

**EXAMINING LACK OF SERVICE DELIVERY AT THE CITY OF
MBOMBELA LOCAL MUNICIPALITY DUE TO CAPACITY BUILDING
CHALLENGES**

by

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MINI-DISSERTATION

Submitted in fulfilment of the requirements for the degree of
MASTER OF DEVELOPMENT

in

PLANNING AND MANAGEMENT

in the

**FACULTY OF MANAGEMENT AND LAW
(TURFLOOP GRADUATE SCHOOL OF LEADERSHIP)**

at the

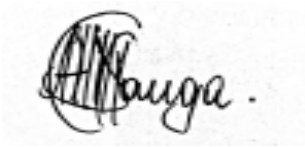
UNIVERSITY OF LIMIPOPO

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2022

DECLARATION

I, Andy Drayco Maphanga, hereby fully declare that **EXAMINING LACK OF SERVICE DELIVERY AT THE CITY OF MBOMBELA LOCAL MUNICIPALITY DUE TO CAPACITY BUILDING CHALLENGES** is entirely my own work. All the sources used or quoted have been indicated and acknowledged, by means of complete references as advised by the University, and that this work has not been submitted before for any other degree at any other institution.

A handwritten signature in black ink, appearing to read 'A. Maphanga', enclosed within a circular scribble.

09/09/2021

MAPHANGA AD (MR)

DATE

ACKNOWLEDGEMENTS

I would like to thank God, for giving me the strength to be able to complete this dissertation, it was not easy - but the Almighty God navigated me through.

I would also like to thank all members of my family, for their unconditional love and support during my studies.

I lastly wish to thank my supervisor Dr AA Asha, for his invaluable assistance and patience throughout the various stages of this study.

ABSTRACT

Mpumalanga Province has witnessed service delivery unrest and protests that destroyed the public infrastructure. There is thus an immediate need to conduct the study - to contribute to the body of knowledge, and to assist the concerned city under review. The service delivery challenges in the municipality are just a drop in the ocean, among the major problems in the sphere of the local government. Communities expect service delivery from their municipalities. Mpumalanga Province has witnessed unrest and protests, due to poor service delivery. The City of Mbombela is no exception.

This study aims to examine the lack of service delivery to develop the communities in the Mbombela municipality due to shortage of capacity. The study assesses the strategies used in capacity building to improve service delivery. A qualitative research method is used to collect data. A sample of 15 respondents were interviewed using semi-structured interviews.

The finding shows that the Mbombela Municipality has been playing a vital role in the provision of basic services to the local communities. However, the municipality faces several challenges related to service delivery, especially insufficient funds, corruption and political interference. The finding also highlights that the municipality lacks proper capacity building strategies for enhancing service delivery. The study recommends that mitigation measures could address these capacity-building challenges. These include enhancing recruitment, spending money wisely, avoiding politics and implementing strategies.

Key words: Capacity building, service delivery, Mbombela Local Municipality

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1. CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1. Introduction

Soon after a multiracial democratic government was elected into power in 1994, the government of South Africa was immediately required to increase the necessary services, which had earlier been unavailable to the excluded majority. With the demise of apartheid, many governmental policies were decentralized and this meant that local governments became directly responsible for meeting the basic needs of the citizens. 'Service delivery' includes all aspects of when, how, and where a service is provided to all community members, and if it is fair or not. Ledimo & Martins (2015) refer to service delivery, as not only physical products, but it also involves a combination of resources (skills and materials) that should be correctly planned and used.

Local government should be development oriented through working with different stakeholders such as community members, to create long-term solutions to improve general socioeconomic well-being and, as a result, this improves the standard of living. According to Lelaka (2019), effective governance facilitates the development and satisfies the concept of developmental local government in the South Africa.

Literature shows that there are various studies done on the capacity of the local government in relation to delivering services - but there are still questions that need answers. Capacity is a widely used term and a popular reference in developing countries. 'Capacity' is defined as an individual's or organization's abilities to accomplish functions properly, productively, and responsibly. The concept of capacity is multidimensional, composed of three interrelated dimensions, namely - individual capacity, institutional capacity, and environmental capacity (Department of Cooperative Governance, 2012 to 2016).

Delivering basic services to local communities remains a key challenge. Hence, strengthening the capacity of the government and increasing accountability are crucial elements. The State of the Nation Address (SONA, 2020) emphasizes the importance of

signing of performance agreements with employees and even political office-bearers. According to Menlyk et al. (2014), performance management systems may be useful in carrying-out the implementation of an organizational strategy.

Recruited or deployed individuals need the necessary skills and expertise to carry out the mandate of the organization, and well-capacitated employees can enhance service delivery. Academic qualifications should be the primary focus and consideration during the recruitment process. It is often difficult for local governments to deliver on their mandate because they lack the right skills and capacity. The Auditor-General has observed that key posts continue to be vacant for a long time, due to this and the lack of skills and experience needed to provide credible financial statements and reports (Auditor General, 2014/15). There are many challenges that South African municipalities face that hamper the delivery of services. These include human resources challenges such as lack of skills and competency, corrupt practices and maladministration, mismanagement of finance, and inadequate awareness (Mdlongwa, 2014).

It is evident that poor service delivery to the majority of South Africans and its accompanying issues has not started today - it was worse before 1994. Many areas where black population were living did not have adequate services, including potable water, dignified sanitation, garbage disposal, and reliable electricity. The aforementioned basic amenities were regarded as urban services and were provided where whites lived. Water-borne illnesses, especially diarrhoea and cholera were common in the former homelands because of a lack of basic services (The Presidency,2015) (Source). People were using coal stoves due to a lack of electricity, and that contributed to respiratory illnesses. The majority of black population were forced to stay far from work because of the apartheid disintegrated residential pattern. Municipalities in black areas were thus left unable to meet the needs of their inhabitants (The Presidency, 2015).

During the apartheid era service delivery challenges existed primarily in the majority black residential areas. Unfortunately, the voices of these previously disadvantaged group regarding poor provision of services were ignored. Black people had no option but to adapt to the non-supply of basic services as a normal way of life - mainly because there was no alternative system of governance. In recent years, there has been a growing

demand for adequate services from the communities because of the poor service delivery within their respective municipalities, despite the use of the strategic document Batho-Pele, by the government to motivate civil servants to serve the people and find ways to improve service delivery. Service delivery is a challenge in many developing countries. If the delivery is poor, it results in a public outcry or organised protest actions (Morudu, 2017; Alexander et al., 2018). Consequently, majority of South Africans have experienced widespread, violent acts through the resulting service delivery protests over the last decade. Several scholars have argued that these riots are the result of an organizational failure to provide satisfactory basic services (Akinboade, et al., 2013).

Caught up in the mix of service delivery problems, the City of Mbombela has been no exception and is also plagued by internal issues. Grove-Morgan (2018) accuses the ruling party at the City of Mbombela Local Municipality of failing to provide the basic services to the poor after it was alleged that the municipality returned over R1 billion to the National Treasury. The recent report revealed that about 13 percent of the 1.2 billion rand that was obtained in the form of grants from the National Treasury, was used to develop the communities through the building of houses, maintain roads and public infrastructure, to provide the best health facilities, and create proper road networks (Grove-Morgan, 2018). Given the above context, this study intends to focus his research study on examining the lack of service delivery at the City of Mbombela Local Municipality, due to capacity-building challenges. Van der Waladt, cited in Ndevu & Muller (2017), posits that local government is at the coalface of public service delivery.

1.2. Background to the Study

Prior to 1994, local administrations were constituted along racial lines and managed under ethnically based legislative and policy structures. The apartheid government facilitated the creation of White managed local administrations in the former homeland areas. During the apartheid era, local government was run according to the racist apartheid policies of discrimination and inequality, which resulted in major boundary lines in along ethnic and economic principles. Consequently, in many areas of the former homelands unemployment, deep rooted poverty, and lack of development continue to persist (Pillay, et al., 2006). During the apartheid era, local government was considered

a sphere of governance, and government services were only provided in areas where white people lived. Boundaries of the municipal administrations were structured on the basis of racial groups and ethnic demographics.

Other racial groups were not permitted to live in the areas designated for people of a certain race. The status quo drastically changed when the democratic multiracial government took over in 1994. The biggest impact was felt in government when several local government-specific pieces of legislation were introduced. Section 40(1) of the Constitution instituted three spheres of governance such as the national, provincial, and local government (Mashumi, 2013).

The democratic government, through the Department of Public Service and Administration (DPSA) published the White Paper to ensure transformation by introducing Batho Pele service delivery principles. This principle means "People First" in the local language of Sotho. Powell (2012) argues that the non-racial government has made significant progress as far as delivering basic services is concerned, although a lot still needs to be done. According to Managa (2012), the main challenges faced by local government - include a lack of organisational capability, corruption, and poor local participation. These are among the key obstacles that local governments face.

As a result of the democratization process, South Africa's post-apartheid government has recently addressed such concerns to a considerable extent. Delivering service to the communities is still a challenge, but it is much better, compared to the era of apartheid. Municipalities in South Africa are now facing increased demands for enhanced services. It should be noted that the democratic government is still struggling to close the gap created by the apartheid legacy on issues related to poor service provision at local level.

The Constitution of RSA of 1998 stipulated that the municipalities must manage and structure their administration in a manner that will give priority to the basic service delivery needs within the communities. By so doing, the municipalities will be promoting the economic and social development needs of the communities (Constitution of the Republic of South Africa, 1996). Therefore, there is a need for such a study to be conducted to check the link between service delivery and capacity. Service delivery challenges in local

government are by no means new, and municipalities in regulatory and institutional frameworks are still struggling to deliver essential services to communities - such as water and electricity, among others.

Akinboade, et al., (2013), mention that South African government has often been accused of failing to provide adequate services to its residents, and the media has reported on protests emanating from the inadequate addressing of local governmental problems. These protests are blamed on the municipalities' lack of capacity. Insufficient capacity creates a higher demand for service delivery, innovations, and technologies that can assist communities in accessing services. Kroukamp (2016) asserts that municipalities do not have the capacity to grow and to satisfy people's demands and expectations - in terms of fundamental service delivery. Municipal officials need the resources to address their issue of limited capacity and to carry out development programs, and thus, both the access and standard of basic service provision was affected (Chakunda & Chakaipa, 2015). On the other hand, Marcus (2014) argues that there are urban biases in development - in terms of service provision since development is unbalanced and takes place more in urban regions.

Regarding capacity lack of leadership skills and management, knowledge, and technical skills in municipalities becomes a barrier to the government (Cooperative Governance and Traditional Affairs, n.d). Lack of service delivery has a direct impact on the quality of life. If there is no supply of basic services, or the provided water is of a poor quality - that will lead to unsafe living conditions and harm the residents. Inadequate services make it difficult to attract investors and that limits job possibilities for locals.

According to Madumo & Koma (2019), most municipalities have obvious capacity shortages including, limited and a scarcity of professionally trained personnel (particularly in engineering), municipal asset mismanagement, a lack of consequence management and a non-existence of internal controls, inadequate revenue collection, and the huge debt owing to Eskom. The City of Mbombela is among the municipalities that owe Eskom money. It was indicated that the municipality owes Eskom over R550 million (Pieterse, 18 Dec 2020).

Incapacitated municipal officials and political office bearers invite financial problems that could have been avoided. A failure to make sound financial decisions lead to financial disaster. According to Laubstler (2012:63), the most significant thing that determines the achievement and failure of local administration is effective control of financial resources. A good example of this is the unlawful investments made to the Venda Building Society (VBS) by several municipalities in the provinces of Limpopo, Mpumalanga, North-West, and Gauteng. Madumo & Koma (2019) cites a report called “The Great Bank Heist”, which points to several critical concerns, concerning the capacity of municipal councils and executive mayors.

Several of the issues learnt from the VBS saga can be summarized as follows:

- Lack of leadership,
- Poor ethical conduct,
- Weak Municipal Public Accounts (MPACs),
- Inadequate role by the top management, and
- A lack of understanding of the legislative framework.

The City of Mbombela’s Local Municipality is constitutionally expected to deliver basic services to the communities. The most important basic services are water supply, the provision of decent sanitation, electricity supply, street lighting, refuse removal, municipal roads, and storm water drainage. The South African government has several grants and the Municipal Infrastructure Grant (MIG) is among the biggest grants given to municipalities, for them to provide essential services. The grant is divided into two groups: infrastructure and capacity building. Municipalities are required to provide implementation plans that relate to their community needs, to be able to access the grant, administered by the Department of Cooperative Governance and Traditional Affairs.

However, the City of Mbombela local municipality failed to spend its allocated MIG budget for two consecutive years - 2011/12 and 2012/13 financial years, where an amount of R85 million and R123 million respectively, was returned to the National Treasury (Auditor General, 2012-2013). The local municipal performance in South Africa continues to

demonstrate significant flaws and weaknesses in meeting their constitutional and statutory duties.

In the 2016/2017 financial year, for example - just 13% of the municipalities had clean audits (Auditor-General Report, 2018). Most municipalities in Mpumalanga, KwaZulu Natal, and North West provinces, are administered by officials deployed by provincial administration - due to their failure to fulfil their constitutional obligations under Section 152 of the Constitution, (1996) (Madumo & Koma, 2019).

1.3. Statement of the Problem

Mpumalanga Province has witnessed service delivery unrest and protests that destroyed the public infrastructure. There is thus an immediate need to conduct the study - to contribute to the body of knowledge, and to assist the concerned city under review. The service delivery challenges in the municipality are just a drop in the ocean, among the major problems in the sphere of the local government (Taaibosch & Van Niekerk, 2017). These authors agree with Section 151, of the Constitution, 1996, that one of the main duties of the local government is that services should be delivered to the people in a more sustainable approach.

The White Paper issued by Cooperative Governance and Traditional Affairs (CoGTA report) in 2018, has acknowledged that there are inadequacies experienced by capacity building initiatives. This is due to a lack of sufficient performance constraints, and this has led to an incomplete diagnosis of the challenges faced by the municipalities. The proposed interventions are said to not address the origin of the capacity building challenges. (White Paper, 2018)

The White Paper states that little is done to build the capacity of the provinces and districts, so that they can be able to support their constituencies efficiently. But one of the major issues that affects service delivery failure lies within the failure of the system in the local government to employ the people with the required skill set to execute their duties adequately (Taaibosch & Van Niekerk, 2017). This means that the challenge might lie with the required skills set needed from the municipal council representatives. This study

investigates the capacity building challenges - ranging from all the representatives of the public interests, as outlined in the Constitution.

The Province of Mpumalanga has lost R40 million in service delivery protests over the last decade (Mkani-Mpolweni, 2018). It is clear, that unless something is done to change the situation in terms of capacitating the public representatives, the struggle for proper services will continue. Failure to address capacity building issues leads to poor service delivery. Apart from adding to the body of knowledge, the study will assist the City of Mbombela Municipality with a recommendation to help speed up the development programs within the communities. The results of the study can be incorporated into the Integrated Development Plan (IDP) of the City of Mbombela to curb the barriers to community development.

1.4. Aim and Objectives of the Study

This study aims to assess the lack of service delivery to develop communities at the City of Mbombela's local municipality, because of capacity building challenges. The specific objectives of the study are to:

- Examine existing strategies in place that are used to build municipal capacity and improve service delivery.
- Assess capacity-building challenges at the municipality.
- Assess how insufficient capacity affects service delivery at the local municipality.

