School of Public Administration  
(SPA)  
Faculty of Management and Commerce  
Research Proposal  
Topic  
An Assessment Of The Effect Of Political And Administrative Leadership In Ensuring Sustainable Service Delivery In Buffalo City Metropolitan Municipality Eastern Cape.  
(2013 - 2014)  
By  
Thembisile Muteyi  
Master’s in public Administration  
Supervisor  
Dr. T.R. Mle
Declaration

I, Thembisile Muteyi, declare that this dissertation is the result of my own investigation and research and that it has never been submitted in part or full for any other degree or to any university.

........................................
Signature
Dedication

I would like to dedicate the assessment of the political and administrative leadership in ensuring sustainable service delivery in the BCMM to Mr. Eric Mzayiya.

I know your strong personality which have inspired me in various ways as to how one could make it in life. It is indeed a great joy to have through your help and motivation to have come this far educationally. As I dedicate this research to you I promise to do the same to other with the aim to help them realise and discover their dreams in life.

I love you, Ta Eza and I am proud of you. Keep pressing on there is still a lot kept ahead just for you!
Acknowledgements

I am indebted to many people who have helped me in the course of my study towards the MPA degree. I can mention only a few here.

My sincere gratitude to my supervisor, Doctor T.R. Mle for his caring advice and valued guidance. Special thanks to Dr. Monyai, Dr. Jonas, Dr. Nzewi and Dr. Kim for their wonderful assistance and guidance during the course of my research undertaking.

My appreciation towards the Jesus Centred Church leadership for their understanding and also for affording me an opportunity to continue with my studies while pastoring the church at the same time.

Special thanks to Reverend T.O. George for always being there for me when I needed help and for accommodating me in his apartment during this time of my research.

I would like to thank my wife, Siya and my entire family for their wonderful support during the course of my study.

Finally, I give thanks to God Almighty for opening doors for me to continue with my studies with no financial constraints and also for giving me courage in times of great academic challenges.
Table of Contents

Declaration ........................................................................................................................................ ii
Dedication ......................................................................................................................................... iii
Acknowledgements ....................................................................................................................... iv
Table of Contents .......................................................................................................................... v
List of Figures .................................................................................................................................. viii
List of Abbreviations .................................................................................................................... ix
Chapter 1 – Introduction ............................................................................................................... 1
  1.1 Introduction .......................................................................................................................... 1
  1.2 Statement of the Problem ..................................................................................................... 2
  1.3 Research Objectives .......................................................................................................... 4
  1.4 Research Questions ............................................................................................................ 4
  1.5 Significance of the Study ................................................................................................. 4
  1.6 Literature Review .............................................................................................................. 5
    1.6.1 Literature Defining Leadership ................................................................................ 5
    1.6.2 Leadership Theories ................................................................................................. 6
  1.7 Research Methodology ....................................................................................................... 7
    1.7.1 Research Design ........................................................................................................ 8
    1.7.2 Data Collection ........................................................................................................... 8
    1.7.3 Sampling .................................................................................................................... 9
    1.7.4 Data Analysis ............................................................................................................ 9
1.8 Delimitation of the Study .................................................................9
1.9 Ethical Considerations .................................................................10
1.10 Chapter Outline ...........................................................................10

Chapter 2 – Literature Review ............................................................11
2.1 Defining Effective Leadership ..........................................................11
2.2 Defining Protests ...........................................................................12
2.3 Legislative Framework Regarding Service Delivery .........................12
2.4 Protests .........................................................................................14
2.5 Challenges in Service Delivery .........................................................17
2.6 Theories on Protests .......................................................................19

Chapter 3 – Research Methodology .......................................................22
3.1 Introduction ...................................................................................22
3.2 Research Design ...........................................................................23
3.2.1 Qualitative Research ..................................................................24
3.2.2 Quantitative Research .................................................................25
3.3 Sampling of Participants ................................................................26
3.4 Data Collection Tools ...................................................................27
3.4.1 Focus Groups ............................................................................27
3.4.2 Interviews ................................................................................28
3.5 Capturing and Handling Data ..........................................................29
3.6 Data Validity ................................................................................29
3.7 Data Analysis .................................................................................................................30

Chapter 4 – Research Findings .........................................................................................31
  4.1 Introduction ..................................................................................................................31
  4.2 Councillors’ Perceptions .............................................................................................31
  4.3 Senior Managers’ Perception .......................................................................................41
  4.4 Conclusion ....................................................................................................................43

Chapter 5 – Conclusion and Recommendations ..............................................................44
  5.1 Introduction ..................................................................................................................44
  5.2 Revisiting Research Questions .....................................................................................44
  5.3 Recommendations .......................................................................................................45

References ..........................................................................................................................49

Annexure 1 Questions for Senior Managers .................................................................54
Annexure 2 – Questions for Councillors ........................................................................58
List of Figures

Figure 4.1: Water Services ........................................................................................................31
Figure 4.2: Frequency of Protests ............................................................................................32
Figure 4.3: Knowledge of Ward Budget ..................................................................................33
Figure 4.4: Role of Traditional Leaders ................................................................................34
Figure 4.5: Analysis of Frequency of Protests .......................................................................35
Figure 4.6: Satisfaction with Council Employees ....................................................................36
Figure 4.7: Satisfaction with Officials Analysis .......................................................................37
Figure 4.8: Identified Challenges .............................................................................................38
Figure 4.9: Proposed Solutions .................................................................................................39
List of Abbreviations

(CFO) Chief financial officer
(BCMM) Buffalo City Metropolitan Municipality
(SDF) Service Delivery Framework
(LED) Local Economic Development
(AG) Auditor General
Chapter 1 – Introduction

1.1 Introduction

This study attempts to assess the level to which effective political and management leadership contributes to sustainable services. Looking at the past performance of the municipality one can see that around the years of 2003 and 2004, the municipality achieved a financially unqualified report from the Auditor General with just two points raised. However, from that point on the municipality has been on a steady decline. The most decline was from the period 2006 - 2011. The decline in the performance of the municipality has been so rapid in the five year period mentioned above so much that the 2010/2011 Auditor General Report on the municipality ran up to eighty issues over fourteen pages. Noteworthy is the fact that the decline in service delivery and financial management confirmed by the performance decline marked by the Auditor General coincided with several changes at the senior political and management levels. For example under the period of decline, the Municipality operated without a permanent Chief Financial Officer (CFO) for a period of more than four years. Also, during the period of decline the municipality had six municipal managers all in acting capacities and about four executive mayors in the same period. Regarding the issue of leadership in the municipality, the Auditor General made the following observation:

“In addition, council’s effectiveness has been compromised by political infighting within the ruling alliance. This contributed towards an unstable and unhealthy general control environment and was a prime driver behind some of the reportable matters. Leadership at all levels did not sufficiently promote public accountability, confidence and sound governance.”

(Auditor General South Africa, 2012:78)

Within the above context, it is then important to determine and ascertain the extent to which competent and effective leadership qualities are important in ensuring
adequate and quality service delivery. This is in the light that there are several other
important variables involved like the overall local government policy, resource base
of the municipality, category of the municipality as well as the physical location of the
municipality (for example is it an inland or port municipality). However, out of all
these variables, the study seeks to see if effective political and management
leadership in the municipality has a direct bearing on the service delivery that is
offered by the municipality. The study then is going to use the Buffalo City Metro to
see if there is any correlation between its decline as pointed out by the Auditor
General and its relative unstable leadership which has seen the Metro having
several mayors and municipal managers in a relatively short time.

It is also important to point out that that one of the challenges facing the municipality
is that there has been clashes and infighting among the politicians and officials in the
municipality. Actually this is one reason which resulted in the municipality having
several municipal managers in a relatively short period of time leading to
destabilisation within. Also compounding the issue has been the provincial
leadership of the ruling party which has been in the habit of replacing mayors
regularly in the municipality who in turn bring their own municipal managers leading
to the leadership challenges facing the municipality.

1.2 Statement of the Problem

Throughout the country municipalities have been continuously facing the same
challenges of providing adequate services to their client communities with most of
them failing resulting in service delivery protests. According to several reports this is
mainly due to the fact that municipalities do not have the capacity to spend their
allocated budgets and as a result money, which would have made a difference, goes
unspent (Auditor General South Africa, 2012). The Buffalo City Metropolitan
Municipality is one such municipality, which has often failed to exhaust its budget.
Several municipalities in South Africa have been continuously facing the uniform
challenge of service delivery related protests. This is largely due to dissatisfaction by
the citizens as they choose protests to show their dissatisfaction with the existing
service delivery. The other reason accounting for the protests is that most of the
municipalities, including the Buffalo City Metropolitan Municipality, fail to spend their
budgets yet some communities lack basic facilities resulting in the protests amongst
the communities (Auditor General South Africa, 2012). The role of leadership in implementing service delivery cannot be over-emphasised and needs to be examined. According to some researchers, the success of an organisation depends on the effectiveness of its leaders to provide effective direction so that it can achieve more optimum results (van Wart, 2003).

