transcribed, recorded and filed.

Reliability of data means that similar results should be obtained by independent but comparable measures of the same object, trait or construct information (Tustin, Ligthelm, Martins and Van Wyk, 2005). Mamabolo (2019) further defined reliability as an ability of a research instrument under similar conditions to provide results similar when used repeatedly. Interview schedules were prepared and simple language was used during the interview. The researcher did not reveal information to any of the participants to get reliable data from other participants.

3.3 Ethical considerations

The ethical consideration is very important for research which distinguishes wrong and right (Ncube, 2016). The ethical considerations considered in this study are as follows;

- Ethical clearance from the University of Limpopo's Turfloop Research and Ethical Committee (TREC) was obtained before data was collected (see Appendix E).
- Right of privacy to information meant that input from participants was kept confidential.
- A consent form was prepared and signed by the respondents in order to confirm their willingness to participate in the survey.
- Unfavourable findings were published honestly.
- Briefing about the nature of the research was done during the completion of the interview.
- Documents from the municipality and the Department were protected.

3.4 Conclusion

A qualitative research approach was used in this study. A qualitative research method was chosen because it enabled the researcher to study the phenomenon in its natural setting which helped the researcher to compare and measure the results from the respondents.

Chapter 4: Analysis and findings

4 Introduction

A municipality is the sphere of government closest to the people and responsible for service delivery, confronted with challenges of institutional capacity, mismanagement of funds, high level of corruption and lack of public anticipation. The research report focuses on investigating the importance of managerial skills in the implementation of the Regional Bulk Infrastructure Grant in Mopani District Municipality. Education and skills levels are the key enabler for economic growth, whilst the South African labour market is characterised by low levels of education and skills.

The critical positions in municipalities are planning, infrastructure and financial management which require experienced senior managers supported by the mayoral committee that focuses on service delivery issues. Challenges have been identified in the implementation of the Grant such as lack of capacity and required skills for instance financial, project and programme management, leadership instability, lack of reporting, not having strategies to deal with cost recovery and misalignment of financial years between National and Local impacting on planning and implementation. In attempting to understand the importance of managerial skills in the implementation of the Grant, five members from municipal management and governance were researched to capture their opinions, thoughts and experience. Furthermore, a survey was conducted with communities to provide a different perception on the importance of managerial skills.

Notice 315 of 2009 in terms of section 41(1) of the Disaster Management Act 57 of 2007 published in the Government Gazette of 09/09/2010, declared the Giyani as a disaster area (drought). The South African Government has a free Basic Services Policy (2001) in place which pledged to provide free basic services to poor households. These services included six kilolitres of water per household per month within 200m of the household. The government through their implementing agents Mopani District Municipality initiated a project the Nandoni-Nsami Bulk water pipeline in 2014/2015. The Giyani area is still struggling to access water as per Basic Service Policy promised the people of South Africa.

4.1 The research refrains

During the research, 15 semi-structured interviews were administered but only seven officials were available for the interview. Furthermore, 25 questionnaires were administered to community members. Three municipal officials in the upper management, two in lower management and two members of the mayoral committee were interviewed. The interview data was analysed based on the three basic refrains;

- What business skills do officials in Mopani District Municipality possess?
- How do the officials in Mopani District Municipality manage the implementation of the Regional Bulk Infrastructure Grant?
- What training programmes can be put in place to equip municipal officials with managerial skills?

4.2 Data analysis: interviews at Mopani District Municipality

4.2.1 Section A: Biographical Information

4.2.1.1 Gender

Table: 4.1

Male	06
Female	01

The gender distribution of the employees interviewed as per Table: 4.1 was one female and six males. The gender distribution for the interview clearly indicates that more males participated in this study than females. The Employment Equity Act of 1998 needs to be adhered to by the district because males are dominant over females.

4.2.1.2 Race

Table: 4.2

African	07
White	
Indian	

Coloured	
Asian	

The race distribution of the employees interviewed as per Table: 4.2, all of the seven are Africans in the rainbow nation of South Africa. The district is not promoting diversity in the work force, there is no broad representation of the diversity of people of South Africa.

4.2.1.3 Age

Table: 4.3

21-29	00
30-39	02
40-49	04
50-59	1
60 above	

The age distribution of the interviewed employees shows that the district is dominated by people aged 40-49 years followed by 30-39 and one in the age bracket of 50-59. The district is under threat that young personnel might move to urban areas for more attractive benefits as the district is situated in rural areas.

4.2.1.4 Highest Qualification

Table: 4.4

Matric	00
Diploma	03
Degree	02
Honours	01
Masters and above	01

The education levels of the employees of Mopani District Mopani are shown in Table: 4.4. There are five employees with an undergraduate qualification amongst them is the senior manager of Infrastructure and water services. The two postgraduate employees of the municipality are the municipal manager and the mayoral committee head of finance. The municipality is adhering to the South African competency framework set by the Department of Treasury.

4.2.1.5 Position at work

Table 4.5

Non manager	02
Junior manager	03
Manager	00
Senior manager	01
Executive manager	01

With reference to Table 4.5, Mopani District Municipality is having vacancies for managers and junior managers who report directly to senior managers which indicates that the District has a problem with vacant posts that have not been filled. The two non- managers are the representatives from the Municipal Mayoral Committee.

4.2.1.6 Experience in managerial positions

Table 4.6

Non	00
1-5	04
6-7	00
8-10	00
Above 10	03

Employee experience as per Table 4.6 reflects employees with one to five years followed by 10 years and above. There are a high number of employees with one to

five years' experience and this might be the result of the change in governance as the new mayor brings his/her own employees. The above 10 years reflects that the municipality has experienced employees who have experience and are knowledgeable about the district.

4.2.2 Section B: Managerial skills possessed by officials

4.2.2.1 Have you had any management training prior to your appointment?

Table 4.7

Yes	04
No	03

The response from the seven interviewees as per Table 4.7 indicates that four had management training prior to their appointment and three did not have any management training prior to their appointment. The Skills Development Act (No 97 of 1998) is the main piece of legislation on which the HRD strategy in South Africa is grounded therefore it grants public service with a solid strategy to cultivate skills.

Furthermore, it gives provision for municipalities to create workplace skills' plans detailing the skills that are required by the workplace from the respondents the Municipal Manager, Director: Infrastructure and Mayoral Committee Member: Finance and one junior manager had management skills prior to appointment. This indicates that the municipality's human resource development strategy is not grounded and the municipality is not creating workplace skills' plans. However, this is noting that the government has committed itself to improve skills levels of public officials and to establish a culture of learning. This indicates that the municipality is not complying to the Skills Development Act (No 97 of 1998).