1.5. Research Questions

The following are sub-research questions:

- What strategies are in place for building the municipal capacity for improved service delivery?
- What are the capacity-building challenges facing the local municipality?
- How does the limitation of capacity affect service delivery?

1.6. Definition of Concepts

The following terms will be used throughout the entire study:

1.6.1. Capacity

Capacity can be described as the competency of an individual or an organization to accomplish an obligation successfully, professionally, and continuingly, and with limited reliance on outside resources (Nwankwo, et al., 2015).

1.6.2. Capacity building

The term 'capacity building' encompasses a whole range of activities designed to ensure that employees have the correct knowledge and expertise to provide effective public service delivery to the people/ beneficiaries (Chukwudi, 2015).

1.6.3. Service delivery

'Service delivery' is the provision of municipal services and is considered satisfactory by the beneficiaries to improve the living standard in local municipal jurisdictions, special focus is given to the provision of services, which can be either touchable or intangible (Ndudula, 2013).

1.6.4. Local government

Sidgwick (2014) defines 'local government' as a sphere of government that have the power to introduce regulations or rules in the geographic locality that they administer.

1.7. Significance of the Study

The study intends to contribute to the current understanding and knowledge about local government service delivery and capacity challenges in South Africa. Additionally, this study will be providing literature about the current debate regarding poor service delivery

and community protests. The study's findings are expected to contribute positively to improving municipal service delivery challenges in most municipalities in the Republic of South Africa.

1.8. Outline of the Dissertation

The study is structured into five (5) chapters as follows:

Chapter One - This chapter provides the introduction of the study and the background. Background information outlines and describes the history and nature of a well-defined research problem, with reference to any available relevant literature. The background information highlights the root of the problem and consider previous successful investigations regarding the problem. In particular, the study attempts to address previously identified gaps and common challenges facing capacity building for local service delivery. Research questions and objectives also forms part of this chapter.

Chapter Two - This chapter is devoted to the literature review of the study. It contains suggestions from various scholars. Considered ways and means of interpreting prior research to reveal any gaps that exist in the literature. All the theories and relevant secondary data from the gathered literature has been dealt with in this chapter.

Chapter Three - In this chapter, research methodology has been discussed. The chapter presents a detailed account of the research philosophy. It introduces the research tools utilized in the pursuit of the researcher's goal. Research design, research approach, and ethical considerations are discussed in detail. Ethical consideration is critical, and the norms and standards for conduct in the study that distinguish between right and wrong, are explained. The chapter looks at issues, such as ensuring that the participants participate in the study voluntarily and that no form of harm be exercised. Participants in the research are guaranteed confidentiality and anonymity.

Chapter Four – The main purpose of this chapter summarizes the collected data and bring forth an interpretation of the findings. The most critical and essential pillars are data analysis and interpretation. During the phase of this chapter, qualitative data will be

collected through face-to-face interviews in investigating the identified problem of capacity building for local service delivery. The data collection techniques, data analysis, and research findings will be discussed in this chapter.

Chapter Five – Chapter Five will conclude the report, with recommendations and conclusions regarding the best course of action, will be clearly outlined. The conclusion will sum up all the key points of the study, and it will be written to relate directly to the aim of the study.

1.9. Conclusions

This chapter has discussed the study's introduction and background. This chapter also covered the problem statement and the research objectives. The researcher then discussed the relevant literature for this study in the following chapter.

2. CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

The purpose of the study is to examine the lack of service delivery at the Mbombela Local Municipality, due to capacity building challenges. The previous chapter provides the study introduction and background, the research questions, and objectives. Chapter Two is dedicated to the literature review of this research. According to Bryman (2012), a 'literature review' is an examination of current published research on the subject or topic of the study, to establish the methods employed and to determine what is already known.

Several studies have been done on the challenges facing service delivery, but little research has been undertaken in relation to capacity building as the prime contributor to service delivery. There is a relationship between a lack of capacity and the protests in municipalities, and service delivery and capacity building (Sebola, 2014). According to Jolobe (2014), since 2004, there have been widespread protests because of poor service delivery in municipalities throughout South Africa's provinces. Local governance is important to South African communities – this is why there is an urgent need for effective and efficient basic service delivery to local communities. Municipalities suffer from a shortage of skills and trained staff, and their poor management has a detrimental influence on service delivery (Olivier, 2015). This has been confirmed by Jolobe (2014), who claims that the new local government structure formed in 2000 has failed to keep its promises.

The 53rd National Conference of the African National Congress (ANC) in Mangaung (Bloemfontein) in 2012 noted the devastating findings of the (2012/13) financial report on local government, and expressed significant concerns in its resolution. The ruling party also admitted that inadequate service delivery by local governments have fuelled violent protests around the nation, and blamed the deployment of persons who do not have the necessary skills and qualifications in critical positions (African National Congress national conference, 2012). Gordhan (2014), cited by Balkaran (2014:24), confirmed this in his Budget Speech, saying that in several areas there was widespread wasteful expenditure, and inefficiency or slow service delivery.

2.2. Capacity Building in Local Government

This section looks at the challenges of proper implementation of capacity building initiatives in local government. Capacity building in the public sector and local government sector is often a one-size-fits-all solution, and certain service providers - including universities, sometimes overlook local government content when offering training to South African municipalities (Sebola, 2014). According to Sibiya (2014), poor capacity building, incapacity, and a lack of public involvement fuels violent protests. Municipalities' inability to offer leadership and planning, at the municipal level has harmful implications for service delivery.

A further challenge for local governments is the lack of coordinated capacity building plans to support service delivery through the Integrated Development Plan (IDP). Many municipalities continue to struggle to fulfil their development mission, particularly in terms of planning for the supply of basic services and infrastructure (Manyaka & Madzivhandile, 2013). According to Erasmus et al., (2013), workforce development is a priority in South Africa. Political stability, education, and training are regarded essential components that will positively impact economic growth. Molefe (2015), on the other side, argues that the country's local government structure is inefficient and lacks the necessary ability to process municipal accounts, and recommends the sale of electricity directly to customers. Manyaka & Madzivhandile (2013), argue that there is a shortage of both skills and a revenue base, plus poor service delivery with a non-payment culture.

According to Gordhan (2015), local government is important as it is closer to the people and must be administered effectively. To carry out their obligations and responsibilities, local governments require that their employees have the suitable skills (Diagnostic back to basics report, 2015).

According to the Local Government Sector Education and Training Authority (LGSETA), municipalities face a variety of challenges when it comes to skill development (LGSETA Skills Plan report, 2012-17).

This was supported by Balkaran (2014), who stated that South African municipalities lack qualified engineers with the relevant technical expertise, who have an appropriate administration of the artisans' programs. According to the National Development Plan (NDP 2030) National Planning Commission Report, there are several issues that face local government:

- Inadequate capacity,
- Ineffective administrative processes,
- Excessive political intervention,
- Inadequate training and development mechanisms,
- Scarcity of professional and qualified senior management, and
- Poorly coordinated Municipal Infrastructure Grants (MIG), due to a lack of technical and financial expertise.

Capacity building is a necessity across multidiscipline institutions, at all levels. It pays specific attention to the training needs, education, and development of the staff. The most common capacity building challenge is that many contributing partners and other interested groups often do not see eye-to-eye, when developing the desired training needs programme (Ansong, et al., 2019). According to Bourgeois et al., (2018), capacity-building challenges can be addressed by using different strategies, which could bring change to the leadership, and make the skills base available to individuals and the organisational environment.

Economists declared that capacity building is one of the most influential elements to influence the economic development of the nations, if it is kept sustainable. So, used as a tool for developing human capital in the public service, it has made capacity building, one of the most researched topics among policymakers and economists (Jibril, 2019). Davidson (2013) however, stated that there are problems and challenges in implementing capacity building in municipalities.

2.3. Policies and Legislation of Capacity Building

Capacity building in the local government sector in South Africa has important implications for society. The Constitution of the Republic of South Africa, (1996), stipulates that municipalities are the third arm of government, with added responsibilities and duties. The officials or public office bearers in the municipalities and other spheres of government are required by law to deliver services to the people.

According to Gqamane & Taylor (2013), the policies and legislation needed to perform the important duties are outlined in the White Paper on Local Government, (1998), the Local Government: Municipal Structures Act 117 of 1998, the Local Government: Municipal Systems Act 32 of 2000 and the Local Government: Municipal Finance Management Act 56 of 2003. The need to be capacitated and to know about the functions of the public officials and councillors in carrying out service delivery is important. These authors believe that for the local government officials to perform their best, they require specialized capacity building skills. The National Capacity Building Framework (NCBF) stipulates that the Department of Cooperative Governance delivers better monitoring and helps with initiatives such as training, capacity building and support service. It also assists to achieve the desired impact on the functionality, performance, and improves local government service provision through various initiatives (NCBF 2012-16).

2.4. Community Development

Community development can include organizing individuals or groups for social or political action to improve the living standard. The principles of community development in local government is based on service delivery and indicates that councillors are responsible for ensuring that the citizens receive basic services (Gqamane & Taylor, 2013). The empirical evidence suggests that councillors are the most immediate people to interact with the people on the ground, so it can be understood, that once there are challenges in service delivery - they are the first people to take a fall. The perceptions about the role of democracy in South Africa are clouded by the fact that citizens have not received what the leaders promised them.

Nkomo (2017) argues that local government success is judged by the fulfilment of services to the masses. The empirical evidence has proved beyond a reasonable doubt that capacity-building challenges affect service delivery. Many developing countries are lagging in the provision of public services and the development of their societies (Shabangu & Madzivhandile, 2017). These scholars state that these nations are deemed ineffective, and face many functional problems where community development is concerned. There is a serious shortage of proper facilities - such as health, transport, and water infrastructure and poor education systems.

Community development is often linked to different concepts such as 'community capacity building, rural development, empowerment, and self-reliance'. So, apart from service delivery issues - community development also includes economic development. Economic development is made up of different components of community development, including participation, rethinking, and action learning (Trimble, et al., 2015).

In community development, social capital, civil engagement, and networks are vital in social reciprocity and trust. Meador (2019) argues that they cannot be overstated because they are embedded in prominent social theories of community development. In most cases, the government and municipalities are slow to fulfil the necessary social needs and the effective way is through corporate social responsibility (Meador, 2019). Conteh & Maconachie (2019), contend that more than 20 years ago, the community development initiatives were driven through Corporate Social Responsibility (CSR) programs, especially in mining communities. However, the municipalities' inability to execute services on time, urged the researcher to focus on capacity building among the officials. The issue of community development goes hand-in-hand with the ability to execute development programs in the communities.

There should be an agreement between the State and the community about the development taking place in their areas (Ngwakwe, 2012). This author emphasizes that without proper consultation - the community development projects might be misguided and not serve the desired purpose of development. It improves the capability of communities towards making collective and better decisions regarding the utilization of various resources which includes infrastructure, human labour, and skills (Trimble et al.,

2015). The important aspect in community development is to involve people to meet their needs and in the process, assist them to build working relationships with the authorities (Mtika & Kistler, 2017).

2.5. The Mandate of Local Government in Service Delivery

The obligation of local government is identified in the South African Constitution of 1996. Section 152 explains that a democratic system is one in which municipalities are mandated to play a larger and more important role in socio-economic development. The Constitution of the Republic of South Africa is the country's highest and most important legislation. Local government is recognised as one of the three sectors of government in Chapter 7 of the Constitution. The adopted provisions create local administration as the tier of government comprised of municipalities. These are responsible for giving a municipality's administrative and legislative authority through municipal councils, ensuring rights to govern, and assuring the right to use its powers or the capacity to carry out its responsibilities, without compromising the mandate of the other branches of government (Madumo & Koma, 2019).

Local government works in a complex and demanding environment. This includes among others - managing large budgets efficiently, meeting a variety of complex legislative stipulations, ensuring effective communication with other government bodies, realising community needs, and interacting in extremely technical decisions. This necessitates a high standard of competence, knowledge, and ethics from these municipal officials, whether they are appointed or elected, particularly those at senior level (School of Government, University of Western Cape, 2012). Municipalities have to take critical decisions when allocating scarce resources to meet community needs. The responsibility of local government in South Africa is to ensure that the benefits of democracy are enjoyed by all (Koma, 2012).

In South Africa, the justification behind the decentralization of service provision planning and management on the local government is mainly to address inequality, empower the communities, improve living conditions, give greater access to resources and opportunities, and alleviate poverty, especially in rural areas (Ngwakwe, 2012).

Decentralization is a good opportunity to use available local resources, because it provides a good platform to mobilize material, human and financial resources, which will improve service delivery to the local communities (Madzivhandile & Asha, 2012).

To expedite resource allocation and decision-making, national government is gradually transferring power to local municipalities to allow citizens to actively participate in society (Tsheola & Mokgokong, 2012). The intention is to increase community participation and result in the improved delivery of services. However, these efforts are often marred by insufficient capacity from the local municipalities.

Public participation is a crucial element of good governance that is still unrealized in most municipalities and in terms of the interaction involving the local administration and citizens - public participation in South Africa has declined (Sithole & Mathonsi, 2015). Van Donk (2014) argues that disadvantaged people have inadequate say in the developmental affairs which will affect them. This requires looking into effective ways to improve public participation as a means of improving citizen-focused service delivery.

Local government is mandated to render adequate services to residents, and it is the mandate of the local sphere to implement and deliver basic services to its communities. South African citizens believe that municipal decisions inadequately address the needs and priorities of residents, and the poor and disadvantaged people are feeling the impact more, to the extent that the budget and Integrated IDPs, do not convincingly incorporate the community demands (Madzivhandila & Maloka, 2014).

South African local municipalities continue to struggle with various obstacles that operate at international, regional, and local contexts of effective governance. Therefore, the relationships between communities and municipal officials must be strengthened to address specific service delivery issues.

2.6. Service Delivery Competencies and Challenges for Local Government

Services are critical to improving the quality of life, particularly for those living in townships and rural areas. Literature highlights the fact that municipalities in developing countries

are facing various barriers. The Republic of South Africa (1995) White paper proposes that if one deals with more inclusive structures, manages change, and deals with capacity issues, then effective strategies must be developed. These strategies will enhance the required competencies within the local government sphere (The Republic of South Africa, 1995).

Municipalities across the country own an enormous array of assets, which include the reticulation and distribution infrastructure for water, sanitation, and electricity supply to municipal buildings and properties. These assets are very important for service delivery. It is vital for them to be repaired, maintained, and rehabilitated as and when required (Jitsing et al, 2019). Jitsing et al. (2019) argue that even though the municipalities have an asset register in place, many do not have an infrastructure maintenance schedule or enough budget to maintain the infrastructure.

Nonetheless, Khale & Worku (2013) posit that majority of these assets play a crucial role in the delivery of services. It is important that from time to time, they undergo routine maintenance, rehabilitation, and are replaced - if the need arises. Scholars like Lawson (2012) are of the view that the continuous delay in municipalities to maintain their infrastructure means they will have to dispose, repair or replace their assets - before the end of their life cycle. Such a move can then have negative consequences on the fiscus. Gqamane & Taylor (2013) note that other challenges facing municipalities include the incapacitated ward committees that are not fully functional, which end up in poor service delivery. Such challenges create the communication gap between the municipalities and citizens.