The first challenge with the leadership of the metro municipality is it lacks capacity to perform the tasks which is expected of it by the community. As a result, Buffalo City Metropolitan Municipality has consistently in the past failed to spend its service delivery budget which most studies have specified as the reason why it failed to meet its service delivery obligations (Koelble, & LiPuma, 2010). One of the key deliverables of municipalities in ensuring sustainable service delivery is a leadership structure that understands its role and responsibilities. This inability to use the budget and use available municipality human resources capacity can be seen as a failure in understanding the roles and responsibilities by the leaders.

There has been some political and managerial upheavals in the municipality thereby affecting the delivery of services. This is largely a direct result of the factors mentioned above. For example, the Buffalo City Metropolitan Municipality had its entire Mayoral Committee as well as senior managers dismissed when a new acting Municipal Manager took office in 2010. There has been times when the municipality has operated without a Mayor. Also, about six municipal managers, all working in an acting capacity were changed in a space of five years thereby showing the relative instability of leadership at the municipality making the study all the more significant.

The second challenge of the political leadership specifically has been the failure to articulate policies designed to safeguard the social needs of the municipality. Some of the municipality’s challenges include poor health services often associated with poverty and specifically living in squalor conditions. This results in poor health, high HIV/AIDS rates, and vulnerability to infectious diseases, malnutrition, high crime rates and the general breakdown of the social fabric. The municipality estimates that in the next ten to twelve years the outlook will be worse, compounded by the prevalence of HIV/AIDS. As a result, it is imperative that the municipality puts in place measures to ensure that safety nets like orphanages and community based caregiver organisations are in place to address some of the challenges mentioned
above that are brought about by poverty. (Thomas et al, 2005:6). The political leadership cannot articulate policies in this regard and that poses a challenge to sustainable service delivery.

1.3 Research Objectives

Listed below are the objectives of the study:

1. Assess the effect of political and administrative leadership in ensuring sustainable service delivery in Buffalo City Metro Municipality

2. Ascertain the challenges encountered by both political and administrative leadership in the Metro.

3. Making recommendations on how the current leadership can ensure sustainable service delivery.

1.4 Research Questions

The following are the questions that the research intends to answer by the time it's completed:

- Why is the current leadership at Buffalo City Metro not capable of achieving sustainable service delivery?
- Are there other challenges which are preventing the leadership from achieving sustainable service delivery?
- What are the recommendations that one can make so that the Metro improves its service delivery?

1.5 Significance of the Study

This research in significant in that the results will show how to engender effective leadership so that there is stability in the municipality especially in an environment where Mayors complete their terms and all their plans are implemented. This differs from the current situation where different leaders come with their ideas leading to several plans being abandoned midday to the detriment of the Buffalo City community.
The study is also significant in that the social changes occurring in the Buffalo City Metro necessitate strong and effective leadership to avoid a collapse of the social services. For example, the population of the Buffalo City Metro has grown rather slowly at 2.87%, which contrasts sharply with households which have grown exponentially at an average of 19.81%. This is largely attributable to extended families which in turn are caused by poverty and HIV/AIDS forcing families to take in their less fortunate relatives. Buffalo City Municipality statistics (Buffalo City Metro, 2008) put the growth rate of households over a five year period at 3.68%. These are issues which need effective leadership, with capacity to spend allocated budgets unlike the scenario described above where the municipality has failed to exhaust its budget. This growth in the size of households represents a significantly higher demand for municipal services like water, sewer, refuse collection and electricity. Furthermore, this puts a strain on existing facilities not designed to handle the large number of people using them. Therefore, the study is significant in that it seeks to ensure that the municipal leadership is capable of service delivery to the rapidly growing communities in the municipality by making recommendations on how leadership can ensure sustainable service delivery. The study is further significant in that other municipalities which face leadership challenges can benefit from it.

1.6 Literature Review

1.6.1 Literature Defining Leadership

According to Drucker (2008:2) a leader is someone who has followers and is expected to give direction in some instances and environments. Drucker further argues that leadership is inclusive of integrity and although most world leaders lack this it is a trait that is necessary for all leaders. On the other hand, Northouse (2007) defines leadership as a character through which an individual influences others by exploiting their potential to achieve a specific objective set by the leader or a general objective set by the organisation in which both the leader and his/her subordinates and followers are part of. This makes it important to emphasise the quality of leadership in any organisation as that more importantly determines how successful that organisation will achieve its objectives. Bass (1990:2) on the other hand suggests that, because of the multiplicity of leadership definitions, no one definition
can be taken as wrong or correct, as they are all relevant under specific conditions and environments and may serve different purposes.

Kouzes & Posner (2005:1) observe that leadership roles are defined by expectations about the behaviour of any individual. According to local government statutory instruments like the Municipal Systems Act 1998 and the Municipal Finance Management Act 2003 councillors should, as paramount executives of the municipality be effective while the municipal employees like Municipal Manager and department directors should serve to implement municipal resolutions and policies.

The International Institute for Democracy and Electoral Assistance (2013) on its part argues that “a service delivery framework (SDF) is a set of standards, principles, policies and constraints used to guide the design, development, deployment and operation of services delivered by a service provider with a view to offering a consistent service experience to a specific user community in a specific social context. An SDF is the context in which a service provider's capabilities are arranged into services” (IDFA, 2013:1).

1.6.2 Leadership Theories

Transformational leadership theory, upon which this study is based, refers to a type of leadership where the leader is tasked with identifying the variables to be changed, and having the vision of how that change can be effected with the available people around him or her (Wikipedia, 2015a). Transformational leadership also seeks to promote the morale, motivation, and (job) performance of followers through several ways. Some of these include harnessing the people’s sense of identity towards working for the collective goal; being a role model for subordinates, identifying new methods and strategies to inspire people towards the common goal and understanding the weaknesses and strengths of the people in the organisation so that the leader can effectively use this knowledge for the overall improvement of the group or organisation.

Phipps (2011) proposes what he calls the Big Five dimensions. These are conscientiousness, extraversion/introversion, neuroticism/emotional stability and openness to experience and agreeableness (Phipps, 2011). These are what Phipps identified as important to transformational leadership. Openness to experience
allows the leader to be more accepting of noble ideas and thus more likely to stimulate the follower intellectually (Phipps, 2011). Conscientious leaders are achievement oriented and thus more likely to motivate their followers to achieve organisational goals (Phipps, 2011). Extraverted and agreeable individuals are more outgoing and pleasant, respectively, and more likely to have successful interpersonal relationships (Phipps, 2011). Thus, they are more likely to influence their followers and to be considerate towards them (Phipps, 2011). Emotionally stable leaders would be better able to influence their followers because their stability would enable them to be better role models to followers and to thoroughly engage them in the goal fulfilment process (Phipps, 2011).

Besides transformational leadership there is also transactional leadership theory (Wikipedia, 2015b). Also known as managerial leadership, transactional leadership focuses on the role of an organisation, group performance and supervision. Under this leadership, punishment and rewards are used as tools to ensure compliance and the achievement of set goals. It has been noted that this leadership style does not enhance performance or change in an organisation (Wikipedia, 2015b). Rather, it is more suited to emergency and crisis situations where compliance is paramount and projects need to be executed in a specific way without giving allowance for the creativeness of subordinates (Wikipedia, 2015b). According to Bernard (2008), transactional leadership is more geared towards need satisfaction, with particular focus on the lower levels of the hierarchy. Hagis (2011) concur by arguing that transactional leadership focuses on micromanagement and emphasises on performance of specific tasks. As a result, this works well when a high level of attention to detail is needed in the work to be done.

1.7 Research Methodology

This part will discuss the research methods to be used in the study which is qualitative and quantitative research methods.
1.7.1 Research Design

According to some studies, a research design is a schedule on how specific research targets can be achieved using the appropriate research tools (Mouton, 2001). The research planning for this study specifies the appropriate activities to be undertaken to achieve the research objectives, answer the research questions and test any hypothesis (Bless et al, 2006:71).

According to Hysamen (1994), the following are the different levels of a research methodology.

I. Creation and development of research tools to collect data. This includes such tools as interviews and focus group discussions.

II. The development of techniques to investigate the reliability of data through the tools mentioned above.

III. The analysis of collected data which might involve some statistical analysis or qualitative analysis of data, sometimes using computer applications.