4.2.2.2. If yes, what type of training did you have?

Table 4.8

The qualification is regarded as training	01
Local Government Legislation	01
Masters Public Administration	

Municipal Finance Management Programme	01
Managing to W Programme	01

The type of trainings as per Table 4.8 indicates different types of training. The training of the Mayoral committee member: Finance is traditional training as he enrolled for a management course, Master of Public Administration at University of Limpopo. He completed it in 2019 and received a master's degree. The junior manager also received traditional training after completion of a diploma, he received technical skills as part of the course content.

Local Government Legislation programme, Municipal Finance Management Programme and Managing to Win are competency-based training, which focuses on the specific skills essential for effective job performance, the skills in which managers should develop competence in order to be effective. It is offered at workshops and seminars.

The training received by the Director was as follows: Infrastructure was Municipal Finance Management Programme, that of the Municipal Manager was Managing to Win and the Mayoral Committee Member's was: Finance- Local Government Legislation programme. Mopani District Municipality is not taking advantage of skills development. Municipal managers and directors because of their bulk management duties in contrast to that of junior management members, are expected to be more skilled in management. The training required for municipal officials includes planning, organising, leading and controlling.

4.2.2.3 How does the training help you cope with managerial challenges?

The Municipal Manager received training in the Managing to Win Programme which helped him to manage different avenues of the municipality from human resource, projects and to deal with pressure and conflict. It is necessary for senior municipal officials to be capacitated on management principles for them to manage their juniors and resources effectively, economically and efficiently and this also includes financial resources, time and information.

The Director: Infrastructure received training in the municipal finance management programme which provided information about stakeholders and how to deal with them. The provincial and national government are among the municipal stakeholders, therefore the programme should assist to establish and maintain good intergovernmental relations to fulfil the municipality's mandate.

The Municipal Mayoral Committee member: Finance received two training inputs: Local Government Legislation and Master Public Administration, the training helped him as he plays a role in oversight of projects. The knowledge and skills assist him to give input and to question and advise management. However, noting that management implements council resolutions means councillors who are skilled enable the municipality to deliver its mandate.

The junior manager received training from the TVET before completion of a diploma which assists him because his task is technical work.

4.2.2.4 If no, do you think managerial training is important in your position?

Table 4.9

Yes	03
No	00

The respondents as per Table 4.9 indicate that managerial training is important in their position whilst the three respondents had managerial training. The respondents from Infrastructure state that training about the Regional Bulk Infrastructure Grant is important because this is a big project which does not need basic knowledge. Supporting the respondents Mopani District Municipality is part of the municipality with a poor track record and limited institutional capacity and not allowed to implement any RBIG projects (IMIESA, 2013).

4.2.2.5 How do you cope with managerial challenges without formal managerial training?

Table 4.10

Junior Manager: Infrastructure	<ul style="list-style-type: none"> - Assistance from former project manager - Support from the Infrastructure team
Mayoral Municipal Committee: Infrastructure	<ul style="list-style-type: none"> - Rely on Director's expertise
Junior Manager: Finance	<ul style="list-style-type: none"> - Experience and learn on the job

The officials as per Table 4.10 indicate how they cope with managerial challenges without formal training. The above positions infrastructure and financial management are critical positions for which lack of skills can result in poor performance in the municipality.

How the officials in Mopani District Municipality manage the implementation of RBIG.

4.2.2.6 Do you work directly or indirectly with the management of the Regional Bulk Infrastructure Grant?

Table 4.11

Directly	03
Indirectly	04

With regard to the respondents as per Table 4.11, three work directly with the Regional Bulk Infrastructure Grant and four work indirectly. Department of Water Affairs allocates the Regional Bulk Infrastructure Grant to the Municipality as a Water Service Authority. But due to the Municipality having a poor track record and limited

institutional capacity, it is not allowed to implement any Regional Bulk Infrastructure Grant projects. Mopani District Municipality is part of the Water Service Authority with a poor track record and limited institutional capacity and that is the reason Lepelle Northern Water is an implementing agent for Department of Water Affairs in Mopani region.

4.2.3.7 What is your role in the management of Regional Bulk Infrastructure Grant?

Table 4.12

Municipal Manager	<ul style="list-style-type: none"> - Oversee the implementation of projects, financial and technical aspects of the Grant. - Ensure visibility of the project and end product.
Director: Infrastructure	<ul style="list-style-type: none"> - Director of the projects
Project Manager: RBIG	<ul style="list-style-type: none"> - Work with engineers and technicians at the project site. - Prepare reports for Department of Water Affairs.
Consultant: infrastructure	<ul style="list-style-type: none"> - Support the municipality at the project site.
Finance official	<ul style="list-style-type: none"> - Check receipts from contractors. - Prepare payment of contractors. - Request Department of Water Affairs funds to pay contractors.
Mayoral Municipal committee: Infrastructure	<ul style="list-style-type: none"> - Oversight visit to projects.
Mayoral Municipal committee: Finance	<ul style="list-style-type: none"> - Monitor and review Chief Financial Officer's work - Oversight visit.

The respondents might work directly or indirectly but as per Table 4.12 indicates the municipality plays a role in the implementation of the Regional Bulk Infrastructure Grant, therefore skills are needed at the municipality to ensure that projects are

completed. To avoid the audit outcome which identified weakness of leadership and oversight, funding, project management and intergovernmental coordination are also weaknesses in the management of water infrastructure projects at municipalities.

4.2.2.8 What is your opinion in relation to the management of Regional Bulk Infrastructure Grant?

Table 4.13

Municipal Manager	<ul style="list-style-type: none"> - The grant can be better managed - Needs improvement - There is no intergovernmental interaction with all stakeholders.
Director: Infrastructure	<ul style="list-style-type: none"> - The Grant should be utilised for its purpose.
Project Manager: RBIG	<ul style="list-style-type: none"> - Officials need training to be able to evaluate and manage projects.
Consultant: infrastructure	<ul style="list-style-type: none"> - Projects are delayed and incomplete.
Finance official	<ul style="list-style-type: none"> - The Grant must be managed by the municipality to avoid payment delays, requesting payment from Department of Water Affairs delays service delivery.
Mayoral Municipal committee: Infrastructure	<ul style="list-style-type: none"> - The Grant is not transferred to the account of the municipality.
Mayoral Municipal committee: Finance	<ul style="list-style-type: none"> - Not satisfied with the management of the Grant because projects are delayed or incomplete.