The government has spent a lot of money in an attempt to empower ward committees to ensure they are fully operational so that they can fulfil their roles - without any hassle and become the voice of reason for the communities. But, due to a lack of capacity and inadequate resources, these committees are failing to fulfil their envisaged roles (Ggamane & Taylor (2013).

2.7. Capacity Assessment and Capacity Building

Public service managers need a sound understanding of the policies that govern the delivery of services, and the case laws, and procedures. Such competencies will ensure that services are delivered to people and on time (Lewin, 2014). Van Baalen, et al., (2015) suggest in their study that honest and reliable capacity assessments are the pillar of any capacity building process, whilst the assessments based on capacity - play an instrumental role in obtaining important performance efficiency. These authors then argue that municipalities should enhance service delivery performance. However, this is not the case in South African municipalities, which find themselves incapacitated.

In many cases, the municipalities know that they are incapacitated, but face the challenge of identifying their shortcomings (Gqamane & Taylor, 2013). It is alleged that such municipalities do not even know their shortfalls, because they do not have the necessary systems and procedures in place to assess different dimensions of their organizational capacity (Harrison, et al., 2015).

The United Nations Development Programme (UNDP) (2007) as cited in Van Baalen, et al. (2015) describes capacity assessment as a process for the collection of numerical and textual data on upcoming and current capacity requirements, in order to formulate strategies for the development of capacity building. The UNDP (2007) defines capacity assessment as a comparison of current capacities to desired future capacities. As a result, it generates the knowledge of current capacity strengths and weaknesses, which guides the creation of capacity development plans. For the technical process of performing assessment, the UNDP Capacity Assessment Framework (2007) recommends three basic stages as listed to follow:

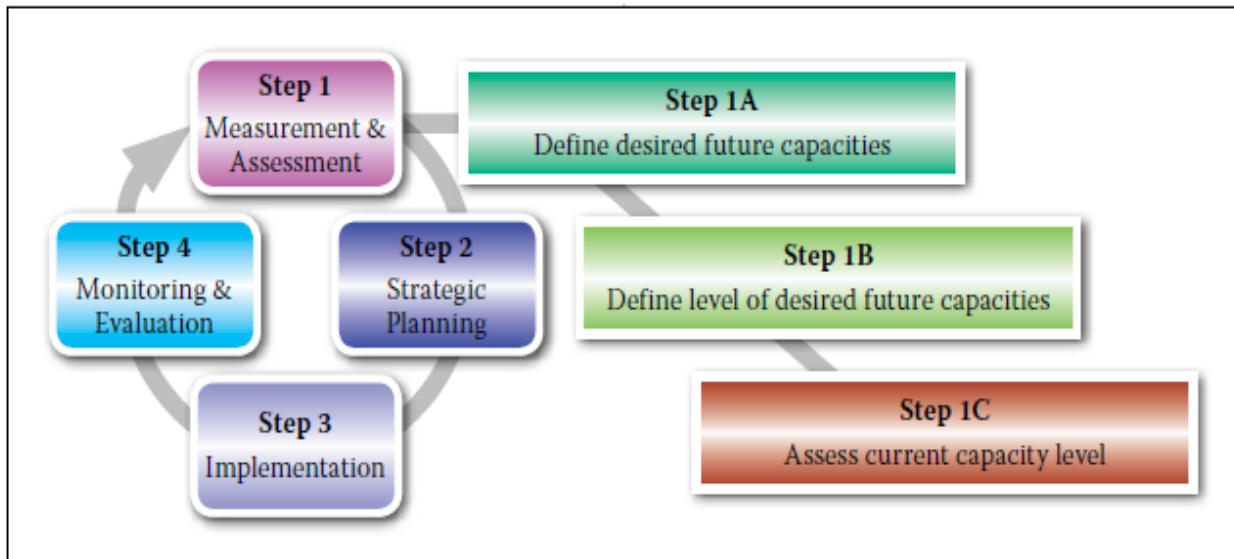
- Specify anticipated future capabilities.
- Determine the required degree of future capabilities.
- Evaluate current capacity levels.

From these steps, it is clear that the municipalities' capacity assessment is an integral aspect of capacity building initiatives. Martinelli & Schnup (2013), who use the Kolb learning cycle, introduced the following capacity building approach, which is comprised of four phases, and stipulated as follows:

- **Capacity assessment** – In this step, the major concern is the attainment of both qualitative and quantitative data about the framework's strengths and weaknesses in the institution at institutional, environmental, and individual levels.
- **Strategic Planning** – This is the step where activity planning is important in delivering the programme results. It includes schedules, costs, monitoring, and evaluation tools namely - organizational mapping and capacity baseline establishment.
- **Implementation** – This section outlines the critical responsibilities of the stakeholders in assisting with capacity building processes, and gives instances of activity at three capacity levels that can improve capacity.
- **Monitoring and evaluation** - This emphasis on the fundamental concepts to be incorporated in monitoring and evaluation, and indicators that may be used to assess the effectiveness of the projects dealing with capacity development.

Nevertheless, there is a simplified capacity building process that combines the four-phased approach of the capacity building defined earlier as depicted in Figure 2.1 (Van Baalen, et al., 2015).

Figure 2.1: Simplified capacity building process



Adapted from Martineli and Schnupp (2013:7)

Figure 2.1, the Simplified capacity building process diagram argues that Step 1A, Step 1B and Step 1C are important and should be completed accurately. The ease in completing of Step 2 to 4 is built on the results of Step 1, given that organizational capacity is described as a multidimensional term that includes individual, institutional, and environmental capacity. Assessing organizational capacity may be complicated and time-consuming when an organization's performance suffers, and the corresponding dimension of organizational capacity is typically evaluated.

The mutual goal of self-assessment is to enhance organizational operations, based on possibilities revealed by the assessment process (Lavheleni & Ndebele, 2017). As a result, according to Pat-Mbano & Ezirim (2015), self-assessment may be seen as a catalyst for positive change, and is appealing to managers who are looking to operationalize a performance enhancement principle in an organization. One of the most difficult aspects of completing these assessments is measuring the different levels of capability, as objectively as is possible. It is also critical to identify the importance for a monitoring body or task teams.

2.8. Municipal Service Delivery

There are several challenges facing municipalities in the provision of services. Key to this is the lack of adequate funding for service delivery. Subsequently, it is as if many complex syndicates are always ahead of the municipality with innovative ways to defraud the taxpayers, and channel the service delivery funds into their pockets. There is a notion that the mismanagement of public funds within the procurement departments alone - can lead to losses of 1% of revenue within the private sector - but if that figure is extrapolated into the public service, then the sums of money involved can be much larger (Mathebula & Sebola, 2019).

Service delivery concepts and financial accountability are effective resources that support efficiency in service delivery because they are linked to each other. Effective service delivery cannot happen without finance; and therefore, efficient financial management is vital for municipalities, to have effective service delivery. Municipalities must try to avoid poor financial management - if they wish to succeed in service delivery (Ngwakwe, 2012). Municipalities are unable to mitigate service delivery challenges, and irregular expenditure has compromised the capacity of many municipalities to deliver on their mandate.

The Statistics South Africa conducted a household survey in 2017 to established that the majority of South Africans were not happy with the quality-of-service delivery provided, and the trend has been growing since 2005. Likewise the South African Social Attitude Survey (SASAS, 2003-2015) data showed that South Africans distrust their municipality with the delivery of basic services, only 34.8% of South Africans trust their municipalities with the delivery of basic services (Human Sciences Research Council, 2016).

A study by the Institut de Publique Sondage d'Opinion Secteur (IPSOS, 2016) highlighted that four or fewer in every ten South Africans trust the local government to deliver services to the community (Institut de Publique Sondage d'Opinion Secteur, 2016).

2.8.1. Service delivery protests

In developing countries, service delivery is usually negatively affected by challenges. The literature points out that despite the increase in resources to improve service delivery, protests remain the biggest threat (Wild, et al., 2012). Mwangi & Kimenyi (2013) agree with these scholars that improving services - such as health, education, water, electricity, and sanitation in developing nations, remains one of the overwhelming challenges. In the same vein, the local government in South Africa is not immune from these challenges.

Many municipalities are characterised by inadequate service provision, which usually incites violent protests from the residents demanding their basic services (Lavhelani & Ndebele, 2017). According Van Baalen, et al.,(2015), the South African local government sphere is unable to go a day without experiencing service delivery protests, somewhere in the country.

Since 2004, municipalities in South Africa have experienced a rise in service delivery protests, and this trend in service delivery protests is supported by several studies. The University of Johannesburg's Social Change Unit, for example argues that service delivery protests have increased dramatically between 2004 and 2014 (Grant, 2014). More than 78% of municipalities have failed to perform their functions as planned, and about half of municipalities performed below 50% of their constitutional mandates (The Presidency, 2015).

It should be further noted that these protests have gradually become violent and this result in injuries and loss of life, and in the destruction of private and public property. A study by Lolwana (2016) also shows that there is an increasing and more violent trend in service delivery protests. Alexander (2012) describes South Africa as the "protest capital of the world". Communities have been protesting more violently to express their dissatisfaction with inadequate or non-existent municipal service delivery (Swart, 2013). These factors are confirming the existing violent protests - due to the lack of basic services, and communities are becoming more frustrated.

The Local Government Municipal Systems Act (No. 32 of 2000) Section 16 requires that a municipality must develop a culture of municipal governance that complements the formal representative government with active participation of citizens. Hence, municipalities must encourage and create favourable conditions for the local community to participate in the affairs of the municipality, including the preparation, implementation, and review of its Integrated Development Plan. The current violent service delivery protests confirm that municipal councils are failing to address the community's interests. The growing number of service delivery protests reflect the extent to which formal institutional channels for citizen engagement have failed, according to (Matebesi & Botes, 2017) and (Mbuyisa, 2013). Madumo (2014) argues that public participation is facing structural challenges to promoting public participation.

2.8.2. Public financial accountability and service delivery impediments

Maladministration in service delivery and public finance accountability are staggering indicators. These are shortcomings caused by the human element, and can be corrected if the correct measures are in place. Capacity building remains a point of concern with inadequate skills in the public service (Ngwakwe, 2012). Ngwake (2012:315) has outlined the myriad of factors that hinder public financial accountability and service delivery. The following factors are seen to act as major obstacles in service delivery:

- Minimal financial skills capacity.
- Corruption within the municipality systems.
- Political interference in the municipality.
- Challenges at supply chain management.
- Concealed transparency in public financial management.

These factors are discussed briefly in the following subsections, with the hope that the subsequent recommendations at the end of this study will offer valid suggestions towards improving financial accountability and service delivery.

2.8.3. Minimal financial skills capacity

The availability of skills capacity in core areas of the public sector - such as the public finance sector, is the most important factor in financial accountability (Naidoo & Ramphal, 2018). Financial skills are very important in both the public and private sectors of any economy, and that is why these skills are key to effective service delivery. There is overwhelming empirical evidence that in South Africa and abroad, financial skills are generally scarce skills (Mail & Guardian, 2016).

Financial skills shortages affect both the commercial and public sectors in South Africa, and the issue has been discussed for decades (FASSET, 2013). South African universities have a high failure rate, resulting in a very high dropout rate from commerce education enrolments (Tewari, 2014). There is no correlation between the students enrolled in accounting degrees with the actual number of those graduating. Many municipal departments suffer from a lack of financial management leadership or mentoring, and this ends up having dire consequences in service delivery, because of the financial skills shortage. This clearly shows that there is a concern about the shortage of these skills and their impact can no longer be ignored.

Organizations in South Africa are forced to recruit foreign nationals to fill the vacant positions in the finance departments, due to a shortage of accountants. Chartered accountants, general accountants, management accountants, tax professionals, accountants in practice, financial accountants, forensic accountants, accounting officers, external auditors, and internal auditors are among the accounting jobs mentioned in the draft Critical Skills List (Business Tech Staff Writer 21 April , 2021).

Subsequently, there is a belief that the financial skills shortage will be severe in the next decade and beyond. South African finance professionals are lost to other countries, as they are in high demand in those economies. There is also empirical evidence that suggests that finance professionals possess a high rate of job mobility (HR Future, 2011). However, South Africa is not the only country suffering from the financial skills shortage. There is a shortage of financial skills globally (Jitsing, et al., 2019). The research

conducted by HR Future (2011) found that 56% of international recruitment agencies face difficulty in recruiting personnel with financial skills.

2.8.4. Corruption within the municipal systems

Research on corruption in South Africa is amazingly challenging, because of the sensitivity and confidentiality that emerges when speaking with primary sources. Corruption is a topic that dominates the political and administrative dialog in South Africa. Abuse of tendering and procurement procedures for private benefit is one of the most common types of corruption in municipalities, and in national government.

The South African public service is not immune from the corruption scourge, which seems to be endemic in the African public service. The Corruption Perceptions Index's results conducted by Transparency International show that Sub-Saharan Africa is one of the most corrupt regions globally (Transparency International, 2017). Amid pandemics, climate change, economic meltdowns, and conflicts - corruption remains the leading threat to economic and social cohesion. Even though there are many financial regulations across the world, public officials seem to ahead of those rules - due to their ability to flout many financial regulations for personal gain. That is why many scholars believe that the majority of the bureaucrats tend to abuse the strict regulations (Enwereji & Uwizeyimana, 2019). According to the audited annual financial statement, (2012/13:51), the City of Mbombela's local municipality has awarded contracts to the close family members of municipal officials (Auditor General, 2012-2013).

Through the illegal exploitation of taxpayers' resources for private interests, corruption has both produced and fuelled organized violence. The United Nations Security Council's anti-corruption expert, John Prendergast, stated in September 2018 that corruption was at the basis of the crises in the Democratic Republic of Congo, South Sudan, and the Central African Republic. It is critical to pay attention to how African citizens assess their governments' responses in the fight against corruption. In Africa as a whole, around 64% of the population believes that the various African governments are doing a poor job in dealing with corruption. It is vital to see to how African citizens rate their governments'

anti-corruption efforts. Over 60% of Africans believe that their governments are not doing enough to combat corruption (Imiera, 2020).

Van Rooyen & Pooe (2016) stated that there is causality between corruption in financial management within the public service and a lack of budgetary transparency in the municipal systems. A lack of openness in public budgeting may serve as a trigger for dishonest officials to manipulate public finances. At the same time, the councils and institutional boards established to act as custodians have the minimal financial skills required to assess and monitor the budgets, boards and / or councils are minimized to rubberstamp the financial decisions.

2.8.5. Political interference in the municipality

Municipalities are facing serious problems because of political meddling in administrative matters. The public broadcaster, the South African Broadcasting Corporation (SABC), had often been accused of being biased in favour of the party-in-government., the African National Congress. Members of the SABC Board are nominated into their posts by Parliament, and these are approved by the state president. Because of this, they are often accused of being sympathetic to the majority party, which effectively appoints them to their posts (Booyesen et al., 2015:4).

Appointments to key positions in government are frequently based on political connections, and civil servants are found to move from one top position to another - simply because of being trusted in a particular political network. This translates into the best candidates not always being employed for the positions on offer. Political interference has an impact on poor service delivery. According to the Southern African Institute of Government Auditors (SAIGA) (2011), South Africa lacks the adequate financial skills to manage its public finances.