The study is based on the Buffalo City Municipality officials and councillors. BCM has a secretariat with departments specifically looking at service delivery. These includes the departments of Community Services and Local Economic Development (LED).

1.7.2 Data Collection

The design employed in this study is the qualitative approach using an interview survey as a method of data collection and the reviewing of existing study material and documents.

The researcher will collect data through an interview schedule with structured questions. Face-to-face interviews will be undertaken for the study. This will ensure that the researcher will get to engage more freely and openly with respondents rather than having a telephone interview.
A study of secondary material will be conducted by the researcher covering issues such as the municipal legislative framework, service delivery, the political history of the municipality and variables relating to effective leadership. To get the above information, the researcher will use both primary and secondary sources. Primary source documents such as policy documents, reports and meeting proceedings will be used. Secondary sources that will be used include books, journals and internet articles.

1.7.3 Sampling

With the Buffalo City Metro Municipality having 45 wards, it is not possible to interview all the Councillors. Therefore, a sample of 10 Councillors will be interviewed. On the side of the management, a sample of five directors or senior management whose departments deal directly with service delivery will be interviewed. Random-stratified sampling will be employed to pick the community members to ensure that they come from different parts of the Buffalo City Metro Municipality to ensure that there is geographic representation of the respondents. These community members will give an insight into how they perceive the service delivery rendered by the municipality.

1.7.4 Data Analysis

The data obtained from the tools mentioned above will be analysed in a manner that extracts major themes, trends and patterns on the questions that will be asked to the interviewees. The analysis of data also has elements of interpretation of some of the information provided during the interviews. The computer application Atlas.ti will be used in the qualitative data analysis.

1.8 Delimitation of the Study

The study looks primarily at the Buffalo City Metro Municipality and how the metro leadership (comprising both the political and management leadership) can contribute to sustainable service delivery in the municipality. While recognising that there are other variables besides leadership qualities that contribute to service delivery, the study should be primarily viewed within the leadership context. Further, the study is done in the Buffalo City area so the findings are only relevant to the geographical
area of the Buffalo City Metro Municipality and cannot be taken as a representing metro elsewhere regardless of similarities with the used case study.

1.9 Ethical Considerations

In conducting the study the researcher will ensure that the interviews are designed and carried out in a way that will not cause discomfort, embarrassment or offend the respondents in any way. The privacy that is required by the research ethics will be ensured and observed by the researcher. Clear explanation to the respondents prior the actual conduct of the study will be done in ensuring that fears from the respondents are alleviated. Preferably, interviews will be conducted in the language of the respondents as well as the questionnaires will be explained to the respondents in their language. Sensitivity in cultural issues will be observed during the research. The researcher will ensure that high ethical standards are observed when applying the research methodology. The study will conform to the University of Fort Hare ethics protocols.

1.10 Chapter Outline

- Chapter one looks at the study problem, study objectives, the research question and case study area of the study.

- Chapter two look at the literature review focusing on municipal legislation, service delivery and the leadership structure in the municipality

- Chapter three gives an overview of the sample size, location, target population and methods used to collect information.

- Chapter four presents the results from the interviews that will be conducted with selected respondents.

- Chapter five concludes the study and gives some recommendations if there are any.
Chapter 2 – Literature Review

2.1 Defining Effective Leadership

Although leadership is an age-old concept, it remains a complex term that researchers and scholars grapple with continuously. One of the main reasons is the extensive number of definitions for this term. It is commonly quipped that there are nearly as many definitions of leadership as there are researchers and commentators (Stogdill, 1974, 7). Some researchers and commentators rely on narrow definitions for ease of communication for example leadership is the act of getting other people to do what they would not otherwise willingly do (Bennis, 1959).

Employees of all ages and at all levels believe that effective leaders are humane-oriented, participative, team-oriented, and charismatic. Consideration is shown when leaders respect and invite others’ opinions (participative), help teams work more effectively with one another (team-oriented), inspire and excite others to do their best work (charismatic), and show compassion toward others at work (humane). In general, a good way for leaders to live up to these expectations is to demonstrate that they see value in others. Here are some ideas for HR professionals seeking to develop effective leaders for all generations (Deal et al, 2014).

Leadership has existed for as long as people have interacted, and it is present in all cultures no matter what their economic or social makeup. Leadership is not only a human quality; it is found in primitive forms in many animal species, from low-level vertebrates such as chickens to higher-level primates such as gorillas and whales. Through observation and experimentation, especially conducted in the animal’s own natural setting, it can be deduced that there exists a clear hierarchy or “pecking order” of leadership and that leadership grants privileges to those who have it (Bass, 1990).

Herman (2011) is of the opinion however that some of the criticisms towards public officials is unwarranted or unjustified. According to the authors, much of the theory and discourse on public bureaucracies treats them negatively, as if they incline inevitably toward weak performance. This orientation prevails in spite of considerable evidence that many government organizations perform very well, and in spite of
many examples of their excellent performance. They further argue that an objective theory should include the following components: supportive behaviors from external stakeholders such as political authorities; agency autonomy in refining and implementing its mission; high “mission valence” (an attractive mission); a strong, mission-oriented culture; and certain leadership behaviors. The discussion further posits that these factors enhance several forms of motivation of people in the agency—task motivation, mission motivation, and public service motivation—that can be differentiated but that must be linked together in effective government agencies.

2.2 Defining Protests

Municipal IQ defines major municipal service delivery protests as those protests where communities oppose the pace or quality of service delivery by their municipalities. I, however, utilize a more expansive definition of community protests. I include within the category of community protests instances of unrest where protestors failed to explicitly cite the inadequacy of service delivery (merely citing “corruption” on the part of municipal officials or complaining about various conditions, such as inadequate housing, for which local government was not legally responsible)(Jain, 2010).

Furthermore, Jain (2010) further defines violent protests as those protests where some of the participants have engaged in physical acts that either cause immediate physical harm to some person or are substantially likely to result in such harm. Thus, in addition to the more obvious indications of a violent protest (the intentional injuring of the police, foreigners, government officials, etc., the burning down of houses or other structures, the looting of shops), violent protests includes instances where rocks are thrown at passing motorists, tires are burned to blockade roads and other similar acts have occurred to constitute a violent protest.

2.3 Legislative Framework Regarding Service Delivery

One of the pieces of legislation which deals with service delivery is the Constitution. The Constitution was enacted in 1996 as the supreme law of the country. It places emphasis on the rights of citizens to basic services such as health care, food, social
security, housing, education, water and information in an equitable manner as clearly articulated in Sections 26 and 27 of the Act. Section 195, clauses d and e, further states that “services must be provided impartially, fairly, equitably and without bias”, and that “people’s needs must be responded to, and the public must be encouraged to participate in policy-making”. Clause 32.1 emphatically mentions that it is also the duty of government to make information available to citizens on services they are supposed to be receiving. To entrench the values of democracy, Section 17 clearly states that it is the right of citizens to participate in peaceful demonstrations if they feel their rights are being violated or their needs not met (Constitution of the Republic of South Africa, 1996).

The second piece of legislation is the White Paper on the Transformation of the Public Service which came into effect in 1995. Its emphasis was on transforming the public service to be “representative, coherent, transparent, efficient, effective, accountable and responsive to the needs of all”. Issues to be addressed that were identified as lacking in the public sector were, among others, high productivity, administrative capacity particularly in management, accountability, transparency, efficient service delivery attributed partly to a lack of motivation of appointed officials and salaries that are not market-related, coherent labour relations and representations (White Paper on the Transformation of the Public Service, 1995).

The third piece of legislation is the Batho Pele paper. The Batho Pele Paper places emphasis on a people-centred public service. The White Paper sought to address two issues: putting people first, and viewing the recipients of services as customers. It is a policy framework that consists of eight service delivery principles that were seen as an appropriate approach to address service delivery challenges. The principles are: regular consultation with customers; setting of service standards; ensuring high levels of courtesy; providing accurate, up-to-date information about services; increasing openness and transparency about services; remedying failures and mistakes; increasing access to services; and giving the best possible value for money (White Paper on the Transformation of Public Service delivery: The Batho Pele White Paper, 1997).
Lastly, the Municipal Systems Act (2000) is one of the statutory instruments dealing with service delivery. Although not compulsory, the system provides for committees to be established in each ward of a municipality. These are chaired by the ward councillor, and ten members are elected from the local community. They are intended to reflect a diversity of interests in the ward and women have to be equitably represented in a ward committee. Furthermore, chapter 4 of the Municipal Systems Act details the procedures municipalities must adopt to promote community participation. These include the receipt, processing and considerations of petitions and complaints lodged by members of the local community; notifications and public comment procedures and report-backs to the local community (Baricievy, Piper & Parker; 2005).