Table 4.13 indicates employees' opinion with regard to the Regional Bulk Infrastructure Grant and the majority identified project delays, incompleteness, mismanagement and that improvement needed regarding implementation of Regional Bulk Infrastructure Grant. The importance of intergovernmental relations between all stakeholders was raised by the Municipal Manager. The opinions support the report from Department of Water Affairs indicating that Mopani District Municipality delays on

delivering services due to lack of a municipal manager who could drive the process. Note that currently there is an acting Municipal Manager after resignation of the Municipal Manager in 2019.

4.2.2.9 What skill do you think is important in the management of the Regional Bulk Infrastructure Grant?

Table 4.14

Municipal Manager	<ul style="list-style-type: none"> - Project management skills - Technical skills - Financial Management skills
Director: Infrastructure	<ul style="list-style-type: none"> - Technical skills
Project Manager: RBIG	<ul style="list-style-type: none"> - Project management skills - Technical skills - Financial Management skills
Consultant: Infrastructure	<ul style="list-style-type: none"> - Project management skills - Technical skills - Financial Management skills
Finance Official	<ul style="list-style-type: none"> - Project management skills - Technical skills - Financial Management skills
Mayoral Municipal committee: Infrastructure	<ul style="list-style-type: none"> - Project management skills - Technical skills - Financial Management skills
Mayoral Municipal committee: Finance	<ul style="list-style-type: none"> - Project management skills - Technical skills - Financial Management skills

The respondents indicated the skills which are important in the implementation of Regional Bulk Infrastructure Grant as per Table 4.14 beside the Director: Infrastructure indicate that technical skills are important in the implementation of RBIG. Services delivery cannot be achieved without skilled and competent employees. The economic

growth of South Africa depends on education and skills levels but the labour market is characterised by a low level of education and skills.

Explore training programmes that can equip municipal officials with managerial skills.

4.2.2.10 Do you think municipal officials have to be trained on management skills?

Table 4.15

Yes	07
No	

The respondents as per Table 4.15 indicate that municipal officials have to be trained in management skills. Management skills are technical skills, interpersonal skills and decision making skills. Technical skills relate to knowledge and ability involving methods, processes and procedures. Interpersonal skills involve the ability to understand, communicate, and work well with individuals through developing effective relationships.

Decision making skills are based on the ability to conceptualise situations and select alternatives to solve problems and take advantage of opportunities. Conceptual skill is the ability to serve the big picture also recognising significant elements in a situation and understanding the relationship between elements. Design skills are the ability to solve problems in ways that will benefit the enterprise as managers must be able to do more than see a problem.

4.2.2.11 How important are managerial skills in the implementation of the Regional Bulk Infrastructure Grant?

Table 4.16

Municipal Manager	<ul style="list-style-type: none"> - Manage projects and challenges - Manage relationship with stakeholders
-------------------	---

Director: Infrastructure	- To manage projects from the start to end point.
Project Manager: RBIG	- For smooth running of projects - Balance finances of the projects - To have projects progress
Consultant: infrastructure	- Needs decision making and project management for completion.
Finance Official	- Manage lifespan of projects and avoid delays
Mayoral Municipal committee: Infrastructure	- To understand the institution - Manage the progress of projects - Manage finances
Mayoral Municipal committee: Finance	- Manage the lifespan of projects - Manage payments

As per Table 4.16 employees gave their own understanding on how important managerial skills are in the implementation of the Regional Bulk Infrastructure Grant. The respondents indicated that managerial skills are important.

4.2.2.12 What training programmes would you recommend for municipal officials?

The respondents agreed on both traditional training and competency-based training in the following programmes: project management programme, technical management programme, management programme and financial management programme. The municipal officials must take advantage of the Local Government Sector Education and Training Authority (LGSETA) and Local Government Academy (LOGOLA). The municipality must ensure that human resource development is capable. The Integrated Development Plan 2019/2020 states that the municipality has a budget to train officials as per the workplace skills plan by June 2020.

4.3 DATA ANALYSIS: SEMI-STRUCTURED QUESTIONNAIRES FOR RESIDENTS AT HOMU VILLAGE

4.3.1 Section A: Demographic information

4.3.1.1 Gender

Table 4.17

Female	19
Male	6

In terms of the gender distribution of the respondents as per Table 4.17 out of 25, six were males and 19 females. This clearly indicates that female respondents participated in the research study and the reason might be that during the survey the males were still at work, understanding that Giyani is still a traditional cultural place as males must provide for the family.

4.3.1.2 Age

Table 4.18

21-29	03
30-39	08
40-49	03
50-59	01
60 above	10

A total of 25 respondents provided their age for the survey as per Table 4.18 out of the sample three are aged between 21-29 years, eight between 30-39 years, three aged 40-49 years, one between 50-59 years and 10 aged above 60 years. The age indicates that the community is composed of all age groups.

4.3.1.3 Source of Water

Table 4.19

Borehole	23
Tap water	19
Truck water	00
River bank	01

The survey as per Table 4.19 reflects that 23 respondents rely on borehole, which is a privately owned borehole. The borehole belongs to the church, which is a source of water. Respondents further indicated that the water is bought at a rate of R2.00 per litre. The other source of water is tap water which is sometimes two weeks without water, other respondents prefer the borehole because pipe water is more than 200m away which is against the National water policy that states a person must travel 200m to fetch tap water. One respondent fetches water from the river bank which is an alternative if there is no tap water, because she drinks medication and borehole water causes side effects like diarrhoea.

4.3.1.4 How long have you been living in Giyani?

Table 4.20

0-3 years	00
4-6 years	04
7-10 years	02
11-15 years	06
16-20 years	03
More than 21 years	10

A total of 25 respondents have been living at Giyani for a long period as per Table 4.20. Out of 25 respondents 21 have 7 to 10 years above living in this village. This indicates that the village is old, meaning that water services were supposed to be addressed a long time ago.

4.3.2 Section B

4.3.2.1 Do you know about the Regional Bulk Infrastructure Grant?

Table 4.21

Yes	21
No	04

The respondents as per Table 4.21, 21 know about the Regional Bulk Infrastructure Grant and four respondents do not know about the Regional Bulk Infrastructure Grant. The respondents state they know about the Grant from a construction company named Khato Civils who was contracted to provide the water infrastructure in Giyani. A boy in Giyani drowned in a trench dug by Khato Civils and that is how the respondents heard about the Grant. This indicates that stakeholder engagement is not done by the municipality which is a key factor in an organisation for promoting ethical leadership and responsible practices.