Nonetheless, irrespective of the shortages in financial skills, there are assumptions that unstable financial accountability in government increases the number of qualified audit opinions. There are political interferences during the appointment of Chief Financial Officers (CFOs) within governmental departments, which adversely affects the

functioning of the finance department. These are crucial office bearers, because the entire responsibility of public financial accountability is solely vested within the office of the CFOs. Van Rooyen & Pooe (2016) argue that CFOs are entrusted with the enormous responsibility of financial accountability, and any financial mismanagement of public funds under their watch could result in a serious negative impact - to the extent that service delivery for social and economic development will be impacted negatively.

2.8.6. Knowledge management and service delivery in municipalities

The service delivery as a fundamental right of citizens remains the core function of government, and satisfying citizens requires both efficient and effective strategies. Research shows that generally there is limited improvement in service provision in many local municipalities that were affected by service delivery protests; while certain services have improved (Mpehle, 2012). Thus, it leads to violent protests that adversely affects the lives of citizens due to the inability of the government to provide adequate, standard, and quality services that the local community deserves.

As the country is more than 25 years into democracy and it has the Constitution that upholds the right of citizens towards quality public services, and the right to protest when they are dissatisfied with the services they receive – the answer is knowledge sharing. Knowledge sharing is important to municipalities, because of various reasons. Dube & Ngulube (2012), indicate that knowledge sharing is critical to knowledge creation, organizational learning, and performance achievement. Knowledge sharing is related to cost reduction and faster completion of infrastructure projects.

Knowledge sharing needs to be promoted so that municipalities will have information at their disposal about what went right or wrong in infrastructure projects, it also assists in keeping a good trend of doing things, when other municipal officials resign or retires. Municipalities frequently work in silos, repeating the same mistakes and wasting resources, due to a lack of knowledge sharing. Effective government operations rely on the effective sharing and application of knowledge by public sector officials at all levels, whether central or local (Kumaraswamy & Chitale, 2012).

2.9. Conclusion

This chapter reviewed the relevant literature of the study under review. The most common challenge about capacity building is that in most cases, the contributing partners and other interested groups often do not see eye-to-eye in developing the desired training needs of their staff. The empirical evidence suggests that councillors are the first people to interact with the people on the ground, so it can be understood that if there are challenges in service delivery - they are the first people to take a fall.

Public service managers must also have a clear understanding of the policies that govern service delivery, the case laws, and the procedures. Such competencies will ensure that services are delivered to people and on time. The maladministration in service delivery and public finance accountability is staggering, and these shortcomings are caused by the human element, and can be corrected - if correct measures are in place. Capacity building remains a point of concern with inadequate skills in the public service and South African public service is not immune to the corruption scourge, which seems to permeate the African public service.

Service delivery issues are further fuelled by a lack of trust and corruption in the public service, which has increased over time, including how municipal officials and respective government departments handle their concerns. Various sources in this chapter have established that communities are becoming impatient with how local municipalities are doing things in trying to address community needs. The next chapter will present a detailed information on how this study was conducted.

3. CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

Chapter three outlines how the research was carried out to gain knowledge. This chapter summarizes the research design, research approach, and research instruments. The discussion also includes a description of the instruments used to collect, present, analyse, and interpret the data. Aspects such as the research study area, population, sampling, and limitations will be discussed. The chapter presents a detailed account of the research philosophy, and this study was conducted using qualitative research methods. An interview schedule was developed and data obtained by using a qualitative semi-structured interview. Ethical consideration is critical, and the norms and standards for conduct in this study will be explained.

Generally, in research studies, the researcher should be able to choose the research techniques that is suitable for the study. According to Bryman, et al. (2014:30), the research approach is considered as the overall orientation employed to conduct a study. According to Bless, et al., (2016:46), 'methodology' determines how researchers conduct a study, collect and analyse the collected data, and how they answer the questions they are investigating. The main issue is to separate statements of facts and general opinions.

There are theories that are developed in social research to explain a particular phenomenon. However, the science of inquiry or research is based primarily on observation about how the universe is using fundamental knowledge. This implies that a suitable approach to conducting the study should be selected by the researcher. In social research, there are different types of research approaches - but the most commonly known are quantitative and qualitative approaches (Bless, et al., 2016). In this study, the researcher chose the qualitative approach, and this approach will be briefly discussed.

The qualitative approach will then use qualitative methods to gain access to the research subjects. The qualitative approach is different from the quantitative approach, because of the following factors as listed by Babbie & Mouton (2012):

The study is being carried out in the natural environment of social actors.

- The approach focuses on the process, rather than the outcome.
- The primary focus is on in-depth descriptions and for an understanding of the events.
- The primary priority is to understand the social actions, in terms of their specific context.
- The main research instrument in the entire process is the qualitative researcher.

The researcher has followed a qualitative approach for the study. The researcher chose the qualitative approach because he wanted to explore why people do things or believe in something. According to Brynam et al. (2014), qualitative research uses different research designs - which are ethnography, phenomenology, grounded theory, and case study research.

In this study, the researcher used a qualitative method, because it is more flexible and allow greater spontaneity and adaptation of the interaction between the researcher and the participants. Intangible factors such as social norms, socioeconomic status, gender roles, ethnicity, and religion are also effectively identified by using qualitative methods. One of the advantages of a qualitative method in exploratory research, as cited by Bless, et al., (2016), is that the use of wide questions and follow-up questions allows the respondents to reply in their own words.

3.2. Research Design

The term 'research design' refers to the various frameworks used in a research study for data collection and data analysis. Research designs are defined as strategies and processes for the study - that range from broad assumptions to particular technics of data collecting and analysis (Creswell & Miller, 2013). According to Bless, et al., (2013), a research design is directly linked to answering the research question. Research designs refers to the typologies of research within broader approaches of qualitative, quantitative,

and mixed methods that gives a special focus for the processes in a study (Creswell, 2016). This study is qualitative and has used a phenomenological research strategy.

The purpose of research approaches is to assist us to understand our social environment and why things are the way they are. Phenomenology is a qualitative research approach that focuses on the shared experience of a group of individuals. Creswell (2013) defines phenomenological study as a research design that describes the lived experiences of individuals of a phenomenon, as described by the research participants. This suggests the core experiences of many people, who have all witnessed the same phenomenon. This type of design has strong theoretical foundation and is typically carried out through interviews.

3.3. Research Approach

A research approach refers to the aspects of research that deals with the strategy and technics. This varies from the research assumptions to a comprehensive data collecting method, and the analysis and interpretation of data (Creswell, 2013). There are different types of research approaches, but the most common are qualitative, quantitative, and mixed methods approaches. For this study, the researcher utilized a qualitative technique following a phenomenological approach, to examine the lack of service delivery at the City of Mbombela's local municipality, due to capacity building challenges.

Qualitative research is concerned with creating explanations for social phenomena. Qualitative methods are generally more adaptable and allow for greater flexibility and modification in the interactions between the researcher and the study participants. This method mainly offers "open-ended" questions, which allow study participants to respond independently. "Open-ended" questions permit the study participants to reply to questions in their own words, and these replies tend to be more comprehensive, than just saying "yes" or "no". As a result, a qualitative research is the most suited approach for this - since it will give many perspectives to support the study objectives.

According to Babbie & Mouton (2012), a qualitative research attempt is viewed as a general methodological approach to the study of social action, which include

observations, profound interviews and an assessment of documents. For this study, the researcher used one-on-one interviews that were conducted to collect data and insights.

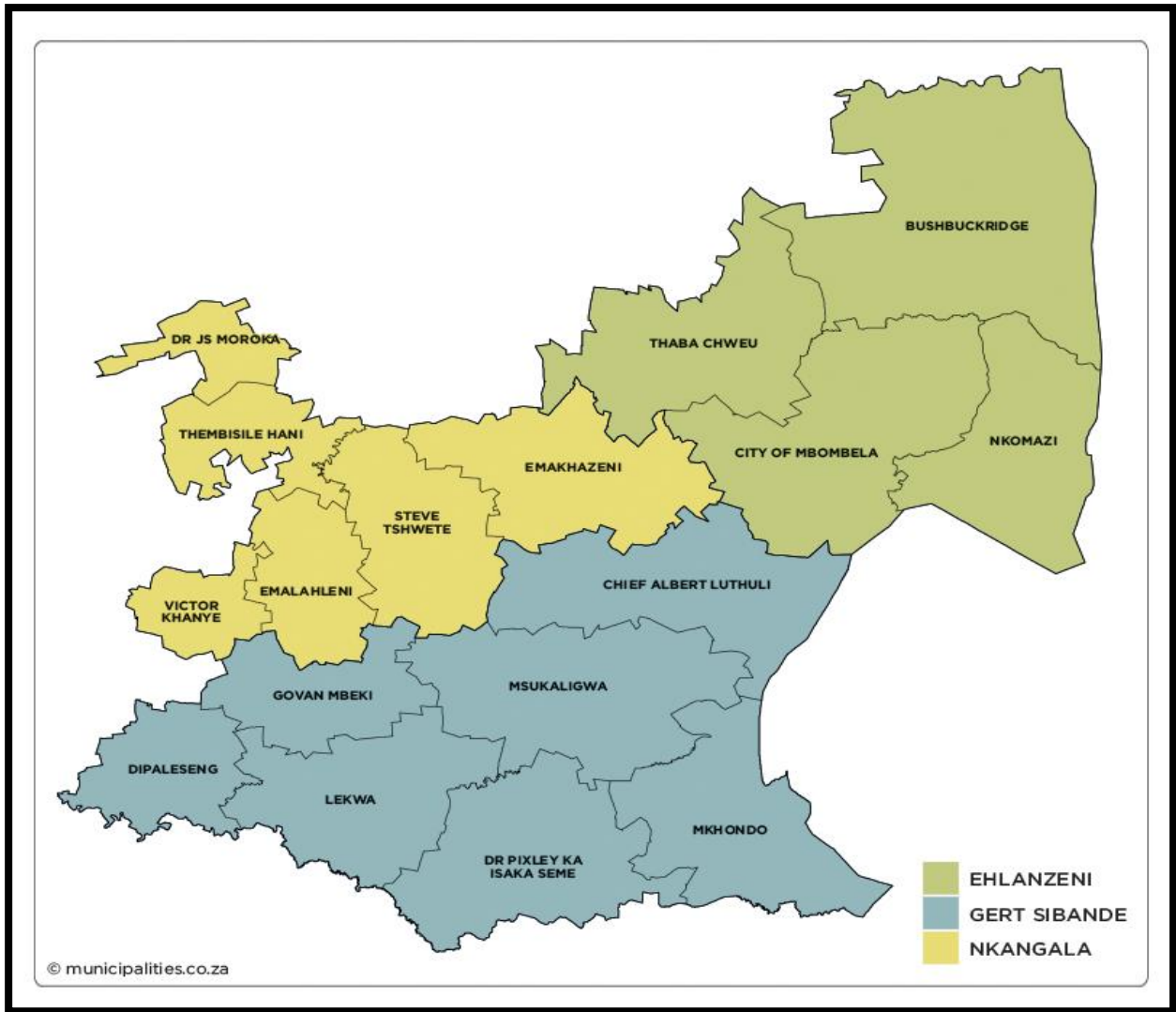
3.4. Study Area

The study area is a geographical boundary that indicates the exact area where the study was conducted, and the aim is to describe the area in terms of locality and history. The research was conducted in Mpumalanga Province in the City of Mbombela's Local Municipality. The province is divided into three District Municipalities (Ehlanzeni District, Gert Sibande District, and Nkangala District), which are in turn are divided into 17 local municipalities. The City of Mbombela Local Municipality was established by the amalgamation of the Mbombela Local Municipality and Umjindi Local Municipality on 3 August 2016.

The amalgamation came about after the Minister of Cooperative Governance and Traditional Affairs, Mr. Pravin Gordhan, requested that the boundaries of "dysfunctional and non-viable" municipalities be redrawn to optimize the financial viability of these municipalities, in time for the 2016 municipal elections. The merger of the former Mbombela and Umjindi Local Municipalities were approved by the Municipal Demarcations Board. The amalgamation of these two municipalities necessitated a review and consolidation of the Spatial Development Frameworks (SDF) to form a single SDF that covers the entire extent of the new municipality.

The City of Mbombela Local Municipality is a Category B municipality falls under Ehlanzeni District in the Mpumalanga Province. This municipality is one of four local municipalities in the district, making up almost a third of its geographical area. Mbombela (previously Nelspruit) is the seat of the province and located in the Eastern part of the country. The city Mbombela serves as a gateway to among the best eco and adventure activities in the country. Most tourists prefer to visit the municipality, due to its moderate climate all year round. The municipality has a lot to offer, from having sub-tropical fruits to world-class shopping malls, a casino, and entertainment, which further creates favourable conditions for potential investors and businesses. Map 1 depicts different municipalities within the Mpumalanga province (see Figure 3.1).

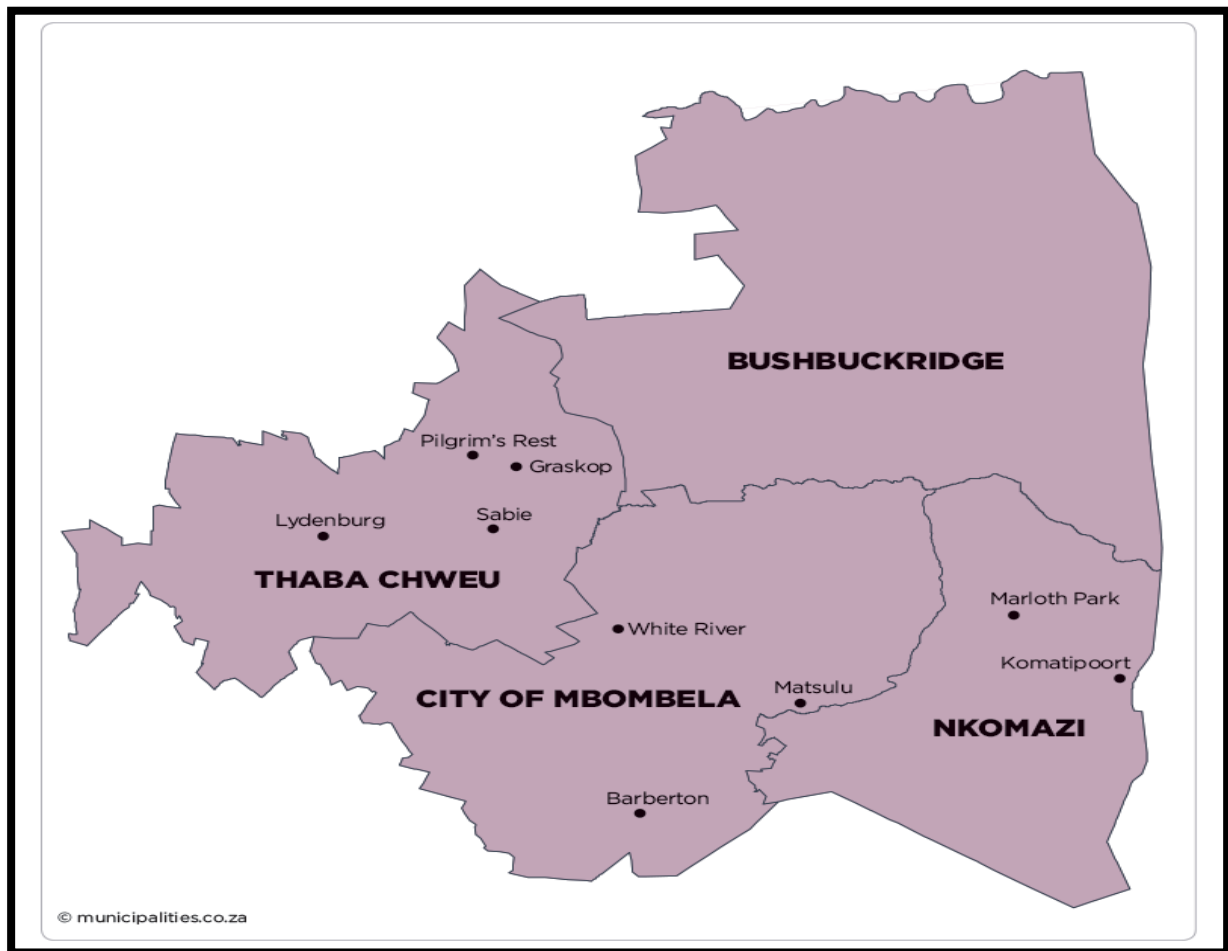
Figure 3.1: The map for Municipalities in Mpumalanga Province



Source: South African Local Government Website, 2020

Map 1 illustrates the municipalities within the Mpumalanga Province. According to the Municipal Demarcation Board, the geographical area of the City of Mbombela Local Municipality measures 7 141km². In 2016, the City of Mbombela Local Municipality consisted of approximately the population amounted to 695 913 and has since risen. Map 2 illustrates the City of Mbombela municipality map.