2.4 Protests

According to some literature (Booysen, 2007), the starting point of South Africa’s post 1994 wave of service-related protests was the outburst in the Intabazwe township of Harrismith, in the province of the Free State, in late August 2004. Although there were many service-delivery campaigns and sporadic outbursts preceding this date, Intabazwe marked the start of a rise in direct and antagonistic action to convey messages of discontent with matters local. Protest would help penetrate councillors’ and ward committees’ apparent recalcitrance to systematically represent the service needs of their constituents.

Looking specifically at protests, it seems South Africa has now the highest protest rates per person in the world. Since 2005, the police have conservatively measured an annual average of more than eight thousand “Gatherings Act” incidents (public demonstrations legally defined as involving upwards of fifteen demonstrators) by an angry urban populace. This general urban uprising has included resistance to the commodification of life—e.g., commercialization of municipal services—and to rising poverty and inequality in the country’s Slums (Bond, 2010).

In liberal, multi-party democracies such as South Africa’s post-1994 political system, it is expected that citizens will express their policy needs by choosing between rival electoral programs of different political parties. Beyond this, they are expected to trust the chosen party to determine and implement appropriate policies. If
discontented, the argument goes, voters can turn to an opposition party or boycott the polls. Yet South Africa’s experience is rather more complex. In the two years leading up to South Africa’s March 2006 local government elections, there was a range of protests concerning service delivery. One specific count that was undertaken for the calendar year from February 2004 to February 2005 noted approximately 900 protests. All of South Africa’s nine provinces were affected by the protests, which were concentrated in the urban and metropolitan areas. It was increasingly clear that the politics of getting service delivery was changing gears – away from a sole reliance on the mechanism of voting and representation and towards the grass-roots application of a combination of mechanisms, using both voting and protest as a means to obtain more effective service delivery. The politics of service delivery has driven the grass-roots from blind loyalty to the governing ANC to a critical, even confrontational stance, whilst the loyalty remains intact (Booysen, 2007).

Tsheola (2012) provides a different perspective on the cause of protests in South Africa. Working on the premise that service delivery in South Africa is largely being "corporatised" due to services being left to private companies, South Africa’s Municipal and IDP Managers are not public entrepreneur planners, and IDPs do not encapsulate the collectivism entailed in the four principles of advocacy service delivery planning. Whereas “the choice of which goods are provided, and which are not, is primarily a political, even ideological, decision”, IDP planning has placed decision making under the technical engineers’ control. Public services delivery to impoverished settlements hopes to use private markets to perform delivery of impure public services. These settlements are synonymous with failed skeletons of dysfunctional and unusable service amenities because poor people are unable to afford the cost of consumption. With public services delivered as pure private market goods and the stark inequalities, South Africans do not receive homogenous or equitable quality and quantity consumption, notwithstanding sufficient quantity and quality from the production and supply-side. For these reasons, the public has understandably grown impatient, apathetic, frustrated and angry.

Atkinson (2007) postulates that individual and institutional ineffectiveness (individual and collective) unresponsiveness and (individual) self-enrichment are the
independent variables which precede the exhibition of social dismay so prevalent in a large number of communities. The large number of mass protests and violent confrontation between communities and the democratic state’s coercive apparatus since 1994, and which is reminiscent of the apartheid state’s struggle against its own citizens, reflects a longitudinal confrontation preceded by independent variables such as the political opportunism of opposition parties, individuals and/or groups pursuing sectarian interests, and disturbed patronage lineage due to the redrawing of municipal and provincial boundaries. The often appalling institutional and individual capacity to deliver basic services is at the heart of the conundrum.

Income inequality ranks highly among the structural determinants of the protests. After 15 years of democratic rule, the country’s Gini coefficient remains one of the highest in the world. Statistics have shown that between the end of apartheid and 2007, South Africa’s Gini coefficient dropped slightly, but also that the income of the poorest 20% of the population declined from 2.7% to 2.3% of total income. Increasing unemployment, which followed in the wake of the global financial meltdown expanded inequality, compounded the already dire situation and generally intensified problems of survival (Alexander, 2010).

What is most striking is the regularity with which protesters expressed concerns about their housing. In 214 instances (21.23 of the total number of protests surveyed) protesters complained that they did not have access to affordable or adequate housing, and that the houses they lived in were deficient, inadequate or unfinished. Protesters often claimed that they had waited several years for the government to provide them with Reconstruction and Development Program (RDP) housing but to no avail. After housing the lack of access to clean water was a common grievance. Protesters complained about this is 107 (10.62%) instances, often alleging that little had changed since 1994. An equally frequent concern was electricity, arising in 109 protests (10.81%). Protesters regularly complained that no electricity was available to them, they had to pay exorbitant rates for electricity, or their (illegal) electricity connections were dismantled by government officials (Karamoko, 2012).

Booysen (2007) argues that protest actions were an unprecedented development, unmasking pent-up anger with service delivery a decade into South Africa’s
democracy. The main opposition party, the Democratic Alliance (DA), asserted that the protests demonstrated ‘countrywide dissatisfaction with the ANC’s mismanagement of municipalities and its inability to achieve meaningful service delivery’ (The Star, 14 October 2005). The national chairperson of the ANC, Mosiuoa Lekota, anticipated that the ANC would be affected negatively if the lack of service delivery was not addressed (Booysen, 2007).

2.5 Challenges in Service Delivery

The politics of service delivery in South Africa is both a top-down and a bottom-up process. From top-down perspectives, the government determines policy frameworks and mechanisms of implementation, sets budgets and interprets mandates. Bottom-up perspectives illuminate the struggles of ordinary people for service delivery. Service recipients struggle to make their voices heard in the corridors of power that meander from local municipalities upwards into the emporiums of provincial premiers and the circuit of national task teams and presidential think-tanks (Booysen, 2007).

Mphehle (2012) argues that the provision of optimum services depends on the calibre of public officials entrusted to undertake the task. He goes on to give an example that although the public sector is not concerned with making profit on services rendered as its counterpart, the private sector, is, there is one common denominator: both include human resources that have to interact with clients who expect efficient delivery of particular services or products on a daily basis. It is therefore imperative that institutions have good recruitment and retention strategies put in place to ensure that the personnel employed in managerial positions perform to the optimum because managers play a pivotal role in fulfilling the objectives of an organisation. Furthermore, it is important that an organisation’s recruitment, selection and appointment of public officials should be based on merit, and prospective employees should be subjected to competitive examinations and interviews. The author’s own empirical data shows that one of the underlying causes of lack of service delivery by municipalities in South Africa is the inadequate human capacity. The common perception held by 71% of community respondents is that municipal officials, particularly those in key positions, had not been put there because of their qualifications, competence and experience, but rather on political affiliation and
nepotism. The redeployment of cadres into senior municipal positions, as publicly admitted by President Jacob Zuma has affected the performance of certain municipalities. This is a major concern as it adversely affects service delivery. Furthermore, South Africa, like any developing country, is faced with the challenge of attracting professionals at all levels of government, and the most affected are provincial and local governments.

Mphehle (2012) also goes on to cite corruption as one of the causes of poor service delivery in municipalities. Using empirical evidence, Mphehle shows that About 91% of respondents accused municipal officials and politicians, especially those who play a role in the recruiting of personnel, of corruption and nepotism. They also allege that substantial amounts of money within municipalities have been reported missing. The services cannot be met because some officials are only concerned about enriching themselves through tenders and awarding themselves high salaries at the expense of service delivery. The view expressed by questionnaire respondents of the present emergence of classes and status-concerned public officials who perceive the State as a vehicle to enrichment is of primary concern. Some of the respondents also believed that Black Economic Empowerment strategy is being abused by a few elite who are associated, one way or the other, with politicians, to accumulate personal wealth. Of the 18 officials interviewed, 10 expressed concern at the abuse of the procurement system by certain officials, particularly at the municipal level where there are no records of goods and services that have been procured, and at fraudulent practices such as kickbacks and nepotism which are manifested in the growing number of court cases against officials, and at the lack of accountability that is left unattended. Despite initiatives by government that show a political will to combat corruption, there is still a challenge in the implementation of policies that intend to fight corruption.

Booyse (2007) also notes that actual delivery of services has largely remained in the red. For example, the policies of ‘free basic water’ and ‘free basic electricity’, supplemented by indigent grants for those who needed relief from payment of some municipal rates and services, were implemented but nevertheless, living in conditions of poverty and unemployment, vast numbers of citizens remains unable to pay. They plunged into debt traps when consumption exceeded free allowances and
cut-offs ensued. In the face of pressure to sustain a viable income base, many local governments felt that they had no choice but to cut off services to defaulters. The incorporation of rural municipalities with no effective tax bases into new district councils also exacerbated the pressures on urban communities to pay for their municipal services (Booysen, 2004).