4.3.2.2 If yes explain how it works?

Table 4.22

Develop raw water resources and water service infrastructure	19
Rehabilitate and refurbish raw water resources and water service infrastructure	
All of the above	02
None of the above	

Respondents in Table 4.22 indicated that they know about the Regional Bulk Infrastructure Grant therefore as per Table 4.21 out of 21, 19 respondents explained how the Regional Bulk Infrastructure Grant works. The Grant develops raw water resources and water services infrastructure. The two respondents indicated that the grant develops raw water resources and water service infrastructure and rehabilitate and refurbish raw water resources and water service infrastructure. The two respondents are from

The tribal council; they are representatives in the municipal council that is why they are knowledgeable.

4.3.2.3 Do you have water challenges in your community?

Table 4.23

Yes		25
No		00



Figure: 1.2: Borehole 1



Figure 1.3: Borehole 2

The above boreholes Figure 1.2 and Figure 1.3 are the community boreholes which are not functional. The boreholes were supposed to be an interim source of water while the bulk pipeline was being installed. The boreholes are installed at a church so as to prevent vandalism. The two boreholes form part of the 17 that could not be completed due to budgetary constraints.



Figure 1.4: Fetching water

The community is fetching water at one communal pipe as per Figure 1.4, the community members said they are 900m distance from the pipe.



Figure 1.5: Tap

This is the communal pipe as per Figure 1.5 which is used by the community of Humo village and they sometimes spend two weeks without pipe water. During the two weeks without water the community buys water from a private borehole at a rate R2.00 20 or 25 litres.



Figure 1.6: Water harvesting

The pensioners in the community as per Figure 1.6 resorted to water harvesting as a source of water. They collect empty 2- litre cool drink bottles to use for collection of rain water. Rain water has a disadvantage because due to global warming rain is scarce, thus during a drought they must buy water or wait for the communal pipe water.

The respondents as per Table 4.23, indicate that the community has water challenges. The respondents who are pensioners furthermore gave a history of the community with regard to water challenges and stated that during the former Gazankulu government lead by Mr Ntsanwisi they had water, each household had tap water. The pipes of the former Gazankulu government are now dry despite the interim action taken by the municipality to install community boreholes. Homu village has two boreholes which are not functional.

The two community boreholes which are not functional are shown in Figure 1.1 and 1.2. The community relies on one private borehole. Figure 1.3 indicates that the community fetches water from a tap which is more than 200m and up to 900m distance. Figure 1.4 indicates the tap which is used by the whole community. The water challenges in the community lead pensioners to resort to water harvesting indicated in Figure 1.5 which is another source of water.

4.3.2.4 How do you think these water challenges can be solved?

Table 4.24

Change the municipal management	05
Offer managerial skills to management	04
Department of Water Affairs must take over	13
Allow community to be involved in decision making concerning water issues	06

The respondents as per Table 4.24 had different views of how to solve the water challenges. Thirteen respondents think that the Department of Water Affairs must take over, six think that the community should be involved in decision making concerning water issues, five think that municipal management should be changed and four think that managerial skills should be offered to management. The majority of the respondents hope that the Department of Water Affairs must take over as custodian of water, although the members of national government have visited the community and promised to deliver the service. That might be the reason why the community has hope for the Department because during oversight the Department always mandates the municipality to ensure that the community receive water services.

4.4 FINDINGS OF THE STUDY

4.4.1 What managerial skills do officials in Mopani District Municipality possess?

The study reveals that officials in Mopani District Municipality do not possess business skills. The officials that are trained either traditionally or through competency-based training do not possess managerial skills for the implementation of RBIG. The officials agree that it is important to have managerial skills, because the project does not need basic knowledge. The Department plans to improve workplace training, which will assist the municipality to adhere to the Skills Development Act (No 97 of 1998) which

gives provision for municipalities to create workplace skills plans detailing the skills that are required by the workplace.

The municipality is not taking advantage of the Local Government Academy (LOGOLA) and Local Government Sector Education and Training Authority (LGSETA). The Local Government Academy (LOGOLA) aim to develop focused and relevant programmes to empower Local Government councillors and has appointed senior management officials. This is done through the provision of educational services to public officials and employees. The province has four recognised universities as well as the TVET and private colleges that officials can enrol at to capacitate themselves.

The Local Government Sector Education and Training Authority (LGSETA) caters for the training and development requirements of municipalities in the country. The mandate of the LGSETA, is to forge skills development at municipalities. The HRD of the municipality is not effective and the officials are not taking advantage of this initiative to get training and development. If the LGSETA was effective the officials would have received training that is competency-based but the study revealed the training had to do with legislation and managing to win which does not include business skills.

The district has poor capacity as it failed due to budgetary constraints to install boreholes as interim measures in other communities, because 17 could not be completed. Out of this 17 two belong to the community of Homu village. The village pays R2.00 per ??? for water at a private borehole installed at the church. Managerial skills should have capacitated employees for such a budget to be used correctly and to be able to negotiate with Department of Treasury for funding.

4.4.2 How do the officials in Mopani District Municipality manage the implementation of Regional Bulk Infrastructure Grant?

Mopani District Municipality is no longer an implementing agent due to the challenges the district encountered. The Department of Water Affairs ensured that municipalities with poor track records and limited institutional capacity are not allowed to implement

any RBIG projects. The Department of Water and Sanitation appointed Lepelle Northern Water as implementing agency for the revitalisation programme.

Therefore, the task for Lepelle Northern Water is to assist Mopani to restore water and sanitation services to areas in dire need. The Department of Water and Sanitation appointed Lepelle Northern Water because of weak or inexperienced contractors appointed for three reasons supporting emerging contractors, political interference and corruption.

Furthermore, the General Report of the National and Provincial Audit Outcomes for 2016-17 highlighted weak leadership and oversight, funding, project management and intergovernmental coordination also weakness in the management of water infrastructure projects at municipalities.

The municipality raised the issue of a lack of intergovernmental relations whilst Department of Water Affairs increased its own capacity and direct involvement in the implementation of projects and will use water boards, developed terms and contracts which will avoid additional procurement processes by municipalities.

4.4.3 What training programmes can be put in place to equip municipal officials with managerial skills?

In Chapter Four, officials identified training programmes that were either traditional or competency based. The training must capacitate officials with management skills. Management skills are technical skills, interpersonal skills and decision-making skills.