Figure 3.2: The Map for the City of Mbombela Local Municipality



Source: South African Local Government Website, 2020

The City of Mbombela Local Municipality includes different settlements and townships. These includes Kanyamazane, Mbombela, Msogwaba, Luphisi, Barberton, Matsulu, Emoyeni, Tekwane, Entokozweni, Hazyview, Ngodwana, Kaapschehoop, Kabokweni, Mpakeni, Skukuza, and White River. The key economic sectors are manufacturing, government services, finance, trade, transport and communications, business services, community services, mining, agriculture, construction, and tourism.

3.5. Research Population

The population is the entire set of items or individuals, where the research project will focus on, and about which the researcher intends to determine characteristics. However, the scholars further mention that the subset of the population, which is under investigation by the researcher, is called a sample (Bless et al., 2016).

The target population of this study includes all municipal officials who have a vast knowledge about capacity and service delivery challenges in the study area.

3.6. Sampling

The term 'sampling' refers to the process of selecting a small number of cases from a bigger population to generalize to the bigger population. *"A sample is a subgroup of the target population that the researcher plans to study and from which he will make generalizations"* (Creswell 2013). Sampling is crucial because it is unlikely that the researcher will be able to gather data from the entire population. As a result, a sample must be selected.

The researcher chose the purposive sampling method, because qualitative research does not focus on the average person - but rather on a diversity of cases (Babbie & Mouton, 2012). In purposive sampling, the method is to select units from the entire population that are deemed to meet a certain criterion of usefulness in the study. A purposive sample was employed in the study, to identify important individuals that have vast information about the subject. In purposive sampling, *"The researcher selects people or sites who or that can best help him/ her to understand the phenomenon"* (Creswell 2013).

The sample size included participants who have adequate knowledge about capacity building for service delivery. It was five (5) officials from the Human Resource Management Directorate, including the Skills Development facilitators, two (2) officials from the Supply Chain Management Directorate, two (2) officials from the Local Economic Development Directorate, and six (6) officials from the Project Management Unit within the Technical Department. The total number of participants involved in this study was fifteen (15) municipal officials from various departments and units.

3.7. Research Instrument

3.7.1. Data collection

The researcher used face-to-face semi-structured interviews to collect data from officials of various departments and units of the City of Mbombela Local Municipality. The collection of data enables us to gather the information that we need to collect in our research projects (Abawi, 2013). The data was collected from the City of Mbombela Local Municipality's premises during lunch hours and after working hours, as per the municipal approval letter that the work of the municipal officials should not be interrupted during the data collection process. The researcher also adhered to all health and safety protocols, because of the Coronavirus (Covid-19) imposed alert levels, and consent forms were signed by all participants - before the research study was conducted.

The interviews took roughly 30 minutes per participant. Notes and a digital voice recorder were used to record the discussions. The collected data was coded and analysed using the excel programme. This is a descriptive research method - because it focuses on whatever the participant is telling the researcher. The participant's right to withdraw from the interview at any time, and the issue of confidentiality, was emphasised at the start of each interview. Fortunately, no one pulled-out during the interviews.

3.7.2. Developed interview schedule

The researcher developed an interview schedule and the face-to-face semi-structured interviews were conducted to collect data from the identified participants. The process during each interview was simple. The researcher posed a question to the participant, and allowed the participant to respond, while the researcher listened considerately to make follow-up questions, where necessary. Fifteen (15) municipal officials from various departments and units of the municipality were interviewed, while notes were taken, and the recorder was used to preserve the collected data.

3.7.3. *Semi-structured interview*

Semi-structured interview questions are in-depth interview questions, which the participants must reply to, versus open-ended questions posed by the interviewer, Semi-structured interviews contain a series of open-ended questions - based on the topics the researcher wishes to address. According to Doyle (2020), a semi-structured interview is a type of interview that the researcher follows more flexible ways and has an opportunity to pose more open-ended questions, allowing for in-depth discussion with participants of the study.

The advantages of semi-structured interviews include the encouragement of two-way communication, allowing participants to provide open-ended responses and opening up for sensitive issues, and the preparations of questions beforehand to help in guiding the interview process. On the other hand, the disadvantages of semi-structured interviews include the requirements of extensive resources and the interviews are time-consuming. The researcher managed to overcome the semi-structured interview weaknesses by providing guidance and properly led the participants through the interview.

The interview guide was divided into several sections to logically capture the information. The first part captured general information and nine (9) questions were asked in the second part. The first four (4) questions were constructed to address Objective One of the study, which is to examine the existing strategies in place used in building municipal capacity to improve service delivery, and the remaining five (5) questions were constructed to address the Second and Third Objective of the study respectively.

3.8. Data Analysis

The data analysis stage includes the measures taken by the researcher to organize the gathered data in such a way that it is preserved and not contaminated. Data analysis follows after the researcher has collected data and entails arranging the data to gain a sense of its relevance to the research study. According to Gerring (2012), data analysis is defined as the method of dividing large amounts of data into smaller proportions to

make the data relevant. In this case, interviews were used to collect data for the research project and it was coded and analysed in an Excel programme.

The researcher also used the following steps to analyse the qualitative data, as outlined by (Bless, et al., 2013):

- Randomly sampling the data to gather common data themes.
- Grouping the responses.
- Labelling the various types of responses accordingly.
- Reporting the results in various categories, including the total percentages of responses.

Below are some of the major factors to consider when analysing data:

3.8.1 Transcription

Preparing data for transcription is the initial step for data analysis. The researcher set aside time and space to go over the primary data, which had already been recorded with a voice recorder and notes. The researcher transcribed the interviews immediately to ensure the trustworthiness of the data and to gather additional information from participants.

3.8.2. Thematic analysis

Thematic analysis is the qualitative data analysis method used to determine and analyse certain patterns emerging from the qualitative data. Holland & Kawulich (2012) state that this method can be useful, when trying to understand phenomena or variables that are at play in the phenomena. This study adopted a qualitative thematic analysis because it is a very significant analysis method when it is correctly used.

3.9. Ethical Consideration

In every type of research project that is conducted, the researcher should take ethical considerations into account. As most research involves people, this means that ethics become an enormous part of the research. Several ethical aspects need to be taken care of and these include informed consent, ensuring no harm to participants, and confidentiality and anonymity. According to Bless et al., (2013), a research project must not, at any point, endanger the participants, and these authors however trust that harm can arise in two ways - that is, intentionally or unintentionally.

This study's ethical concerns include informed consent, confidentiality, and anonymity. Participants' information, primarily sensitive and private information, should always be safeguarded. All the participants who took part in the research did so of their own will. The researcher observed all ethical considerations - including getting the necessary approval from the university, and from the City of Mbombela Local Municipality to conduct the study, and the following factors were also considered.

3.9.1. Ensuring participants have given informed consent

A consent form was obtained from participants before the data collection. Participants were notified that their participation in the study was entirely voluntary; the researcher has mentioned that the study is purely an academic exercise, and that they could withdraw from the research study at any time - if they felt their rights were being violated. The participants were allowed to go through the informed consent form, and they participated after signing the consent form. No one was tricked or compelled to participate, without their knowledge.

3.9.2. Ensuring no harm comes to participants

Harm to participants include harm related to undue stress, psychology, body, self-esteem, and situations inducing the participants to conduct unacceptable acts (Bryman et al, 2014). All these potentially harmful factors were avoided. This research project caused no harm to any of the participants. The participants were repeatedly reminded that they

have the right to withdraw from the study- if they felt that their right to participate is jeopardized.

3.9.3. Ensuring confidentiality and anonymity

Confidentiality and anonymity are moral practices designed to protect the privacy of human subjects at a gathering, during a reading, and from a reporting of facts. 'Confidentiality' refers to setting apart or editing any private or identifying information provided by the participants from the data. 'Anonymity' refers to gathering facts without obtaining any personal or identifying records.

The participants were assured that the researcher would not publicly link the responses to the participants. Although it is difficult to guarantee anonymity because the researcher must keep a record of who participated in the interviews, the participants' identities were kept confidential, and codes were used instead. The participants were ensured that even though the researcher can identify them during the interviews, the researcher would not publicly link the responses to the participants.

During the data collection process, the researcher kept all records secured with password-protected files. The recording is done in such a way that it cannot be linked back to any participant, and this has been done by using codes that are only known by the researcher. The researcher advised the participants not to disclose their names during the interviews. The researcher only used codes to identify the participants. All recordings will be kept at the University's archive, should they be required and will be destroyed after three years or so. No response will be traced back to any participant whatsoever and participation in this project was voluntary.

The researcher has reported aggregate findings, and not an individual level of data. No information provided by any participants will be discussed with the others. Confidentiality in this project was always taken into consideration, because failure to do so will lead to a disclosure or evidence of physical, sexual, neglect, or serious emotional abuse, it could also lead to serious self-harm that may be life-threatening. None of the information gained from an interviewee either deliberately or accidentally, will be disclosed in ways that might

recognize an individual. Findings have been presented in ways that ensure that the individuals cannot be identified.

3.9.4. Trustworthiness

The 'trustworthiness' of a study refers to the level of trust in information, translation, and techniques used to guarantee the nature of an investigation. In every study, researchers should always consider establishing protocols and procedures that are necessary for a study to be considered worthy of consideration by readers. Participants were well advised that there is no right or wrong answer during the interview, but they were encouraged to answer all the questions - as honestly as possible, and all questions were answered to the best of their ability.

To ensure the trustworthiness (validity) of this research study, the researcher has digitally recorded and transcribed each interview session. In this way, the transcribed interviews can be made available to verify the authenticity of the actual data. The participants were also allowed to express their own opinions and suggestions, and in this way, the researcher ensured the trustworthiness of the research study.

3.9.5. Ensuring that permission is obtained

'Obtaining permission' is an ethical and legal requirement for research to be conducted successfully, where human participants are involved - permission should be granted. In any research study, permission to conduct the study should be granted by the institution concerned, and also from the participants identified to participate. All parties should understand that they are taking part in a research study, understand what is required from them and what is the purpose of the study. In this case, the researcher wrote a letter to the City of Mbombela Local Municipality requesting permission to conduct the study.

The Accounting Officer of the Municipality (Municipal Manager) has been requested to grant permission to conduct the research study, titled '*Examining the lack of service delivery due to capacity building challenges*'. In this case, permission was granted, and

the researcher then requested all identified participants to sign a consent form - before the process of the study commenced.

3.10. Limitations

The study only focused on the City of Mbombela Local Municipality on examining lack of service delivery. The study did not concentrate at other local municipalities within the Province. However, service delivery is also a challenge in other municipalities. Due to the vastness and broadness of service delivery issues in South Africa, the focus of this study is on the City of Mbombela Local Municipality. The research did not seek to evaluate the entire Province as every municipality has its own dynamics around issues of service delivery and capacity building challenges. The Coronavirus (Covid-19) pandemic outbreak also delayed the data collection process because of the imposed alert levels.

3.11. Conclusion

In Chapter Three (3), the study methodology was discussed in greater detail. The research followed a qualitative approach. The data was collected by using semi-structured interviews. The next chapters discuss the findings of the study and the interpretation of the results and offer recommendations.

4. CHAPTER FOUR: RESULTS AND DISCUSSION

4.1. Introduction

This chapter comprises the study findings from the data collected from the 15 participants. The chapter is organised into three sections: Section 4.2 presents profiles of the study participants and Section 4.3 presents findings in relation to study objective one. The other sections, Section 4.4 provides findings in respect of the study objective two followed by Section 4.5 which presents findings related to objective three. The final section provides a conclusive summary of the chapter.

4.2. Demographic Information

This sub-section presents the profiles of participants that was reported and gathered during face-to-face interview. The purpose of this section is to provide some biographical information of the study participants regarding their gender, age, and education levels.

4.2.1. Gender

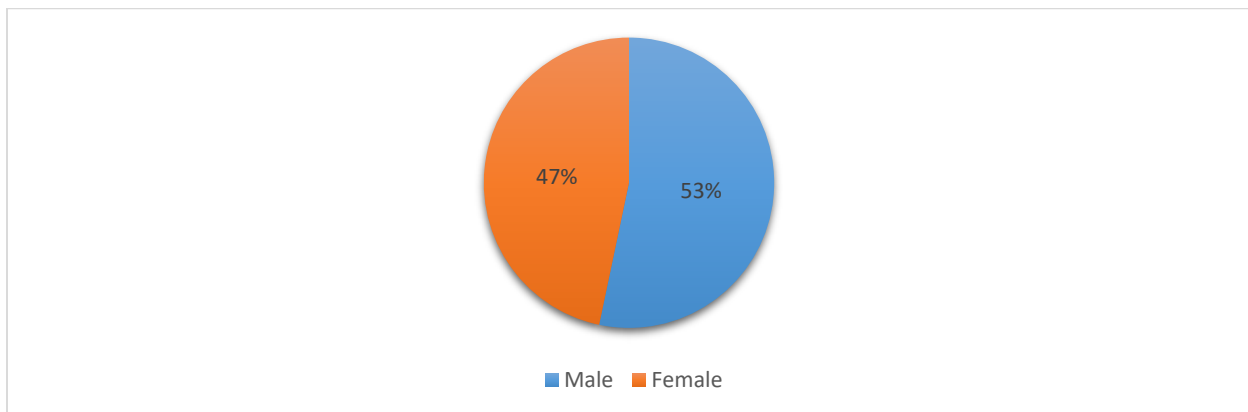


Figure 4.1: Gender of the Respondents

Figure 4.1 presented the proportion of participants in terms of their gender - that is the percentage in relation to the male and female category of those who have participated in the study. The results show that eight (53%) of the respondents were males and seven

(47%) were females. A significant feature about Figure 1 is that from the respondents identified, one could see who was in a better position to speak on the topic at hand, men dominated.