Hough (2008) explains the protests from a security perspective. The fact that the Public Protector and the National Intelligence Agency (NIA) has been reported to have investigated the causes of recent service-delivery protests, and not only the South African Police Service (SAPS), could, however, of course point to the fact that the protests are not only viewed as law and order threats, but as national security threats, although the distinction between the two is not always clear. Allegations of “third-force” involvement in local protest actions of course offer another explanation for NIA involvement. In some of the cases, individuals linked to political parties such as the United Democratic Movement (UDM) and the Inkatha Freedom Party (IFP) have been implicated as instigating protest action.24 The Premier of Gauteng, Sam Shilowa, has on occasion also claimed that immigrants, and not locals, are involved in protests over poor service delivery.

2.6 Theories on Protests

It is sometimes disputed whether there is a direct causal link between service deficits (Kotzé, 2003) and protests, or whether rival politicians either within the community or within ANC branches had used delivery shortcomings to mobilise against local opponents. In other instances, community activists organised protests. Either way, the actions were firmly anchored in the fertile bases of dissatisfaction with social conditions and in alienation from the institutions of local democracy (Booysen, 2006).

Booysen (2007) further advances the theory that protests are usually the result of people with strong loyalty to the ANC and cannot turn to opposition parties to have their needs addressed but at the same time need to spur the ruling party to address their needs swiftly. Booysen goes on to explain that the turn to protest to supplement local government democracy and associated delivery should be considered in the context of the particular forms that party identity and party loyalty assume in South Africa. Discontented voters in free, multi-party democracies generally turn to
opposition parties to improve the representation of their needs. Yet South African voters in post-apartheid elections, from 1999 to 2006, were repeatedly to show their continuing support for the ANC but also a desire to have actual delivery of the services promised. As the results below show, party loyalty to the ANC in South Africa’s first 12 years of democracy had started assuming a more multi-faceted, more critical and challenging dimension, all in the name of better service delivery.

Jain (2010) citing the Municipal IQ research findings, has consistently found that “winter is typically prone to more protests.” There are several (potentially mutually reinforcing) explanations for the greater unrest in winter months. First, the increased need for electricity and power during the colder winter months makes resident more likely to protest electricity shortages, which are a regularity across South Africa. Second, the damage caused by winter storms and subsequent instances of flooding may contribute to community unrest; of the 5 instances between 2007 and 2010 where participants cited flooding as motivating a particular protest, all occurred during the winter months. Third, the winter weather may amplify concerns residents have about the quality of their housing/the absence of adequate housing.

Hart (2007) argues that following the bitter disappointments of the 1990s, the rise of this first round of post-apartheid “new social movements” (NSMs) renewed faith in South Africa as a site of hope for many on the left. What made these movements so compelling was their appearance as a “bottom-up” set of resistance to neoliberal capitalism, as well as their transnational connections. This made them to be widely heralded as embodiments of global civil society and counter-hegemonic globalization.

Robinson (2007) argues that the South African context disapproves the premise that decentralisation leads to better service delivery. A leading rationale for decentralisation is that it can generate financial, efficiency and quality gains by devolving resources and decision-making powers to local governments for the delivery of services. It is financially attractive to national governments because part of the burden of financing services can be shifted to sub-national units and private providers which can produce these at lower cost. The allocative efficiency argument is that productivity of health, education and other services can be maximised by enabling local governments to take decisions on the allocation of scarce resources,
since they have a better sense of local preferences. In the process, decentralised units of government can become more accountable in resource allocation decisions. It is further argued that the quality of service provision can also be enhanced by decentralisation since local governments will be more sensitive to variations in local requirements and open to feedback from users of services. Looking at the South African local government situation where municipalities and metro has greater control over the allocation of resources, it does not seem that decentralisation has improved service delivery in any discernible sense.

Reddy & Sikhakane (2008) argues that looking specifically at the Buffalo City Metropolitan Municipality; poor service delivery has been the result of the poor and sometimes non-function of the ward system which is used in local government administration. The system was set up under the Municipal Systems Act 1998 (Act 117 of 1998) to enhance participatory local democracy. Ward Committees are seen as development partners working in close collaboration with the government. They are also seen as a two way communication channel for both the government and local communities on matters pertaining to local governance and provision of basic services. The failure in the implementation of this system results in communities using protests to vent their frustrations instead of the laid down formal channels.

Tsheola (2012) argues that Post-1994, South Africa increasingly sought to replace the Weberian state model with an entrepreneurial one, thereby abandoning impoverished settlements’ service delivery to corporatisation, commercialisation and private market forces. The ANC-led state’s spending on social assistance rose to R62 billion annually in 2007, despite urging against the dangers of welfarism and dependency. This state orientation has engendered a societal dependency syndrome, service delivery apathy, frustration, anger and violence. Lately, there has been a concerted effort to shift towards a developmental state model that is democratic, especially at the local level. However, the democratic developmental state quality is absent in South Africa’s IDP local developmental state, thus allowing for so much public disaffection, amid monumental social and economic infrastructure investments. Even if the violent protests were fomented by political opportunism, a democratic local developmental state would have failed to engender public accountability among the majority. Chapter 3 deals with the research methodology.
Chapter 3 – Research Methodology

3.1 Introduction

The Methodology is the framework for conducting research. Malhotre (2004, p.13) states that, “methodology encompasses the procedures that are necessary for the gathering of required information and its purpose is designing a study that will provide information needed for the decision making”. The purpose of this chapter is to give an outline of the methodology used in the study. The main aspects addressed in this chapter include the design used in the study, the instrumentation used to collect data, target population for the study, an outline of data collection procedure, a justification of data analysis techniques utilized in the study as well as highlighting the ethical consideration followed in the study.

This chapter outlines the empirical research process undertaken in the research. Undertaking research requires a thorough and a meticulous process. This implies that before actually conducting research, the researcher needs to create parameters within which the research project is to be conducted. This ensures that the research is orderly and follows a direction that will ensure that the process is focussed in terms of the research inquiry. This is accomplished by outlining a clear research design and methodology.

Kothari (2003) defines research as the pursuit of truth with help of study, observation, comparison and experiment i.e. systematic method of finding solutions to a research problem identified. Kothari (2003) further argues that the process of research is a systematic method that includes the following in logical sequence: a) Enunciating or defining the research problem. b) Formulating the hypothesis/research questions from the research problem. c) Designing the appropriate research process. d) Collecting facts or data to help answer the research questions e) Analysing the data f) Reaching certain conclusions from the analysed data hence answering research questions. Processes (c), (d) and (e) constitute what is termed as research method for it enables the researcher to get the data necessary to answer the research questions and hence solve the research problem. Research methodology on the other hand is inclusive of the research
methods and encompasses the overall approach to the research process from definition to selection of the appropriate research method and analysis of data and drawing conclusions from the analysis hence would entail all the above steps from (a) to (f). It is important that the research questions for the study are briefly reiterated to the focus the research and thereafter, a discussion of the different research methods, selection of an appropriate method and the justification for the selection is made.

3.2 Research Design

Conrad and Serlin (2006:377) state that the research design chosen, will depend on the philosophical assumptions underlying how an inquiry into the phenomenon being studied can be pursued. The research questions and purposes should determine the selection of research design and methodology (Conrad & Serlin, 2006:337). McMillan and Schumacher (2001:31) are in agreement and state that the research design refers to the plan and structure of the investigation used to obtain evidence to answer the research questions. According to Leedy and Ormrod (2005:85), the research design provides the overall structure for the procedures the research follows, the data collection and analysis - which simply put means planning. This is always done with the central goal of solving the research problem in mind. In this regard, Denzin and Lincoln (2005:32) point out that due to many factors that must be considered in planning the research, inter alia, time and costs, it is imperative for researchers to consciously and purposely select and utilise those research methods that would permit better, convenient and successful attainment of specific research aims. McMillan and Schumacher (2001:35) state that an interactive qualitative inquiry is an in-depth study using face-to-face techniques to collect data from people in their natural settings.

Accordingly, the researcher interprets phenomena in terms of the meanings people bring to them and, as a qualitative researcher, builds a complex, holistic picture with detailed descriptions of informants’ perspectives (McMillan & Schumacher, 2001:35). In other words, the research design indicates how the research is set up, what happens to the subjects, and what methods of data collection are used. The purpose of the research design is to provide the most valid, accurate answers possible to the research questions. According to McMillan and Schumacher (2001:35), there are
many types of research questions and many types of designs; it is important to match the design to the question.