- Technical skills involve the ability to use methods and techniques to perform a task, including a knowledge of methods, processes, procedures and techniques and the ability to use tools and equipment to perform a task (Lussier and Achua, 2018). Technical skill is a knowledge of and ability involving methods, processes and procedures (Olum, 2004).

- Interpersonal skills involve the ability to understand, communicate, and work well with individuals through developing effective relationships. Interpersonal skills involve several other skills including communication, teamwork, power, politics, negotiating, networking, motivating, conflict, diversity and ethical skills (Lussier and Achua, 2018). Human skills refer to the ability to work with people, teamwork and cooperative effort which it is the creation of an environment in which people feel secure and free to express their opinions (Olum, 2004).
- Decision-making skills are based on the ability to conceptualise situations and select alternatives to solve problems and take advantage of opportunities. These are based on several other skills including conceptual, diagnostic, analytical, critical thinking, quantitative reasoning and time management as well as the ability to be creative, perceive trends, anticipate changes and recognise problems and opportunities (Lussier and Achua, 2018).
- Conceptual skill is the ability to serve the big picture also recognising significant elements in a situation and understanding the relationship among elements (Olum, 2004).
- Design skills refer to the ability to solve problems in ways that will benefit the enterprise, managers must be able to do more than see a problem (Olum, 2004).

Chapter 5: Conclusions and recommendations

5 Introduction

Chapter Five concludes the study which was aimed to investigate the importance of managerial skills in the implementation of the Regional Bulk Infrastructure Grant in Mopani District Municipality, Limpopo Province. This chapter provides a summary of the results of the study, their analysis, findings, conclusions and recommendations, drawn from the results of the interview and questionnaire, selected secondary data and the researcher's observations. Therefore, this chapter serves two purposes which are to give concluding remarks and provide recommendations to future researchers.

The recommendations will be redirected to the questions and will be useful to the municipality and future researchers. The municipality is an important sphere of government close to the people to South Africa. Failure to deliver service to the people affects economic growth. A municipality needs skilled leaders in performing tasks, which implies that one must possess the abilities, talents, expertise or proficiency needed for the specific task.

5.1 Realisation of the objectives

The research objectives stated on page 3, paragraph 1.4.1 were realised through empirical investigation at Mopani District Municipality. The researcher presented semi-structured questionnaires to the community of Giyani Homu village, interviewed the officials in the district and collected secondary data for the realisation of the objectives.

5.1.1 To determine the managerial skills possessed by officials in Mopani District Municipality

An empirical investigation was done through scheduled interviews at Mopani District Municipality for the realisation of the above objective. The investigation was conducted with seven officials at Mopani District Municipality. The following was realised with regard to the managerial skills possessed by officials in Mopani District Municipality: Municipal Finance Management Programme; local government legislation, managing

to Win and a Master in Public Administration. Whilst other officials did not receive training, they use the expertise of other officials.

The officials that did not receive training indicated that the municipality is part of the South African municipalities that face challenges in terms of their skills and capacity regardless of the initiatives and programmes in place. The Audit Outcome 2017/18 for Limpopo municipalities recommended that municipal officials and municipal councils must be adequately capacitated to prevent unnecessary financial losses. According to the Local Government Municipal System Act (2000) municipalities must develop their staff to a level that enables them to perform their functions effectively and efficiently in compliance with legislation.

Skills development activities have funding as every municipality pays a skill development levy of 1% of its payroll, which is then allocated to the LGSETA. Therefore, poor planning is the cause of lack of technical, management and leadership skills which is affecting the ability of local government to fulfil their service delivery mandate. The district Integrated Development Plan identified the following issues for improvement; appointing skilled, competent personnel and continuous skills development/training. The communities have identified that the management of the municipality is either offered managerial skills or new capacitated and skilled officials take over (please see Table 4.3.2.4)

5.1.2 To understand how the officials in Mopani District Municipality manage the implementation of Regional Bulk Infrastructure Grant.

An empirical investigation was done through secondary data, scheduled interviews to seven officials at Mopani District Municipality and semi-structured questionnaires to 25 residents at Homu village for the realisation of the above objective. The researcher investigated how the officials in Mopani District Municipality manage the implementation of RBIG. The following was realised that Mopani District Municipality is a Water Services Authority, has three major goals to achieve namely; delivery of sustainable water services, integrated water resource management and an efficient and effective water services institutional arrangement.

Mopani District Municipality is an implementing agent of the Nandoni-Nsami Bulk Water Pipeline, the project had challenges resulting in it not being completed at the stipulated period which was 2018. The municipality had challenges in the implementation of RBIG which amongst them was lack of capacity and required skills to operate and maintain the infrastructure (technical, financial, project and programme management). The implementation of the RBIG projects are delayed or incomplete which led to the Department of Water Affairs taking the project and appointing Lepelle Northern Water to be the implementing agent.

At Homu village as beneficiaries of the RBIG, an investigation through semi-structured questionnaires was conducted for the realisation of the above objective. The following was realised: communities in Giyani have water challenges, water supply is below the RDP level (25 litres per person per day). Mopani District Municipality was allocated the RBIG to provide for the development of new infrastructure and the refurbishment, upgrading and replacing of ageing infrastructure extensive areas across the municipal boundaries.

The community of Homu village have water challenges as they use one tap for water and a private borehole at a rate of R2.00 per 20 or 25 litres. The water challenge has been a national concern because a member of the Presidency office came to the Giyani community and assured them that water challenges will be resolved but still taps are dry and no interim boreholes are functioning in the community.

5.1.3 To explore training programmes that can equip municipal officials with managerial skills.

The secondary data collected for the realisation of the above objective indicated that to improve job performance there must be continuous improvement of skills through training and development available to all employees. Training can be through traditional training for which managers can enrol for management courses at universities or colleges and competency-based training that focuses on the specific skills essential for effective job performance. The municipal officials acknowledged that it is important to be trained in management skills. The municipality is situated in a

province with four universities and colleges where they can enrol for courses in management skills.

The officials at the municipality must take advantage of the LGSETA and LOGOLA to capacitate themselves. The Municipal HRD offices must be visible to ensure that officials are aware of the opportunities they have with regard to skills development. Officials at Mopani District Municipality are willing to get training because they have indicated that basic knowledge is not reliable especially for big projects like the RBIG.

5.2 Conclusions

Mopani District Municipality is a water service authority and the Department of Water Affairs assigned duties for the municipality. Therefore, due to lack capacity and corruption the Department of Water Affairs assigned Lepelle Northern Water as an implementing agent of the Regional Bulk Infrastructure Grant. The water crisis in Giyani shows that the Government of South Africa needs to work hard to change the living conditions of the people and that pensioners' health is at risk.