4.2.2. Age group

Participants of the study were asked to provide their age groups in order to find out the principal age group of participants. **Figure 4.2** shows the age distribution of respondents.

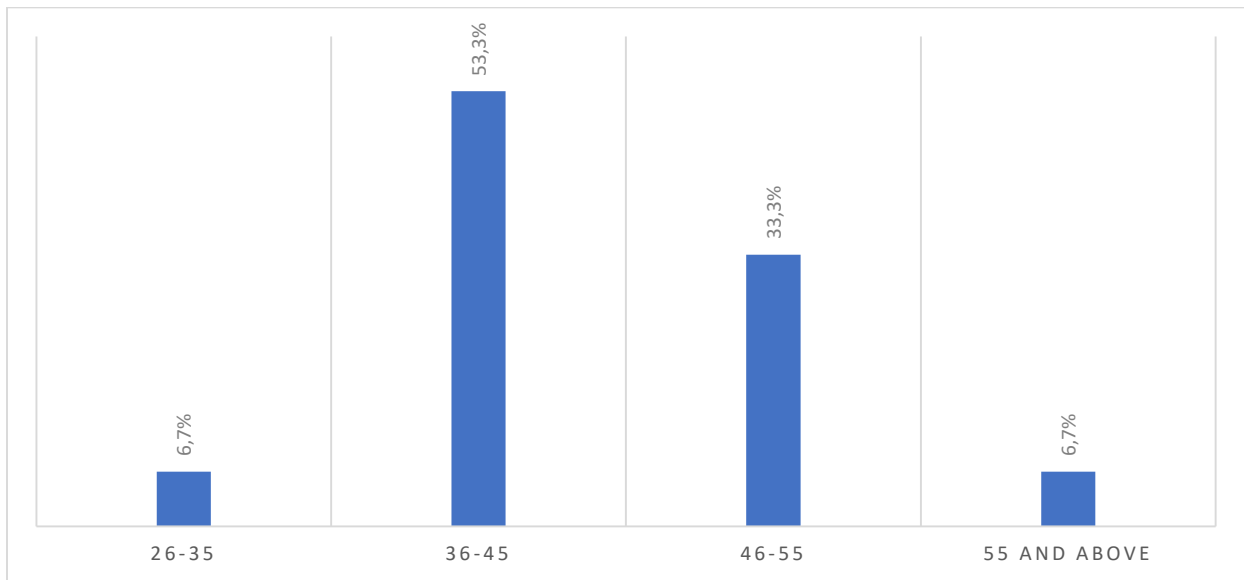


Figure 4.2: Age Distribution

Figure 4.2 indicates the proportion of the age distribution of the study participants. The finding shows that the majority (53.3%) of the study participants fall under the age group 36-45, followed by 33.3% who were in the age group 46-55. A few participants (6.7%) were in the age group 26-35, and 6.7% were in the age group 55 and above. It can be concluded that most of the respondents were from the age group 36-45.

4.2.3. Level of Education

Participants were asked to provide their level of education in order to have a clearer view of the education level of the participants. Accordingly, **Table 4.1** shows the proportion of the study participants in relation to their level of education.

Table 4.1: Level of Education

	Frequency	Percentage (%)
1. Certificate	2	13.3
2. National Diploma	6	40
3. Undergraduate Degree	7	46.7
Total	15	100

The findings of the interview on the level of education is shown in **Table 4.1**. Accordingly, 46.7% of the municipal officials hold a degree, 40% hold a diploma, and 13.3% hold certificates. This indicates that most of the participants hold either just undergraduate degree or a national diploma.

4.3. Examination of the existing strategies currently in place that are used in building the municipal capacity to improve service delivery

The first objective of the study was to examine the existing strategies in place used in building municipal capacity to improve service delivery. To investigate this, four questions were included in the questionnaire to examine the strategies in place and their intended purpose. Below are the questions that the municipal officials were asked, and their responses.

Question 1

What are the central strategies and activities of the Community Development process in service delivery?

The majority of the respondents indicated that the municipality is using the Integrated Development Plan (IDP) and the Local Economic Development (LED) documents. The

IDP outlines all the plans of the municipality for five years, the plan is clearly set out in such a way that one can see the plans for each year. Community members have a voice through the IDP documents. Stakeholders are the champions of the whole process. Zonal structures are required to submit needs per ward - in other words, community needs should be submitted, so that they can be included in the municipal IDP.

The municipality implements the plan in such a way that it ensures that it delivers services to the communities. However, several respondents say that politics is playing a big role and that has a negative impact. In many cases, the documents are not even compiled by the municipal officials, the municipality relies on service providers and that also has a negative impact when it comes to implementation. The strategies that the municipality has, are not working due to politics. Additionally, the respondents argue that the unfortunate part is that there has not been any successful LED project so far. LED projects look fine on paper, but they are not benefiting the right people.

Some of the respondents say the political party concerned (the ruling party, the ANC) will take projects and give them to individuals who are in good standing, in terms of membership, and as a result - politics is killing the aim of community development projects. They further indicated that the LED section is not fully structured, due to the non-filling of vacant positions. It is important to consider that community needs are unlimited, but the resources to satisfy identified needs are limited, therefore only needs that are on top of the list should be given attention - as far as implementation is concerned. The Municipality is playing a vital role in developing the communities, but the main challenge they face is insufficient funds to conduct more projects, and this will help to reduce the high rate of unemployment.

The respondents further suggested the way forward is to develop strategies that will help in uplifting communities - the following was suggested:

- To understand the whole concept of community development.
- To move away from promoting a blanket approach when developing communities.

- The municipality should concentrate on developing the youth, and they must use youth structures when they want to roll out LED initiatives.
- To invite the youth to LED conferences, like Youth Indaba at the local level.
- Not to roll out a community-based project without immensely engaging the youth.
- To focus on all kinds of community-based projects, from agriculture to the establishment of Small Medium Multi Enterprises (SMMEs).
- To understand that a community-based project is the duty of everyone who lives in the jurisdiction of the municipality, especially the youth. A community-based project needs everyone to participate.
- To address unemployment, The Municipality is not doing enough as far as dealing with unemployment is concerned.
- To avoid politics. Politics should be discouraged during the implementation process of a community-based project. The Municipality should refrain from taking a political decision with the aim of enriching individuals.
- To focus more on training people to become plumbers, electricians, car mechanics, and so forth. By so doing, even if they don't get the chance to be hired by the municipality - at least they will be able to go out and look for a job somewhere else, or even open their businesses.

Question 2:

What are the intended and actual outcomes of this community development?

According to the respondents, there is no community-based project that is known and currently running. The officials do not think if the project was there, that the intended outcome would be achieved, as some of the officials have indicated that they do not know of any community development project that has yielded legitimate outcomes. Community development aims to make the life of community members better, improve the community standard of living and ensure maximum participation of community members in any community-based project.

The community can also be uplifted through the creation of more job opportunities - such as to become small entrepreneurs and through co-operatives, to provide more skills that

will assist the municipality to ensure that effective and efficient service delivery is provided to its community. However, the municipal officer further stated that politics has killed the intended outcomes of community-based projects.

Question 3

How are key concepts, values, and approaches of community development integrated into service delivery?

Almost all the respondents indicated that the municipality communicates its plans with communities, and that community members are well informed, in advance before the rollout of any community project. The municipality thinks about community structures before any implementation of a community-based project. Municipal officials felt that the municipality promotes community involvement. It is playing a key role - as far as public participation is concerned. The municipal plan is said to be in line with what is listed in the IDP.

Other respondents argue that even though the municipality goes all out to consult the communities, none of what they have found out will be implemented. One of the participants indicated that: *“The municipality does call Izimbizo but I feel this is just not working, the municipality just calls the Izimbizo to comply”*. This further illustrates the sour relationship between the municipality and community members, which is a major challenge.

The municipal officers further indicated that there is a need to review the strategy of doing things. They further indicated that the municipality is failing to enforce by-laws and these are some of the challenges with the implementation of projects.

- Most of what is happening on the ground has been overtaken by politics.
- Social-economic development is intended to benefit community members, but most community-based projects are now intended to benefit only the comrades' mates, and not the entire community at large.
- Members of the community are still struggling to get basic services.

- Politicians are using the community members to fight their own battles.

A total of 80% of respondents say the IDP processes are well followed, but due to looting and corruption, not all plans in the IDP are implemented, and even if they are implemented – then the quality of the work is compromised. Therefore, the municipal officials see the need to ensure that the municipality promotes Batho-Pele principles. To ensure that service delivery is provided efficiently and effectively without delays or corruption, there is a need to stop compromising the quality of projects. Invoices should reflect the amount of work that has been done.

The function of Ward committees must also be taken into consideration, as the Councillors are the mouthpiece of the community when it comes to service delivery. Each Ward has a Councillor and any issues should be reported to the Councillor.

Question 4

What mechanism can be in place for the public and private sectors for the effective delivery of services?

The respondents were asked to suggest a mechanism that can in place - for both the public and private sectors to deliver services effectively. The following mechanism was suggested:

- Accountability – Some respondents felt the ruling party knows nothing about accountability. People must face the law when they are wrong.
- Ensure that there is public accountability; the public sector should learn to account.
- Municipal assets should remain at the municipality - these should not, at any stage, be found at the individuals' private spaces.
- Create a partnership between the private sector and the community the municipality should be the middleman.
- The private sector should stop engaging the community without the involvement of the municipality.
- Encourage a strong partnership between the private sector, communities, and the municipality.

- Improve communication - Start using social networks and systems that can make communication easier between the municipality and the public.
- Ensure that there are systems in place to deal with corruption.
- The technical department of the municipality should always have retired independent experts on standby.
- Recruitment should follow correct procedures to ensure that the right people are identified.

Municipal officials believe that there should be accountability, from the municipality and from the public. One municipal official who participated said, "*We must ensure that there is public accountability, the public sector should learn to account and also start implementing consequence management*". Currently, there is no accountability in all sectors of government, so it becomes very hard for the private sector to properly interact with any government sector.

The partnership between the private and public sector should be encouraged, and if possible, a public-private partnership agreement should be drawn up, which will highlight the roles and responsibilities of each party in the process. Independent experienced private institutions should be given the opportunity to do municipal capital projects and be allowed to assist in the monitoring and evaluations of infrastructure projects. There is also the need to share municipal plans with the private sector to avoid duplication of community development projects.

It is true that the private sector is not willing to work hand-in-hand with the public sector - simply because the public sector is often controlled by politicians and there is no accountability. Politics will destroy every plan, because politicians are always taking political decisions to address administrative issues. The government needs to start by hiring the right people in the public sector, and these are people with a vision and who are not going to be shaken by politicians. There is a need to draw a line between politics and administration. 20% of the respondents indicated the need to stop tendering systems and advised that the municipality should be able to headhunt private companies who assist in providing service delivery. Private sectors and unemployed community members

should also be part of the public participation process every time, to ensure that skills needs are addressed, and to apply for further Discretionary Grants from various Sector Education and Training Authorities (SETA).

4.4. Accessing Capacity Building Challenges Within the Municipality

The second objective of the study was to access the capacity-building challenges that currently exist within the municipality. To investigate this, two questions were included in the questionnaire to examine the challenges about capacity building within the municipality, and to try to come up with a way forward to improve them. Below are the questions that the municipal officials were asked, and the responses.

Question 5

How are capacity-building initiatives identified to address the skills needed for improving the delivery of services?

The above question intends to understand if the capacity initiatives in place are productive or not and if they are serving the purpose intended to serve. The municipal officials indicated that capacity-building initiatives are identified by conducting skills audits, from which the skills audit report is generated. However, little is done practically.

11 (70 %) of the respondents said the municipality is not doing justice to capacity building issues. They believe the capacity-building process should be informed by the needs of the institution and the needs of the community, which is currently not the case. This has resulted in municipalities struggling to conduct a skills audit. In the past, the skills audit has been conducted in the municipality by using a service provider and this provided many problems. Employees question every move when it comes to the skills audit and go as far as refusing to complete the skills audit forms, citing reasons that do not exist.

It becomes very hard to come up with programmes and projects that will assist to bridge the gaps, programmes that will address the skills needed can be identified through doing skills audits, but employees are not willing to participate. Conducting skills audit makes employees feel that they will be fired or it will discredit their employment. One of the

participants said, *“Training is identified after the Skills Audit has been conducted. The Skills Audit is working but managers should influence the process for it to be effective, as the main goal for the municipality is to have a competent workforce”*.

Employees are always in training but there is no improvement at the workplace, as these trainings are not beneficial and do not speak to the needs of each employee. Many of the training provided is skills programmes, and some are not recognized by institutions of higher learning when you want to study further. The Municipality only trains to comply with mandates, and not to address what is required by the municipality. There are no proper interventions after the skills audit. A skills audit is a need, as training is identified after the skills audit. There is a need for managers to influence the process for it to be effective, as the main goal for the municipality to conduct skills audit is to have a competent workforce. The Sector Skills Plan that is compiled annually indicates which careers are hard to fill and the shortage thereof.

From the assessment, it is clear that skills development and skills audit policies should be included in the Human Resources Development (HRD) policy, that the policy should outline that every employee should be audited and have a valid recent Personal Development Plan (PDP) in place. During recruitment, the municipality should make sure that the qualifications of those who are employed is verified. Whoever is found to be not following the policy should be dealt with. The managers should assist in ensuring that the right training for the officials is identified. Senior managers, line managers, and sectional heads from different departments should be invited to the Training Indaba, and Human Resources Management should do the coordination of the Training Indaba.

Additionally, the IDP and the Provincial Sector Skills Plan play an important role in the identification of the capacity-building initiatives, but the municipality will not end up not following the plans properly, due to resources. There are also additional, various ways of addressing skills for improving service delivery. Applications to Sector Education and Training Authorities (SETAs) can include bursaries, learnerships, and vocational, work-integrated learning, and skills programs.

Question 6

What can be done to enhance recruitment, especially to attract skilled personnel (engineers) into the system of the municipality?

Most of the respondents suggested that the municipality should be more transparent to be able to enhance recruitment, indicating that the recruitment and selection process fails to differentiate between employment and deployment because of politics, which is playing a major role when it comes to recruitment. Comrades are being deployed into strategic positions - without the necessary qualifications, knowledge, or skills. The process of selection and recruitment is related to administration, and should therefore be done without any political interference. The municipality should avoid political bias when it comes to recruitment, and politicians should not be involved in the recruitment and selection processes.

The first step to enhance recruitment is to assess and understand the organization. Interviewers should always be given the freedom to exercise their rights and powers, without political interference. The municipality must also be able to headhunt qualified individuals. When an expert leaves the municipality, that person should be allowed to second someone in that position. The municipality should partner with other sectors to be able to assess properly before employing someone, and an assessment across the board should be done during the recruitment process.

Municipal officials highlighted the need to revise the municipal officials' remuneration, as it is believed that if the municipalities offer fair pay, then the qualified individuals will be interested. Fair remuneration changes the behaviour of employees, in terms of service delivery. It motivates employees to perform better. The private sector offers employees competitive salary packages, which makes it difficult for the municipality to retain qualified professionals. In other cases, some people use the municipal environment as a learning place to gain experience - then proceed to the private sector. With its skill development initiatives, a person who enters a municipal environment as a general worker can be assisted to get a qualification and then leaves the municipality after qualifying to go to a higher paying organization. There is a need for the municipality to have policies that will address resignation issues.