There are two broad approaches commonly used by researchers to collect data. These are the quantitative and qualitative approaches. In this research, both qualitative and quantitative approaches are used to investigate how effective leadership contributes to better service delivery in the Buffalo City Municipality.

3.2.1 Qualitative Research

Qualitative research uses many approaches that are quite different from one another. In this regard, Leedy and Ormrod (2005:133) state that all these approaches have two things in common namely, they focus on phenomena which occur in natural settings and they also involve studying these phenomena in all their complexity. Thus qualitative researchers recognise that phenomena they study have many dimensions and layers. To this end, qualitative research relies on researchers' abilities to interpret and make sense of what they see, which is critical for understanding any social phenomenon which makes up the researchers' instruments in qualitative research (Leedy & Ormrod, 2005:133). According to Gay and Airasian (2003:163), qualitative research is useful for describing and answering questions about participants and contexts. These authors claim that qualitative research is exceptionally suited for exploration or for beginning to understand a group or phenomenon. Conrad and Serlin (2006:407) state that qualitative research is interpretive and focuses on meaning and understanding and building concepts and theories. They cite Miles and Huberman (1994), who affirm that this is done through the intuition of the researcher who works to become an insider.

Accordingly, Conrad and Serlin (2006:407) state that qualitative researchers gather detail through multiple interactive methods, identifying and systematically reflecting on their role in the inquiry and acknowledging and accommodating personal biases, values and interests. Conrad and Serlin (2006:407) affirm that qualitative work is empathetic, concentrating on the frames of reference and values of those involved. Constructivists focus on how individuals construct their lives, arguing that reality is more relative and locally suited and constructed than a positivist would contend.
Qualitative research, according to Gay and Airasian (2003:13) seeks to probe deeply into the research setting with an intention of obtaining a deep understanding about the way things are as well as how participants perceive them. This provides insights into what people believe and feel about the way things are and as such allows researchers to maintain a physical presence in the research setting and involves texts of written words and the analysis of collected data.

In this research, the researcher used a data collection method that allowed an extensive interaction with the participants in their own natural settings. For this purpose interviews and focus group discussions are going to be used.

3.2.2 Quantitative Research

McMillian and Schumacher (2001) further state that using multimethod means combination of quantitative with qualitative data in order to add depth and details to findings. This is what this study employed. Mixed methods was used in this study. Mixed methods research is a methodology for conducting research that involve collecting, analysing and integrating (or mixing) quantitative and qualitative research (and data) in a single study or a longitudinal program of inquiry. The purpose of this form of research is that both qualitative and quantitative research, in combination, provide a better understanding of a research problem or issue than either research approach alone (Creswell, 2003). The quantitative research method was chosen for this study as it used to uncover trends in thoughts and opinions, and dive deeper into the issue of load shedding in the city of Johannesburg.

The study is going to be a cross-sectional study employing the quantitative research methodology through the use of coded questionnaires. The quantitative research methodology was employed because the study seeks to gauge the perception of municipal officers and councillors on the extent to which effective leadership contributed to optimum service delivery in the Buffalo City Metropolitan. This information will be presented visually through statistics driven graphs.

The quantitative research which is being used in this study differs from quantitative study which is primarily exploratory research. It is used to gain an understanding of
underlying reasons, opinions, and motivations. It provides insights into the problem or helps to develop ideas or hypotheses for potential qualitative research. Qualitative Research is also used to uncover trends in thought and opinions, and dive deeper into the problem (Leedy, 2005). The tenets of quantitative research described above does not adequately cover the research objectives which does not seek the opinions and perceptions of the respondents but the underlying reasons behind their behaviours, choices and actions. For this reason, quantitative research, which is described above, was found to be more suited for the research.

Further still, the study is going to employ quantitative research method because this method allows the study to correlate separate variables in the pursuit of its findings. For example, quantitative research methodology can determine the correlation between the effective leadership and the respective education and experience of the municipal officials mandated to implement service delivery. Creswell (2005:145) states that quantitative research is a “process that is systematic and objective in its ways of using numerical data from only a selected subgroup of a universe to generalise the findings to the universe that is being studied”. Leedy (2005:94) asserts that “quantitative research is used to answer questions about relationships among measured variables with the purpose of explaining, predicting, and controlling phenomena”. The researcher chose the quantitative research method because the information given will be dealing mostly with numeric data, objectivity and accuracy.

### 3.3 Sampling of Participants

According to Gay and Airasian (2003:195), the qualitative researcher seeks to attain a deep understanding of relatively few participants in a single setting. Qualitative researchers typically deal with small, purposively selected samples. Their belief is that the key to sampling in qualitative research is to select participants who are able to provide insights and possess the desired articulations to attain the desired richness of qualitative data. In Creswell’s (2005:203) view, the qualitative researcher purposefully or intentionally selects individuals and sites that can make a meaningful contribution to the research study. He asserts that purposive sampling ensures that
only those that can provide useful and maximum information that can assist the researcher understanding the research problem, will be selected for the study.

In this research the sampling technique used was stratified random sampling. The sample was stratified to ensure that the responses would come from municipal officials like directors of various departments like Local Economic Development (LED) and Corporate services. The samples were also stratified to ensure that that councillors were chosen from both rural areas of the Buffalo City municipality, high-density areas like Mdantsane and low-density areas like Nahoon and Gonubie. This gives the research different perspectives. After being stratified into different groups, the respondents will then be randomly selected to ensure that everyone has an equal chance of being selected.

In terms of the sample frame, the researcher will interview five departmental heads in the Buffalo City Metro Municipality. As these are the people manning the Buffalo City Metro and tasked with implementing the policy laid down by the councillors, their leadership skills are vital and may determine the extent to which quality service delivery is discharged. The researcher interviewed ten councillors representing the various areas of the Buffalo City Metropolitan Municipality. The councillors are expected to give an account from a political perspective on how leadership impact on service delivery. Additionally, the researcher will interview some community leaders in the three areas represented by the councillors. The community leaders are expected to provide insight on the kind of services they are receiving and areas where they feel need additional improvement.

### 3.4 Data Collection Tools

#### 3.4.1 Focus Groups

According to Conrad and Serlin (2006:380), focus groups involve interviewing several participants at once. They express the opinion that this setting allows for a type of verbal exchange about issues that the researcher and participants may feel are important. This setting allows the participants to think about issues in ways they would not have, had they been interviewed alone. McMillan and Schumacher
(1993:432) regard focus group interviews as a strategy for obtaining a better understanding of a problem or an assessment of a problem, concerns, a new product or idea through interviewing a purposefully sampled group of people, rather than each person individually.

For this research, focus group discussions will be held with community members in a group so that they can collectively air their views on service delivery and the current political and technical leadership, how it affects them and things which they believe need to be changed about it. Focus group discussions will also be held with councillors as a group in their natural setting so that they can also collectively express their views on the situation currently prevailing in the municipality.

### 3.4.2 Interviews

This study used interviews because interviews involve the gathering of data through direct interaction between individuals. Cohen and Manion, (2007, p.271) define “interviews as a two-way conversation initiated by the interviewer for the specific purpose of obtaining research information”. Furthermore, the aim of interviews is to obtain rich descriptive data that will help the researcher to understand the participant’s construction of knowledge and social reality. Janesick as cited by Maluleka (2008) defines interview as a meeting of two persons to exchange information and ideas through questions and responses, resulting in communication and joint construction of meaning about a particular topic. As Turkman (2000) describes it, 'by providing access to what is “inside a person’s head” it makes it possible to measure what a person knows (knowledge or information), what a person likes or dislikes (value and preferences) and what a person thinks (attitude and beliefs).

Interviews were another tool used by the researcher to get information from the various key informants. The interviews are open-ended allowing the researcher to get maximum information from the respondents without the responded feeling restricted or constrained by the questions. The interview was chosen as an appropriate data collection tool because, as described by various experts in qualitative research (Leedy & Ormrod, 2005:146, 184 ;), interviews provide the following opportunities:
1. Gathering data through direct verbal interaction between individuals;
2. Gaining in-depth understanding of participants and following up where necessary for clarity purposes;
3. Fostering mutual respect and sharing of information with the participants;

Establishing rapport with participants and therefore gaining cooperation; and conducting the interviews in natural and relaxed settings.

Interviews in this research were the person-to-person type where interviewer and interviewee engaged on the phenomenon of the study in a setting that was relaxed and allowed for free interaction.

3.5 Capturing and Handling Data

The interviews conducted in this study will be recorded after getting permission from the respondents. Additional field notes containing non-verbal, para-verbal and verbal observations will be made. The researcher will use a transcriber to transcribe the interviews. The transcriptions were checked against the audio recordings to ensure that all data had been accounted for. The data sets were then printed for analysis.