The municipality Integrated Development Plan stipulated that the human resource development needs to be improved, out of seven respondents four did receive training prior to appointment and three did not have training. Therefore, all the respondents agreed that training is important in the implementation of the Regional Bulk infrastructure Grant.

The district failed to complete projects and other projects were delayed as a result of lack of capacity. One respondent specified that this Grant does not need basic knowledge to implement it and that is the reason the municipality failed to implement the projects. Some officials rely on capacitated officials for expertise and knowledge considering the fact that municipalities are a political environment but officials are not taking advantage of Local Government Sector Education and Training Authority (LGSETA) and Local Government Academy (LOGOLA).

The municipal officials complained of busy schedules but the question is why service was not provided to communities. But from the analysis the skills possessed by officials are not in line with what is required in the municipality and it therefore t is concluded that capacity is the challenge which impacts negatively on service delivery.

The majority of the respondents did acknowledge that managerial skills are important in the implementation of the Regional Bulk Infrastructure Grant, however some respondents dismissed such views as stated in Chapter Four. This generally proves that municipalities have serious challenges in the implementation of Regional Bulk Infrastructure Grants.

Management function involves planning, organising, leading and controlling and the projects need officials to have knowledge of these functions. The projects need to be planned, organised, controlled and lead. These functions are important because they are worth billions allocated to ensure that the water infrastructure is developed, rehabilitated and refurbished to meet the socio-economic and environmental needs of South Africa.

In twenty-five years of democracy, water is characterised as 'life' and people still live below the RDP level (25 litres per person per day). The situation in districts is a national issue in which the President's office came to intervene but still nothing has changed. This is a fact which made community members have little faith on the management of the district and government overall. It is for these reasons that community members think that management needs training and others think that there is a need for change in the management of the institution.

5.3 Recommendations

5.3.1 What managerial skills do officials in Mopani District Municipality possess?

The district Human Resource Development office must afford officials training prior to appointment. The HRD must conduct a skills audit to know which officials need skills development. The district must have an effective and knowledgeable HRD office, accessible to officials. Newly appointed officials must be welcomed with training related to the task ahead.

Local Government Academy (LOGOLA) and Local Government Sector Education and Training Authority (LGSETA) must have satellite offices at all municipalities. These

offices must give officials full information about how they work. They must hold regular awareness campaigns at municipalities and visibility must be their priority.

The HRD must regularly invite the universities especially the local ones to orientate officials about the skills training they offer. Therefore, this will also assist officials with information about what universities offer.

The municipal manager and senior managers must be trained regularly, because they are the ones who must possess all the management skills to assist them to take informed decisions and not use basic knowledge.

The Mayoral Committee must be part of the skills development because they rely on other officials' expertise so they must undergo training regarding issues of oversight to avoid councillors who agree to everything they must be capacitated to give inputs.

5.3.2 How do the officials in Mopani District Municipality manage the implementation of Regional Bulk Infrastructure Grant?

The Department of Water Affairs, Lepelle Northern Water and Mopani District Municipality must forge good intergovernmental relations to ensure that in the end service is delivered to the communities. The custodian of water resources must ensure that it takes responsibility to capacitate municipal officials on the required skills, also they must work with the South African Police to fight corruption with regard fruitless expenditure.

The district must ensure that the 17 boreholes that are not functional due to financial constraints be completed and must request Department of Treasury for funds to eradicate water challenges. Community members cannot continue to use their money to buy a basic need whilst boreholes are being installed.

5.3.3 What training programmes can be put in place to equip municipality officials with managerial skills?

Mopani District Municipality must partner with the University of Limpopo, University of Venda, Tshwane University of Technology, University of South Africa and so forth for effective traditional training. The universities must come to the municipality and present orientation on programmes they offer to capacitate officials. Municipal officials must enrol with universities for traditional training, they must make education fashionable.

The municipality must improve and implement their competency-based programme as planned from the framework contract advertised in 2018. The various SETA accredited training and other programmes are as follows in accordance with the municipality workplace skills audit:

Course Content	Course Content
Certificate in Municipal Finance Management Programme	Strategic Management Budgeting Implementation and Performance Management Municipal Accounting and Risk Management Governance and Legislation Cost and Capital Planning Municipal IT Support and Project Management Supply Chain Management and Public Private Partnerships
Recognition of Prior Learning	Recognition of Prior Learning (RPL) provides an opportunity for you to identify your learning, have it assessed and formally acknowledged. The process involves the identification, mediation, assessment

	and acknowledgement of knowledge and skills obtained through informal and non-formal learning
Process Controller Training	The process involves the following; Identification Mediation Assessment and acknowledgement of knowledge Skills obtained through informal and non-formal learning.
Coaching and mentoring training	Planning the coaching process of a first-line manager. Selecting a first-line manager for a specific position. Monitoring and measuring the results of coaching sessions. Coaching of selected first-line manager.
Facility Management Training	Not stated
Record Management Training	Not stated
Law Enforcement Officer Training	Not stated

The municipality must consider the following courses offered at universities or colleges;

- Gordon Institute of Business Science University of Pretoria (2020)

Training	Importance
Project Management	This programme, will give you skills to effectively execute and manage projects
Managing for Results	This programme is designed to assist you in your role of managing people. Firstly, understanding your strengths and blind-spots better, and furthermore understanding how to adapt your leadership style to individual

	members of your team, you can set yourself up for a successful career in management.
Managing Projects Strategically	Learn to use project management principles to deliver on your organisation's strategic intent. Organisations are starting to see the importance of project management not as operational response to day-to-day activities, but as a form of strategic foresight and management, with its multidisciplinary skills and particular demand in driving change through effective leadership
General Management Programme (GMP)	For senior managers who are transitioning into a general management role with profit and loss responsibilities. Companies need to be more innovative, more motivated and quicker to respond than ever before if they want to adapt to present day-to-day challenges while still planning for future success. Whether they succeed or fail at this will depend, more often than not, on the quality of those trusted with leading the business. General managers are the cornerstone of any successful business.
Finance for Non-Financial Managers	Improve your understanding of financial management and how to use financial statements to improve your decision making