4.5. Accessing How Insufficient Capacity Affects Service Delivery at the Local Municipality Level

The third objective aimed to illustrate how insufficient capacity affects service delivery within the municipality. To investigate this, three questions were included in the interview to examine how insufficient capacity affects service delivery. Below are the questions that the municipal officials were asked, and the responses.

Question 7

Does the municipality have a retention strategy in place? If so, how is it implemented?

A total of 70 % of the respondents say there is no retention strategy in place, with 30 % of the municipal officials saying the strategy is there – however, it is not implemented. The retention policy is there in black and white, but the municipality is failing to implement it. As a result, the municipality keeps losing good employees and employees who perform well. This is the case for the City of Mbombela Local Municipality, where capable employees are leaving, and the municipality is doing nothing about it. However, other municipal officials say the municipality cannot retain personnel, due to not being able to pay market-related salaries.

In some instances, the geographical location of the municipality makes it difficult to retain personnel, like engineers and town planners. The issue of political interference also makes it difficult to implement retention strategies, as many employees are deployed. Senior managers and politicians tend to be the ones who decide when and how to implement the strategy. One of the participants highlighted that, *“I have been working for the municipality for more than ten years, in my ten years I have heard terms like Performance Management, Retention Strategy, Succession Planning but I have never seen the institution at any stage properly initiate implementation of the said terms”*.

Retention strategy should start during the compilation of the Workplace Skills Plan; the Skills audit process, during the identification of the critical and scarce skills, and further align the critical and scarce skills with the Sector Education and Training Authorities

(SETA) report, as the skills report normally comes up with the list of critical and scarce skills. Once that is done, the municipality should align itself with the organogram of the municipality. The organogram should be expanded to allow extra employees to be appointed as assistants in all critical and scarce skills positions that are occupied by the experts, so that when the experts decide to leave the municipality, there is already someone who will take over. It is important to note that the human resources department is the engine of the municipality, and its rules and regulations should be adhered to.

Question 8

What do you think the municipality should do to improve the delivery of services?

This question intends to identify ways in which the municipality can improve service delivery. The municipal officials were asked to highlight ways to improve service delivery and the following was suggested:

- The Municipality should learn to be in control.
- Councillors should stop promising people implementation of projects that are not listed in the IDP of the municipality.
- There is a need for educated councillors, Communities are let down by Councillors who are fighting their own battles on the ground; and then service delivery is compromised because of politics.
- The Batho-Pele (People First) principles should be standard and always practiced.
- Communication is key; and the municipality should constantly communicate with the community members.
- The Municipality must stop relying on consultants - as it has have well-qualified engineers in the system of the municipality.
- The Municipality should use its assets.
- The Municipality should hire qualified people at all levels to do the job, especially in strategic positions. Strategic positions are filled, but some have the wrong candidates, and many of them are deployed political cadres. Qualified employees will always come up with strategies that will work to ensure that the municipality delivers services.

- The Mayor must execute his job, which is political leadership, and leave the Municipal Manager to carry out the administrative mandate.
- The Municipality should correctly use the resources and stop compromising the quality of work.
- The Municipality should implement a flat rate for water and electricity in the townships and rural areas that have electricity and water.
- The Municipality should have an intense debt collection policy for urban, township, and rural areas.
- The tendering system should be improved - as some of these contractors perform work that is of low quality, and are not held accountable.
- Managers should be held to account for how their departments respond to customer complaints.
- Councillors should be trained on monitoring and evaluation, and to account as required.
- The municipality should improve in enforcing its by-laws-
- Deployment of unqualified comrades to strategic positions should be discouraged.
- Community representatives should not be biased.

Question 9

What causes delays or a failure of development projects funded by the Municipal Infrastructure Grant?

The municipal officials were asked about the causes of delays and failures in developing projects that are funded by the Municipal Infrastructure Grant (MIG). The majority (90%) of the respondents indicated the issue is of political interference in every MIG funded project. The money is not spent adequately and that causes delays or a failure of that grant. Respondents further indicated that corruption is the main cause; and projects are advertised through tender processes, per the procurement regulations. Service providers work with officials within the municipality to make sure that the tender is awarded to them - even though they do not have the experience for the project to be implemented.

These Service Providers sometimes sub-contract their work, which causes a failure to implement the project on time, because the sub-contractor is also not qualified to do the project. The municipal procurement process can result in the delay of the appointment of contractors. Unclear specifications also cause a delay in the procurement process.

4.6. Conclusion

This chapter provided the findings of the study in relation to the research objectives in order to answer the study questions. This was conducted through analysing the qualitative findings using thematic analysis methods. First it discusses the demographic profile of the study participants. Then the qualitative data was presented using themes and sub-themes that were emerged from the data. The researcher provided qualitative interpretation of the findings based on the interviews that were conducted with the study participants. The next chapter will present the key conclusions and recommendations presented from the study findings.

5. CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This final chapter provides the key conclusions and the recommendations based on the findings of the study. The aim of this study was to access the lack of service delivery to develop communities at the City of Mbombela Local Municipality. It aimed at exploring the strategies that the municipality has in place in terms of capacity building, while determining the factors or challenges that contribute to a lack of service delivery. Lastly, the study aimed at accessing how insufficient capacity affects service delivery. This chapter presents the conclusions and recommendations of the study.

This chapter is organised in to different sections. Section 5.2 of this chapter presents a summary of the chapters; Section 5.3 presents the research design and method of the study, followed by 5.4, which presents the summary of the research objectives and major findings. Logical conclusions from the data that was presented was discussed in Section 5.5. Section 5.6 presents the areas for future research. Section 5.7 outlines the conclusions and recommendations of the study follow in Section 5.8.

5.2. Summary of the chapters

Chapter One: The first chapter provided an introduction and background to the study. It clearly articulated the problem statement of the study. It further demonstrated the research objectives and questions. The concepts were defined and lastly, the significance of the study was included.

The chapter presented the challenge of service delivery in the City of Mbombela Local Municipality. It provided a brief historical background about the problem and emphasized that the City of Mbombela has been plagued by internal issues. In 2018, the municipal failed to provide basic services to the poor - after it was alleged that it returned over R1 billion to National Treasury. The chapter also presented the problem of the investigation, which is to determine access to a lack of service delivery to develop communities in the Mbombela Local Municipality. The aim and objectives were also outlined.

Key research questions include:

- What strategies are in place for building the municipal capacity for improved service delivery?
- What are the capacity-building challenges facing the local municipality?
- How does the limitation of capacity affect service delivery?

Chapter two: This chapter presents the literature review of the study. Many studies have been conducted on the challenges facing service delivery, but little has been conducted about capacity building as the prime contributor to service delivery. It establishes through various sources that capacity building is a necessity across multidiscipline institutions at all levels. It is a process that assists the organization's ability to achieve its mission, or ability to realize its goals or perform its job effectively. It pays attention to the training needs, education, and development of the staff members. Capacity building hurdles can be overcome by using different strategies, which could bring change to the leadership, make a skills base available to individuals, and improve the organizational environment.

Chapter Three: The purpose of this chapter was to outline how the research was carried out to develop knowledge through collected data. The chapter gave a detailed analysis of how the research was conducted. The discussion further covered aspects related to the research method, design, and instruments, population, sampling, trustworthiness, ethics, and limitations of the study.

The study area, which was the City of Mbombela Local Municipality, was also discussed, together with the population. The sampling methods and sample size were also outlined. Municipal officials were used as the sample of the study. Additionally, the use of semi-structured interviews was discussed as data collection instruments. Data analysis methods were briefly discussed in this chapter - together with ethical considerations for the study.

Chapter Four: This chapter provides the findings of the study. The qualitative data was presented and interpreted based on the findings from face-to-face interviews that were conducted with the participants of the study.

Chapter Five: This presents the study conclusions and recommendations emanating from the study findings.

5.3. Research Design and Method of the Study

The researcher developed an interview schedule aligned to the developed objectives of the study. The research questions were designed to examine the lack of service delivery at the City of Mbombela Local Municipality, due to capacity building challenges. The participants were interviewed by using interview schedule, with a semi-structured interview through face-to-face meetings to obtain the data. The interview sitting took approximately 30 minutes per respondent. In collecting the data, the researcher has used a qualitative research method. The chosen method of research is descriptive, as it focuses more on what the participant tells the researcher.

5.4. Brief Summary of the Research Objectives and Major Findings

Objective 1: To examine existing strategies in place used in building municipal capacity to improve service delivery.

The majority of the respondents indicated that the municipality is using the Integrated Development Plan (IDP) and the Local Economic Development (LED) documents. The IDP outlines all the plans of the municipality for five years, and the plan is so clear cut that, one is able to see the plans for each year. Community members have a voice through the IDP documents. Stakeholders are the champions of the process. Zonal structures are required to submit the needs per ward - in other words, the community needs should be submitted, so that they can be included in the municipal IDP.

The municipality implements the plan in such a way that it ensures it delivers services to the communities. However, several respondents say that politics is playing a negative

role and has a negative impact. In many cases, the documents are not compiled by municipal officials, the municipality relies on service providers, and this has a negative impact when it comes to implementation. The strategies that the municipality has, are not working due to politics. Additionally, the respondents argue that the unfortunate part is that there has not been a successful LED project so far. LED projects look fine on paper, but they are not benefitting the right people.

Almost all the respondents indicated that the municipality communicates its plans with communities, and that community members are well- informed, in advance before the rollout of any community project. The municipality considers community structures before the implementation of a community-based project. Municipal officials also found that the municipality promotes community involvement. It is playing a key role as far as public participation is concerned.

The municipal plan is said to be in line with what is listed in the IDP. Other respondents argue that even though the municipality goes all out to consult the communities, none of what they have found out, will be implemented. This further explains the sour relationship between the municipality and community members, which is a major challenge. The municipal officers further indicated that there is a need to review the strategy of doing things.

A total of 80% of respondents say the IDP processes are well followed, but due to looting and corruption, not all plans in the IDP have been implemented, and even if they are implemented, then the quality of the work is compromised. This response is also supported by Singh et al. (2010), who argue that the most contributing factor in the service delivery challenge is corruption. These scholars are of the view that corruption creates bitterness and frustration among staff and this affects organizational efficiency.

Objective 2: To access capacity-building challenges within the municipality

A total of 70% of the respondents said the municipality is not doing justice regarding capacity building issues. The municipal officials felt that capacity-building initiatives are identified through conducting skills audits, which generate the skills audit report. However,

little is done practically. They believe the capacity-building process should be informed by the needs of the institution and the needs of the community, which is currently not the case. This has resulted in municipalities struggling to conduct a skills audit. Van Baalen, et al. (2015) suggest that honest and reliable capacity assessments are the pillar of any capacity-building process, while the assessments based on capacity, play an instrumental role in obtaining the important performance efficiency.

In the past, the skills audit has been conducted in the municipality by using a service provider and many problems were encountered. Employees question every move when it comes to the skills audit and go as far as refusing to complete the skills audit forms, citing reasons that do not exist. It becomes very hard to come up with programmes and projects that will assist in bridging the gaps, and programmes that will address the skills needed can be identified through doing comprehensive skills audits, but employees are just not willing to participate.

Conducting a skills audit makes employees feel that they will be fired, or they will discredit their employment. Employees are always in training, but there is no improvement at the workplace as these trainings are not beneficial, as they do not speak to the needs of each employee. Many of the trainings provided are skills programmes and not recognized by other institutions when you want to study further. The municipality only trains to comply with mandates, and not to address what is required by the municipality. There are no proper interventions after the skills audit. A skills audit is needed, as training is identified after the skills audit. There is a need for managers to influence the process for it to be effective, as the main goal for the municipality to conduct skills audit is to have a competent workforce. The Sector Skills Plan is compiled annually and indicates which careers are hard to fill and the shortage thereof.

From the assessment, it is clear that skills development and skills audit policies should be included in the Human Resources Development (HRD) policy, the policy should outline that every employee should be audited and have a valid recent Personal Development Plan (PDP) in place. During recruitment, the municipality should make sure that the qualifications of those who are hired is verified. Whoever is found to be not following the policy should be dealt with. The managers should assist in ensuring that the right training

for the officials is identified. Senior managers, line managers, and sectional heads from different departments should be invited to the Training Indaba, and Human Resources Management should do the coordination of the Training Indaba.

Additionally, the IDP and the Provincial Sector Skills Plan play an important role in the identification of the capacity-building initiatives, but the municipality ends up not following the plans properly, due to resources. There are various ways of addressing the skills needed for improving service delivery. Applications to Sector Education and Training Authorities (SETAs) can include bursaries, learnership, vocational, work-integrated learning, Recognition of Prior Learning and skills programmes.

Most of the respondents suggested that the municipalities should stop corruption to enhance recruitment, indicating that the recruitment and selection process fails to differentiate between employment and deployment due to politics, which is playing a major role - when it comes to recruitment. Comrades are being deployed into strategic positions, without the necessary qualifications, knowledge, or skills. The process of selection and recruitment is related to administration, and it should be done without any political interference. The municipality should avoid politics when it comes to recruitment, and politicians should not be involved during the recruitment and selection processes.

The first step to enhance recruitment is to assess and understand the organisation. Interviewers should always, be given the freedom to exercise their rights and powers without political interference. The municipality must also be able to headhunt qualified individuals. When an expert leaves the municipality, that person should be allowed to second someone in that position. The municipality should partner with other sectors to be able to assess properly before employing someone, and an assessment across the board should be done during the recruitment process.

Municipal officials further indicated the need for revising the municipal officials' remuneration. It is believed that if the municipalities offer fair pay, then the qualified individuals will be interested. Fair remuneration changes the behaviour of employees, in terms of service delivery. It motivates employees to perform better. The private sector

offers employees competitive salary packages, which makes it difficult for the municipality to retain qualified professionals.

In other cases, some use the municipal environment as a learning place to gain experience, and then proceed to the private sector. With its skill development initiatives, a person who enters a municipal environment as a general worker can be assisted to get a qualification and leaves the municipality after qualifying for a higher paying organisation. There is a need for the municipality to have policies in place that will address resignation issues.

Objective 3: To assess how insufficient capacity affects service delivery at the local municipality

A total of 70% of the respondents say there is no retention strategy in place, while 30% of the municipal officials say the strategy is there – however, it is not implemented. The retention policy is there in black and white, but the municipality is failing to implement it. As a result, the municipality keeps losing good employees and employees who perform well. This is the case for the City of Mbombela Local Municipality, capable employees are leaving, and the municipality is doing nothing about it.

However, other municipal officials say the municipality cannot retain personnel due to not being able to pay the market-related salaries. In some instances, the geographical location of the municipality makes it difficult to retain qualified personnel like engineers and town planners. The issue of political interference also makes it difficult to implement retention strategies, as many employees are deployed. Senior managers and politicians tend to be the ones who decide when and how to implement the strategy. A retention strategy should start during the compilation of the Workplace Skills Plan, the skills audit process, and during the identification of the critical and scarce skills.