3.6 Data Validity

McMillan and Schumacher (2006, p.315) assert that “validity refers to the degree of congruence between the explanations of the phenomena and realities of the world”. According to Bell (2004, p.104), “validity indicates whether an instrument measures or describes what it is supposed to measure or describe”. This definition is also echoed by Leedy (2005). Validity in qualitative study refers to techniques that check the credibility of data and minimizes the distorting effect of personal bias upon the logic of the evidence revealed by the collected data (Boaduo, 2006 & 2010). For this research the experienced supervisor scrutinized the instruments that were used during data gathering before the actual collection of data and the pilot study; this helped a great deal in the validation of the instruments. In this study, three strategies, namely mechanical recording of data, participant language, and verbatim
account have been used to enhance validity. For this study, face validity and content validity of the questionnaire was validated.

### 3.7 Data Analysis

According to Merriam (1998:178) and De Vos (2002:344), data analysis involves the process of making sense out of data collected by consolidating, reducing and interpreting what participants have said and what the researcher observed. According to Gay and Airasian (2003:239), data analysis takes place simultaneously with data collection. The initial step in data analysis is managing the data so that it can be studied. They further corroborate that the researcher cannot interpret data until the data is broken down and classified in some way. They claim that the analysis itself requires four iterative steps, namely reading; memoing; describing; classifying and interpreting, which is a cyclical process focusing on becoming familiar with the data and identifying main themes in it. Gay and Airasian (2003:239) further state that the interrelationships among reading, memoing, describing, classifying and interpreting are not necessarily linear.

Additionally, a qualitative analysis software application will be used to find common patterns among the responses.

Chapter 4 deals with data presentation, analyses and interpretations.
Chapter 4 – Research Findings

4.1 Introduction

This chapter presents the empirical findings of interviews that were done with key informants. These were councillors and senior managers of the Buffalo City Metropolitan. The interviews covered perceptions on such issues as access of service, the quality of service, role of traditional leaders, perceived challenges and possible solutions on how these challenges can be resolved.

The first part of the chapter presents the findings from councillors. This data was captured using a questionnaire and the data was subsequently analysed and presented here in graphical form. The second part shows the findings from the senior municipal managers. Here, open ended questions were used, the answers collated and the information presented along with their perceptions and opinions.

4.2 Councillors’ Perceptions

Figure 4.1: Water Services
Figure 4.1 above shows the perception of the councillors when they were asked to rate the services in their areas. Four categories of water, refuse, roads and electricity were used. As seen in the figure 4.1 above, some of the services like water access and roads received a rating of very bad while refuse collection and electricity received significant levels of bad ratings.

Conversely, all the services received very low ratings of excellence. Only water access received the highest rating, at 20.8% of excellence while refuse collection, roads and electricity received a low rating of 4.2%. Generally, figure 4.1 shows that access to services across the Metropolitan is sub-optimal as shown by the low ratings given by the councillors.

Figure 4.2: Frequency of Protests

Figure 4.2 shows the frequency of protests with the individual wards of the councillors. Most of the councillors put the frequency as ‘other’ meaning the protests happen sporadically without any measure of frequency or regularity. On the other hand, 12.5% of the councillors indicated that they have never had protests in their respective wards.

32
However, it is important to note the frequency of protests which were admitted by some of the councillors. For example, about 20.8% of the councillors noted that there are monthly protests while 12.5% noted that there were weekly protests. This contrasts with the only 8.3% of the councillors who said their wards protests annually. All this points to a community that is satisfied with their leadership.

Figure 4.3: Knowledge of Ward Budget

Figure 4.3 presents the response to a baseline which sought to establish if the councillors knew the amount budgeted for their specific wards. The rationale behind the question was that for councillors to diligently do their leadership duties, they need to be in full control of all variables like finances as knowing the budgeted amount for their ward would enable them to plan effectively.

As seen in figure 4.3 above, the majority of the councillors at 62.5% said they knew of the budgeted amount while 37.5% said they did not know. While it’s commendable that most of the councillors knew of the budgeted amounts, it is also worrisome that a significant number of the councillors did not know. This means their planning might be hampered by the lack of this knowledge.
As councillors discharge their duty and mandate, they also share the same space with traditional leaders. Figure 4.4 above shows the response of the councillors when they were asked how active traditional leaders are when it comes to community issues like service delivery.

As can be seen in figure 4.4 above, most of the councillors admitted that traditional leaders are visible and play an active role in community issues. Notably, 4.2% of the responses said traditional leaders are very active while 12.5% of the respondents regard their involvement as normal.

In order to find out more the correlation between traditional dealers and protest frequency, an analysis of the empirical data was done to see if there is any link between the level of involvement of the traditional leaders and how frequent protests occur. This was done by comparing the responses of individual respondents on the two variables of protest frequency and role of traditional leaders. The analysis sought to test the hypothesis that protests occurred more frequently in those areas where the traditional leaders were actively involved. The responses are outlined in figure 4.5 below.
As seen in the analysis of the figure 4.5 above, there is a low correlation between traditional leaders’ involvement and frequency of protests. The data therefore rejects the assumptions/hypothesis. Actually, the frequency of protests are low in areas where traditional leaders are very active.

The councillors were further asked if they were satisfied with Metropolitan officials such as senior managers. Their responses are shown in figure 4.6 below.
The figure 4.6 above shows that councillors’ responses on their satisfaction with municipal officials are almost evenly matched with slightly more of the responses at 54.2% saying they are satisfied with the municipal officials while 45.8% said they are not satisfied.

To get some more insight on the responses, an analysis was done to see the correlation between the frequency of protests and their satisfaction with council officials. The assumption here was that if the satisfaction is negative, then councillors would blame the municipal leadership for limited service delivery resulting in more protests. Therefore the analysis was done to test the hypothesis that there is a high correlation between high frequent protests and dissatisfaction with the municipal leadership. The results are shown below.
As shown above, there is a high correlation between high frequency and dissatisfaction with municipal leadership. This therefore confirms the hypothesis which the analysis sought to test. On the other hand, those respondents who showed a high satisfaction with the municipal leadership also responded that they have fewer and far more infrequent protests in their areas. This can be taken to mean that in areas where there are fewer protests, the relatively better service delivery is attributed to the municipal leadership.

Councillors were also asked to outline some of the challenges that they believed were responsible for poor service delivery and their answers are captured below in figure 4.8. Their proposed solutions are further captured in figure 4.9 below. A discussion of both graphs is made afterwards.
Figure 4.8: Identified Challenges

- Limited Information: 45.80%
- No Accountability: 41.70%
- Pressure from other Parties: 12.50%
- Few or No Ward Meetings: 16.70%
- Incompetence: 33.30%
- Flawed Budgetary Process: 33.30%
- Other: 62.50%
Figure 4.9: Proposed Solutions

- Waste Management: 25%
- Housing Development: 37.50%
- Land Management: 25%
- Performance Management Systems: 45.80%
- Improved Communication: 25%
- Improved Supply Chain Management: 29.20%
- Other: 75%
Looking at the figure 4.8, the number of challenges identified by the councillors are numerous and most of them pointed out to limited information being the one of the biggest challenges. In this context limited information is defined in two ways. First, there is limited information on the part of the councillors on what is going on in the metro, especially the specificity of projects as by law their role is that of an oversight body therefore they have limited information to take back to their constituency. The other definition is that the communities lack information on the role of the municipality and some of the things that they should ask from the municipality and some that they should ask from separate and individual government departments. The second challenge noted is that of lack of accountability. This is in the case of municipal leadership giving priority to issues and projects which are out of line with municipal resolutions. Besides these two main challenges, a number of other were also highlighted. These includes among others things, pressure from other political parties (12.5%), fewer ward meetings to give feedback (16.7%), incompetence of municipal leadership (33.3%) and a flawed budgetary process (33.3%). There were other challenges which were specific to one area or too general and these were grouped together under the general heading of ‘other’ which represented 62.5%.

Figure 4.9 represents some of the possible solutions that were put forward by the councillors in response to the challenges they had earlier mentioned. It is interesting to note that while most of the challenges mentioned like lack of information, flawed budgetary process and incompetency are administrative issues more tied to municipal personal, the proposed solutions are more physical and tied to service delivery like housing, refuse management and land administration. In other words, there is a mismatch between the identified challenges by the councillors and their proposed solutions.
4.3 Senior Managers’ Perception

When asked about the nature of service delivery protests that the municipality has been having all the managers confirmed that they have been there. According to all the managers, the protests are due to service delivery protests, specifically over RDP houses. Regarding RDP houses, the managers pointed out that the first complaint is that the RDP houses are poorly constructed. The second reason for the protests were because the community were not happy with the way the houses were being allocated. Some of the relatively minor reasons that were given for reason to protest includes a faulty billing system, poorly serviced inroads and access roads and the failure by the municipality to revitalise closed down industrial complexes and towns like Dimbaza.