- Turfloop Graduate School of Leadership 2020

Course	Course content
Executive Management Programme certificate; the certificate is focused on senior managers in the public and private sectors who require further academic training linked to their practical work experience to move into executive management positions.	Strategic management Project management Leadership and change management Financial strategy Knowledge management Integrated project Service delivery and customer relationship management
Management Development Programme; is focused on middle level manager in the public and private sectors who require further academic training.	Principles of management Project management techniques Principles of financial management Introduction to information and technology Basic economics for management decisions Introduction to service delivery and customer relationship management
Senior Management Programme; it is designed to provide training for managers in the public and private sector to progress to senior management positions in their organisation.	Implementation of management strategies Project management for senior manager Financial management for senior managers Implementation information technology Human resource management for senior managers Implementation of service delivery

- University of Venda 2020

Strategic management	Introduction to strategic management Strategic capabilities strategic purpose Business strategy and diversification Organising for success and monitoring Leadership and strategic change Organisational culture and strategy
General management and responsible leadership	Generic management Cooperative management Office management for office professionals Women in leadership

5.4 Conclusion

This research has provided a comprehensive review on the importance of managerial skills in implementation of projects, the challenges facing the District Municipalities is related to a lack of capacity and required skills to operate and maintain the infrastructure technical, financial, project and programme management. To sum up all stakeholders are important in the economic development of the country. The Department of Water Affairs as water custodian must ensure that their Water Service Authority municipalities are capacitated before they allocate them the Grant. As we all know the Nandoni to Nsami pipeline has been delayed from 2014 to date. The Department should have ensured that the billions allocated to a municipality are coupled to the municipality's capacity. Community members are the ones that suffer in the end when municipalities do not have the capacity to execute certain tasks. Therefore, they must be involved in all developments to avoid finger pointing as the communities end up having little faith in the municipalities. The municipal officials are not aware of the interventions made to develop their capacity. Workplace skills plan is an institutional training setup and development strategy which the municipality has in place.

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APPENDIX A: INTERVIEW SCHEDULE**The importance of managerial skills in the implementation of the Regional Bulk Infrastructure Grant in Mopani District Municipality, Limpopo Province South Africa****Dear Participant**

Thank you for affording me your time to participate in this study. This is an MBA study that is geared towards investigating the importance of managerial skills in the implementation of the Regional Bulk Infrastructure Grant. The state of water supply in South Africa motivates and gives relevance to this study. Therefore, your willingness to provide your opinion in the matters raised is all that is required. There are no wrong or right answers.

Please be informed that your identity will remain anonymous and that your participation in the study is voluntary. You are also free to withdraw from participating in this study at any point in time.

Thanking you

Mrs Lebogang Selane

INFORMATION WORTH NOTING:

This interview will last for about ± 15 minutes at most. You are requested to answer all the questions to the best of your knowledge.

SECTION A

Kindly provide the following biographical information to the researcher;

Biographical information

1. Gender

Male	Female
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2. Race

African	White	Indian	Coloured	Asian
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3. Age in years

21-29	30-39	40-49	50-59	60 and above
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4. Highest qualification

Matric	Diploma	Degree	Honours	Masters and above
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5. Position at work

Non manager	Junior manager	Manager	Senior manager	Executive manager
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6. Experience in managerial position

None	1-5	6-7	8-10	Above 10
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SECTION B:

ANSWER THE FOLLOWING QUESTIONS:

1. MANAGERIAL SKILLS POSSESSED BY OFFICIALS

- 1.1 Have you had any management training prior to your appointment?
- 1.2 If yes, what type of training did you have?
- 1.3 How does the training help you cope with managerial challenges?
- 1.4 If no, do you think managerial training is important in your position?
- 1.5 How do you cope with managerial challenges without formal managerial training?

2. HOW THE OFFICIALS IN MOPANI DISTRICT MUNICIPALITY MANAGE THE IMPLEMENTATION OF RBIG

- 2.1 Do you work direct or indirectly with the management of the Regional Bulk Infrastructure Grant?
- 2.2 What is your role in the management of the Regional Bulk Infrastructure Grant?
- 2.3 What is your opinion in relation to the management of the Regional Bulk Infrastructure Grant?
- 2.4 What skills do you think are important in the management of the Regional Bulk Infrastructure Grant?

3. EXPLORE TRAININGPROGRAMMES THAT CAN EQUIP MUNICIPAL OFFICIALS WITH MANAGERIAL SKILLS

- 3.1 Do you think municipal officials have to be trained in management skills?

3.2 How important are managerial skills in the implementation of the Regional Bulk Infrastructure Grant?

3.3 What training programmes would you recommend for municipal officials?

This connotes the end of this interview. You are free to share any additional information.

Thank you for your time.

CONSENT FORM

Name of the Researcher	Lebogang Selane
Title of the study	The importance of managerial skills in the implementation of the Regional Bulk Infrastructure Grant in Mopani District Municipality, Limpopo Province South Africa

Dear Participant

You are hereby requested to give your consent to participate in the study. If you are willing kindly complete the form below.

Kindly note that the information provided will be treated with confidentiality and for the study purpose only. Therefore, you will not be named in any written work arising from the study. Should you require further clarity, you are free to discuss your concerns with the researcher.

I----- give my consent to participate in the study titled;" **The importance of managerial skills in the implementation of the Regional Bulk Infrastructure Grant in Mopani District Municipality, Limpopo Province South Africa**". I am aware that my participation in the study is voluntary and that I am free to withdraw my participation at any time.

Signature_____

Date_____

APPENDIX B: SEMI-STRUCTURED QUESTIONNAIRE

Instructions to respondents:

- There are no correct or incorrect answers to the items in this questionnaire.
- Complete the questionnaire as honestly as possible. The first response that comes to mind is usually the most valid response.
- Only one response per item is permitted.
- Note that your responses will make a valuable contribution to our understanding of the current management skills needs of managers in Mopani District Municipality.
- Please answer all the questions
- Completing the survey will take approximately +-15 minutes

Section A: Demographic Information

1. Gender		
1	Male	
2	Female	
2. Age Category		
1	21-29 years	
2	30-39 years	
3	40-49 years	
4	50-59 years	
5	60 years over	
3. Source of water		
1	Borehole	
2	Tap water	
3	Truck water	
4	River bank	
4. How long have you been living at Giyani?		
1	0-3 years	
2	4-6 years	
3	7-10 years	
4	11-15 years	
5	16-20 years	
6	More than 21 years	


SECTION B

1. Do you know about Regional Bulk Infrastructure Grant?	
Yes	
No	
If yes explain how it works?	
Develop raw water resources and water services infrastructure	
Rehabilitate and refurbish raw water resources and water services infrastructure	
All of the above	
None of the above	

2. Do you have water challenges in your community?	
Yes	
No	
If yes what do you think causes those challenges?	
Lack of water infrastructure	
Poor management	
Corruption	
All of the above	

3. How do you think these water challenges can be solved?	
Change the municipal management	
Offer managerial skills to management	
Department of Water Affairs must take over	
Allow Community to be involved in decision making concerning water issues.	