It is important to align the critical and scarce skills with the Sector Education and Training Authorities (SETA) report, as the skills report normally comes up with the list of critical and scarce skills. Once that is done, the municipality should then align itself with the organogram of the municipality. The organogram should be expanded to allow extra

employees to be appointed as assistants, in all critical and scarce skills positions that are occupied by the experts, so that when the experts decide to leave the municipality - there is already someone who will take over. It is important to note that the human resources department is the engine of the municipality and the municipality should always stick to rules and regulations.

The municipal officials were further asked about the causes of delay and failures in developing projects funded by the Municipal Infrastructure Grant (MIG). The majority (90%) of the respondents indicated that the issue is one of political interference in every MIG funded project. The money is not spent adequately and that causes delays or a failure of that grant. According to Ngwake (2012:314), the maladministration in service delivery and public finance accountability are staggering - these are shortcomings caused by the human element, and can be corrected if correct measures are in place.

Respondents further indicated that corruption is the main cause, as projects are advertised through tender processes, per the procurement regulations. Service providers work with officials within the municipality to ensure that the tender is awarded to them - even though they don't have the experience for the project to be implemented. These service providers further sub-contract their work, which causes a failure to implement the project on time, because the sub-contractor is also not qualified to do the project. Additionally, the municipal internal procurement process can result in the delay or the appointment of contractors. Unclear specifications can also cause a delay in the procurement process.

5.5. Logical Conclusions from the Data Presented

Several conclusions can be derived from this study. Through the assessment, it can be concluded that the City of Mbombela Local Municipality does not have active strategies in place when it comes to capacity building. There are strategies on paper; however, no implementation plan is in place.

Most respondents have indicated that the municipality makes use of the IDP and LED plan, which outlines the municipal plan for five years. However, although the plan is there, the projects are not implemented accordingly. No fully structured section within the

municipality deals with LED projects, because of a lack of funds. Currently, there are no community projects known to be running, and the projects that have been implemented before, do not seem to be achieving the intended outcome.

A total of 80% of the respondents indicated that that political interference is what hinders the processes of the IDP. There is a lot of corruption and looting, which results in the IDP plans not being implemented. The over-reliance on services providers also harms project implementation. The strategies that the municipality have, do not work due to politics. Almost all the respondents indicated that the municipality communicates its plans with communities, and that community members are well-informed in advance before the rollout of any community project. Other participants argue that even though the municipality goes all out to consult the communities, none of what they find is implemented. This further explains the sour relationship between the municipality and community members, which is a major challenge.

A further issue contributing to the lack of delivery services is the issue of capacity building. There are many challenges around this issue. The municipal officials indicated that capacity-building initiatives are identified through conducting skills audits, from which the skills audit report is generated. However, little is done practically. A total of 70% of the participants said the municipality is not doing justice about capacity building issues. They believe the capacity-building process should be informed by the needs of the institution and the needs of the community, which is currently not the case. It has resulted in most municipalities struggling to conduct a skills audit.

In the past, a skills audit has been conducted in the municipality by using a service provider and many problems were encountered. Employees question every move when it comes to skills audits and go as far as refusing to complete skills audit forms, citing reasons that do not exist. The municipality does offer training to the employees; however, it is said that the municipality only conducts this training for compliance purposes.

The training that is conducted is not beneficial, as it does not speak to the needs of each employee, which results in no improvement at the workplace. From the assessment, it was clear that there is a need for a comprehensive skills audit. There is a need for

managers and labour unions to influence the process - for it to be effective, and the main goal for the municipality is to conduct skills audit for a competent workforce. During recruitment, the municipality should make sure that the qualifications of those who are hired is verified, and the managers should assist in ensuring that the right training for the officials is identified. The first step to enhance recruitment is to assess and understand the organization. Interviewers should at all times, be given the freedom to exercise their rights and powers without political interference. The municipality must also be able to headhunt qualified individuals.

Additionally, there is an issue of retention strategy of which the municipality does not offer. 70% of the respondents say there is no retention strategy in place, with 30% of the municipal officials saying the strategy is there - however, it is not implemented. As a result, the municipality keeps losing good employees and employees who perform well. This is the case for the City of Mbombela municipality, as capable employees are leaving, and the municipality does nothing about it.

In terms of the causes of the delays and failures in developing projects that are funded by the Municipal Infrastructure Grant (MIG), the majority (90%) of the respondents indicated the issue is one of political interference in every MIG-funded project. The money is not spent adequately and that causes delays or failure of that grant. Respondents indicated that corruption is the main cause, and projects are advertised through tender processes, per the procurement regulations. Service providers work with officials within the municipality to ensure that the tender is awarded to them - even though they don't have the experience needed. These service providers further sub-contract, which causes the failure to implement the project on time, because the sub-contractor is also not qualified to do the project. The municipal procurement process often results in the delay or the appointment of unqualified contractors to carry out projects. Unclear specifications can also cause a delay in the procurement process.

Finally, we can conclude that the City of Mbombela Local Municipality should apply mitigation measures to address the capacity-building challenges. The mitigation measures should aim at enhancing the recruitment process and improve service delivery,

the municipality should eliminate politics when it comes to recruitment, and when implementing existing strategies.

5.6. Areas for Future Research

Due to time constraints, the researcher was unable to assess the municipal documents to substantiate the data gathered through interviews. In analysing the implemented capacity building programmes, the researcher should have analysed the municipal Workplace Skills Plan (WSP), Integrated Development Plan (IDP) and Local Economic Development Strategy (LED strategy) and the procurement policy to ensure that implemented programmes address the municipal and community needs. Areas for future research on examining lack of service delivery due to capacity building challenges, should focus on assessing the credibility of the municipal documents/ policies, and also to consider interviewing community members and local Services Providers who have a vast knowledge of infrastructure projects.

5.7. Recommendations

Given the major findings of the study and the above conclusion, I recommend the following:

The Municipality needs to hire qualified people at all levels, people with vision and who are not going to be shaken by politicians. There is a need to draw a line between politics and administration. Politics should be discouraged during the implementation process of any community-based/ infrastructure project. The municipality should always, refrain from taking a political decision to enrich individuals or to address administrative issues. Private sectors and unemployed community members should always be part of the public participation process to ensure that skills needs are addressed. The municipality should understand that a community-based project is the duty of everyone who lives in the jurisdiction of the municipality - especially the youth. A community-based project needs everyone to participate.

Additionally, people need to be held accountable for their wrongdoing. The municipality should ensure that there is public accountability, and the municipality should learn to account. The municipal assets should remain at the municipality, and these should not be found in any individuals' private space. There is also a need to create a partnership between the private sector and the community, and the municipality should be the middleman. The private sector should not engage with the community without the involvement of the municipality. This will improve the communication between the private sector, community members, and the municipality.

It is a constitutional mandate that, the local government should be able to provide basic services - considering all the support offered by the national and the provincial government. Therefore, the municipality should apply the following mitigation strategies to improve service delivery within the municipality:

- Municipal internal processes should not be affected by politics.
- Councillors should stop promising people the implementation of projects that are not listed in the IDP of the municipality.
- The Batho-Pele (People First) principles should always be practiced.
- The municipality must stop relying on consultants as it does have qualified engineers in the system of the municipality.
- The municipality should efficiently and effectively utilize their allocated resources, and quality should not be compromised during the process.
- Service Providers should have necessary competencies and qualifications; and all Service Providers should be accredited to execute the function they are appointed to perform.
- Section/ line managers must account for how their departments respond to customer complaints.
- Councillors should be trained on monitoring and evaluation, and account as required.
- The municipality should start by enforcing its by-laws, and implement its plans as per the IDP document.

- The Mayor should provide political leadership, and the municipal manager should perform administrative mandate.
- The deployment of unqualified comrades to strategic positions should be avoided.
- Municipal employees should be encouraged to further their studies.
- Ongoing training on managerial competences should be catered for professionals and managers.
- The majority of elementary workers should receive training.

To improve service delivery, the municipality should comply with all legislations and guidelines that stipulates local government responsibility and accountability. It is important to avoid filling positions with individuals who do not have the relevant qualifications, as unqualified employees will not be able to come up with strategies that will work in ensuring that the municipality can deliver services.

5.8. Conclusion

The finding showed that the municipality has been facing violent service delivery protests by its residents in recent times. This was partially due to lack of capacity and inability to deliver quality, adequate, and timely services expected by its residents. In line with this, the last chapter provided the key conclusions and recommendations based on the findings of the study. A summary of the research objectives was presented and the logical conclusions from the data were interpreted. Furthermore, the study suggested recommendations to improve service delivery within the municipality.

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ANNEXURES

Annexure A: Ethics clearance certificate.

Annexure B: Letter seeking permission to conduct the study.

Annexure C: Permission from the City of Mbombela Local Municipality.

Annexure D: Consent form.

Annexure E: Interview guide.

Annexure F: Editorial letter.

ANNEXURE A: Ethics clearance certificate



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TURFLOOP RESEARCH ETHICS COMMITTEE
ETHICS CLEARANCE CERTIFICATE

MEETING: 05 March 2020

PROJECT NUMBER: TREC/52/2020: PG

PROJECT:

Title: Examining Lack of Service Delivery at The City of Mbombela Local Municipality Due to Capacity Building Challenges
Researcher: AD Maphanga
Supervisor: Dr AA Asha
Co-Supervisor/s: N/A
School: Turfloop Graduate School of Leadership
Degree: Master of Development in Planning and Management in Curriculum Studies


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.

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Annexure B: Letter seeking permission to conduct the study

P O Box 2960
MBOMBELA
1200

Mr W Khumalo
Municipal Manager
City of Mbombela Local Municipality
Private Bag X45
MBOMBELA
1200

Dear Mr W khumalo.

REQUEST TO CONDUCT A RESEARCH STUDY

My name is Andy Drayco Maphanga. I am currently doing a Masters in Development Studies at the University of Limpopo, Turfloop Graduate School of Leadership (TGSL). I am hereby kindly requesting to be approved to conduct a research study at your Institution. The title of my research is "Examining lack of service delivery at the City of Mbombela Local Municipality due to capacity building challenges".

I further request that permission be also granted to have face to face interview with five officials from Human Resource Management, two officials from Supply Chain Management Directorate, two officials from Local Economic Development Directorate as well as six officials from the Project Management Unit. The research will be conducted under the supervision of Dr AA Asha, currently a lecturer at the University. All ethical issues will be carefully considered, the information obtained and the findings will be safely kept, I am doing this exercise only for my studies.

For any further information, please do not hesitate to directly contact me on 078 346 7377 or send an email to maphangaad@gmail.com. I thank you in advance and I am looking forward to hear from you.



MR AD MAPHANGA
MASTERS STUDENT (TGSL)

DATE: 05/ 08/ 2020

Annexure C: Permission from the City of Mbombela Local Municipality

Civic Centre
1 Nel Street
Mbombela 1201
Republic of South Africa



P O Box 45
Mbombela 1200
Republic of South Africa
Tel: +27 (0) 13 759-9111
Fax: +27 (0) 13 759-2070

OFFICE OF THE MUNICIPAL MANAGER

Tel: 0137592041
Enq: Ms. Busi Sithole

20 August 2020

P O Box 2960
Mbombela
1200

Attention: AD Maphanga

Dear Sir,

RE: REQUEST TO CONDUCT A RESEARCH STUDY ON EXAMINING LACK OF SERVICE DELIVERY AT THE CITY OF MBOMBELA LOCAL MUNICIPALITY DUE TO CAPACITY BUILDING CHALLENGES

Your letter dated 05 August 2020 on the abovementioned subject has reference.

The City of Mbombela hereby grants you permission to conduct a research study titled *"Examining lack of service delivery at the City of Mbombela local municipality due to capacity building challenges"*.

Please take note that the municipality will not be liable for any financial responsibility on this study. Kindly ensure that the work of employees is not interrupted and consent is obtained from each participant before the actual research is conducted. The municipality strictly adheres to COVID-19 regulations, therefore the research should be conducted virtually but if you intend to conduct the research through physical interaction Health and Safety protocols must be adhered to.

We wish you all the best with your research and would appreciate if you share with us the research outcomes and recommendations.

Regards,


WJ KHUMALO
MUNICIPAL MANAGER

Annexure D: Consent form

CONSENT FORM

I..... (Participant) hereby voluntarily consent to participate in the research study. Titled, "Examining lack of service delivery at the City of Mbombela Local Municipality due to capacity building challenges".

1. The purpose of this study is to assess lack of service delivery to develop communities at The City of Mbombela Local Municipality, due to capacity building challenges and suggest appropriate recommendations.
2. The researcher is currently a registered Master's student in the Department of Development Planning and Management at the University of Limpopo, Turfloop Graduate School of Leadership (TGSL).
3. Participants are allowed to withdraw from the study at any time - if they feel that their rights are infringed. The researcher will ensure that the provided information is safeguarded and anonymity is guaranteed.
4. Participants are guaranteed that no any form of harm will occur during the study and that this is a purely academic exercise.
5. If I have any question or problems regarding the study, I will contact the University Research Office (The University of Limpopo, Private Bag X1106, Sovenga, 0727, Tel: 015 268 4257/ 4141).
6. My signature below indicates that I have given my informed consent to participate in the abovementioned study.

Signature of respondent:Date.....

Signature of the researcher.....Date.....

Annexure E: Interview guide

INTERVIEW GUIDE

Dear sir / Madam,

My name is Andy Drayco Maphanga, currently registered as a Master's student in Development Studies at the University of Limpopo. As part of my studies for this financial year, I am expected to research on a topic of my choice. The title of my research is "*Examining lack of service delivery at the City of Mbombela Local Municipality due to capacity building challenges*". I have a consent form that require your attention before we start the interview.

Once the consent form is signed you are requested to kindly answer the below-mentioned questions to the best of your ability.

List of acronyms

A = Answer

Q = Question

Demographic Profile

Gender

(The researcher has ticked the relevant box)

1. Male	
2. Female	

Age

(Participants were asked)

1. 18-25	
2. 26-35	
3. 36-45	
4. 46-55	
5. 55 and above	

Educational level

(Participants were asked)

1. Grade 12	
2. Certificate	
3. Diploma	
4. Degree	
5. Postgraduate	

Q: 1. What are the central strategies and activities of the Community Development process in service delivery?

A:1.

Q: 2. What are the intended and actual outcomes of this community development?

A:2.

Q: 3. How are key concepts, values, and approaches of community development integrated into service delivery?

A:3.

Q: 4. What mechanism can be in place for the public and private sectors for the effective delivery of services?

A:4.

Q: 5. How Capacity Building initiatives are identified to address the skills needed for improving the delivery of services?

A:5.

Q: 6. What can be done to enhance recruitment? specially to attract skilled personnel (engineers) into the system of the municipality?

A:6.

Q: 7. Does the municipality have a retention strategy in place? If so, how is it implemented?

A:7.

Q: 8. What do you think the municipality should do to improve the delivery of services?

A:8.

Q: 9. What causes delays or failure of development projects funded by Municipal Infrastructure Grant?

A:9.

Your co-operation is highly appreciated, Thanks for your participation

Annexure F: Editorial letter



2 Gloucester Str
Westdene, 2092
South Africa
smitstachowski@yahoo.com
8 September 2021

Confirmation of Edit

To whom it may concern,

This serves to confirm that I edited and formatted Andy Drayco Maphanga's thesis, 'Examining Lack of Service Delivery at the City of Mbombela Local Municipality Due To Capacity Building Challenges'.

Many thanks,



Alexandra Smit-Stachowski
0606510364