Appendix C

 <p><i>Office of the Municipal Manager</i></p>	<p align="center">Mopani District Municipality</p> <p>Private Bag X0637 Giyani 0528</p> <p align="right">Tel: +27 15 811-4300 Fax: +27 15 812-4302</p> <p align="center">Letter of permission to conduct a research</p>
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To Ms Selane L.S
University of Limpopo (TGSL)
Faculty of Management and Law
Polokwane
0700

Date 16 January 2020

Dear Madam

RE: PERMISSION TO CONDUCT RESEARCH -YOURSELF

1. The above matter refers
2. This letters seeks to respond to your minute dated 08 January 2020 requesting permission to conduct research.
3. We hereby grant you permission to conduct research for your thesis titled "**The Importance of Managerial Skills in the Implementation of the Regional Bulk Infrastructure Grant in Mopani District Municipality**". We believe that the opportunity granted will enable you fulfill the objectives of your research and get the necessary data you seek to get in our institution, and further believe that findings and recommendations of your research project will also benefit the municipality.
4. We hope you will find our respond in order and wish you all the best in your academic journey.

Regards 

Mr. Q Kgatla
Acting Municipal Manager

Appendix D

HEADMAN THANDABANTU

UNDER HOMU TRADITIONAL COUNCIL
HOMU 14B

PARTICULARS OF A FULLY AUTHORISED LEADER: HEADMAN

Surname	:	Tshabalala
Full names	:	Masozayiti Giyani
Identity no:	:	710805 5912 087
Contacts	:	078 3596 327

Physical address		postal address
Homu 14b stand no: 91	:	P.o box 5680
Giyani, Mopani district	:	Giyani
Limpopo Province	:	0826

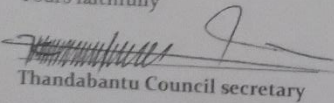
Enquiries: Chavalala F.S
Contact : 081 092 7576

To whom it may concern

RE: GRANTING OF PERMISSION TO CONDUCT A RESEARCH BY SELANE LBOGANG SALOME: STUDENT NO: 201825451, UNIVERSITY OF LIMPOPO.

1. The above matter has reference.
2. The Headman Thandabantu , under Homu Traditional Council is writing this letter to confirm that Selane Lebogang Salome of the student number outlined above , has been granted a permission to conduct her educational research at Homu 14b village , under the jurisdiction of Headman Thandabantu , in the Greater Giyani Municipality , Mopani District , Limpopo Province .
3. Title of study: The importance of managerial skills in the implementation of the regional bulk infrastructure grant in Mopani District municipality, Limpopo Province South Africa.
4. Thandabantu Traditional Leader and the council have no objections in any assistance that she might need regarding her research.
5. Your assistance will be highly appreciated.

Yours faithfully


Thandabantu Council secretary

DEPARTMENT OF CO-OPERATIVE GOVERNANCE
HUMAN SETTLEMENT & TRADITIONAL AFFAIRS

HEADMAN THANDABANTU - HOMU 14B

2020 -01- 15

P.O. BOX 152 GIYANI 0826
MOPANI DISTRICT SUPPORT CENTRE
LIMPOPO PROVINCE

Appendix E



University of Limpopo
 Department of Research Administration and Development
 Private Bag X1106, Sovenga, 0727, South Africa
 Tel: (015) 268 3935, Fax: (015) 268 2306, Email: anastasia.ngobe@ul.ac.za

TURFLOOP RESEARCH ETHICS COMMITTEE
ETHICS CLEARANCE CERTIFICATE

MEETING: 05 November 2019

PROJECT NUMBER: TREC/526/2019: PG

PROJECT:

Title: The Importance of managerial skills in the implementation of the Regional Bulk Infrastructure Grant in Mopani District Municipality, Limpopo Province South Africa

Researcher: LS Selane

Supervisor: Prof MM Kanjere

Co-Supervisor/s: N/A

School: Turfloop Graduate School of Leadership

Degree: Master of Business Administration

PP. Masoko
PROF P MASOKO
 CHAIRPERSON: TURFLOOP RESEARCH ETHICS COMMITTEE

The Turfloop Research Ethics Committee (TREC) is registered with the National Health Research Ethics Council, Registration Number: REC-0310111-031

Note:

- i) This Ethics Clearance Certificate will be valid for one (1) year, as from the abovementioned date. Application for annual renewal (or annual review) need to be received by TREC one month before lapse of this period.
- ii) Should any departure be contemplated from the research procedure as approved, the researcher(s) must re-submit the protocol to the committee, together with the Application for Amendment form.
- iii) PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES.

Finding solutions for Africa

Appendix F: Letter seeking approval to the municipality

Selane L S

Rethabile Gardens

Peolwana Street 20181

Polokwane

0700

08 January 2020

Mopani District Municipality

Municipal Manager

Private Bag X9687

Giyani

0826

REQUEST FOR DATA COLLECTION

I Selane L S, Master of Business Administration (MBA) student at Turfloop Graduate School of Leadership (TGSL), humbly request the municipality to grant me permission to collect data for my research project. The collection of data will be through semi-structured interviews. The research aims to investigate the importance of managerial skills in the implementation of the Regional Bulk Infrastructure Grant in Mopani District Municipality, Limpopo Province.

The sample in this study are officials (15) from the municipality who will be interviewed, the strata will consist of Municipal Management and governance namely;

- Mayor is important in this study because he is involved in service delivery in all areas under the municipal jurisdiction.
- Municipal manager runs the administrative services of the municipality and ensures that all municipal activities including the Regional Bulk Infrastructure Grant and other related municipal policies are properly implemented.
- Chief Financial Officer ensures that the Regional Bulk Infrastructure Grant is allocated and managed.
- Five officials in Infrastructure department are important in this study because it has a triangulated critical role in providing quality infrastructure to enable economic development to take place.
- Two officials who work at finance department, because they are the support staff to the Chief Financial Officer who allocates and manages the Grant.
- Five officials in the Water Services Department are important in this study because the infrastructure grant is implemented to improve their services to the community.

Therefore, I request to conduct face-to-face interviews on the 15-17 January 2020, find the attached interview questions.

Hope you will find this in order.

Yours faithfully,

Selane L S

082 768 8577