When asked to comment on the recent protests they faced and how these were linked to the current leadership, three main reasons were given. The first was that of the high unemployment levels leading people to go into the streets to protests against the leadership to do something about their situation. Secondly, the reason was that of high crime rates were people felt the government was not doing enough to protect them so they had to protest to get some attention so that something can be done. The last main reason is that community member’s sometimes feel that their ruling party imposes candidates on them who doesn’t have their best interests at heart. As a result, they feel these candidates do not represent their best interests.

The failure to spend the allocated budget has often been blamed as the reason for poor service delivery and as reflection on the failure of the municipal leadership to discharge their duties. As a result, senior municipal managers were asked if they managed to spend all their budget for the previous financial year. Almost all the managers responded that they never had any budget to spend because the money was transferred to other departments like Health and Education where it was felt that they had a higher priority. As a result, the senior managers could not be assessed using this benchmark.
Another question that was posed to the senior managers was whether they felt that the current leadership at the Buffalo City Metropolitan was capable of achieving sustainable service delivery. All the respondents were unanimous in their view that the current leadership was not capable of achieving sustainable service delivery. The first reason was the dichotomy of leadership between the administrative head (Municipal Manager) and political head (Mayor) who do not always agree on how best to achieve service delivery. Secondly, the managers alleged that priority has often been given to appeasing certain stakeholder like business interests sacrificing community members in the process. Lastly, the managers feel the political instability of Buffalo City Metro Municipality which has been worsened by cadre deployment and constant changing of the mayors and municipal managers has denied the municipality the stability that it needs to grow and deliver on service delivery. The other issue that was raised by the managers is that the senior leadership at the Metro often take each other to court on a regular basis and both parties often use municipal funds to pay their exorbitant legal costs. In the end community members not only lose the money used needlessly in court cases but also the time when the leaders spend time in court.

When the senior managers were asked if there are any legislation or policies that prevent the current political leadership from achieving their mandate of sustainable service delivery once again the responses were unanimous. All the managers were of the opinion that the existing adequate. Rather it was their implementation and interpretation which was flawed. This poor interpretation of the existing municipal legislation has also been blamed for the leadership dichotomy which has seen the mayor and Municipal Manager being in conflict. Some of the managers called for some training targeting senior administrative and political leadership so that they can better understand their roles in the running of the municipality.

Lastly municipal managers were asked what they thought was the solution to some of the challenges that was faced by the municipality. The responses were varies but some of the themes stand out because they kept being repeated by different respondents. First, they felt that the billing system needs to be fixed because community members feel they are being overcharged for services yet it was because of the faulty billing system. Secondly, they felt that there is need to better manage
the city so that it’s attractive to investors which is not happening currently. The other issues raised by the senior managers was that there was need to revisit the decision to keep the satellite offices which were opened in smaller towns like Berlin. They feel that should the satellite office be kept open, they should function towards service delivery as they used to do in the past rather than being used only for revenue collection. Third, some of the issues raised by the managers was that budgets must be properly done and followed through rather than the budgets being redeployed and changed simply because one of the parties has a majority in the municipality and can always vote for its positions to go through. Lastly, the senior managers felt that careful consideration should be done when deploying cadres to key positions so that the people are carefully monitored and managed through strengthened accountability and cadres should be chosen on merit rather than just favouritism.

4.4 Conclusion

The chapter looked at the perception of councillors and senior municipal managers on different issues. Both parties were asked to give their opinion on what they think were the main challenges preventing the municipality for achieving sustainable service delivery. The responses differed widely though there were some common issues which were mentioned by both administrative and legislative leaders like a flawed budgetary process and incompetence on the part of the officials, presumably the deployed cadres. The two set of respondents also gave their opinion on what they though was the best option to solve the issue. The senior managers also went on to point that the policy and legislative context is conducive for the municipality to achieve sustainable service delivery. Rather, it was the flawed interpretation and implementation of those policies and legislations which was preventing the municipality from discharging its mandate.

Chapter 5 deals with conclusion and recommendations.
Chapter 5 – Conclusion and Recommendations

5.1 Introduction

This chapter concludes the study. The chapter is divided primarily into two main parts. The first part looks at the stated research objectives that were mentioned in the first chapter. Some of these questions sought to find out if the current leadership at the Metro was capable of achieving sustainable service delivery as well as some possible solutions that can be put in place to resolve that.

The chapter will also suggest some recommendations based on literature and the empirical evidence collected from the targeted respondents. Some of the suggested solutions and recommendations deal with such issues as limited information, flawed budgetary process, incompetent staff in key positions and the political instability at the Metro which has resulted in mayors and municipal managers being changed frequently in short periods of time.

Generally the study concludes that the problems at the Metro are deep seated, embedded in the political climate of the metro and are not one of resources but can be resolved by political will on the part of the relevant leadership. For example the issues of incompetent leaders, cadre deployment, and a flawed budgetary process characterised by unscheduled and politically motivated budgetary amendments are only resolved by political means. In other words, some of the challenges can be resolved if priority is put on improving the welfare of community members rather than on political expediency.

5.2 Revisiting Research Questions

Several research questions were espoused in the opening chapter and these will be revisited and answered in this chapter after assessing all the evidence. The first research question sought to find out if the current leadership of Buffalo City Metropolitan Municipality is capable of achieving sustainable service delivery. As stated above, the answer to this question was a unanimous No from the respondents and the reasons for this are given in Chapter Four.
The second research question sought to identify some of the factors which were preventing the current leadership from achieving sustainable service delivery. In summary, according to the respondents, some of the reasons include a flawed budgetary process, lack of information sharing, incompetent people in powerful positions, the failure to provide some basic services and a faulty billing system which leads people to believe they are being overcharged leading to the service delivery protests. Also mentioned was the political instability of the Buffalo City Municipality which was scaring away investors because of its unstable and uncertain political environment. These are just but a summary of the reasons but an in-depth review is made in Chapter Four.

The third research question sought to identify some of the recommendations that can be put in place to resolve some of the challenges mentioned above. A list of possible and tentative recommendations is outlined in the section below.

5.3 Recommendations

Looking at the literature covering service delivery and the responses gathered by the researcher through interviews carried out with senior municipal managers and ward councillors, there are several recommendations that can be suggested. These are outlined below.

First, there was consensus among the councillors and the municipal managers that there is some issues of incompetence which were affecting some of the key municipal staff discharging their duties. This has often been blamed on the cadre deployment policy where the majority party puts its officials in key positions, ostensibly to see that key party policies are implemented within the municipal structures. Both set of respondents believe this has compromised the operations of the municipality by bringing in ill-qualified or unsuitable people in the party. It is therefore recommended that for all key posts, a resolution be made where minimum requirements are certified in terms of educational qualifications and work experience. With this in place, even if cadres are to be deployed to the municipality, this will be done using qualified and suitable personnel. In addition to an open and adhered to minimum standards policy for key personnel, this can be complemented by key deliverables for those key personally to ensure that even if they are qualified for the
job, they are still able to deliver on their key responsibilities. The study assumes that by having this place, the challenge of the municipality failing to deliver on its key mandate because of incompetent people in key positions will be resolved.

Secondly, the other main challenge which was identified by both parties is that of a flawed budget process. The senior managers specified that this usually took the form of unscheduled budgetary changes which are pushed through by political parties with the majority. According to the allegations, this is done so as to shift resources to a community or resource which is deemed to bring in political favours and in some cases political patronage. This is more towards election time. While this process is done through a council vote and therefore is a legally constituted decision, there is very little that either opposition politicians can do or senior managers. The only probable recourse is for the managers to document cases of how the deployment of budgets have affected communities who went on to protest. This information, if and when made public, will absolve them of responsibility in the maladministration and this will put pressure on the majority political party to sustain the deployment of funds as community members will know that though it might benefit a small segment to score political points, the larger section of the community will be at a disadvantage.

The third recommendation regards the development of infrastructure among the areas that community members live. As stated by respondents during data collection, the main infrastructure which are critical includes housing, water access, roads, electricity and refuse collection. Most of the protests are because of these key services which by their nature require substantial capital injection. While it is possible that the failure to deliver most of these is caused by incompetent personnel, it is also likely that municipal resources are limited and can only provide so much infrastructural development at a given time. For example, the municipality, from its own resources, can build so much houses per year and this information is communicated through the right channels so that community members can know what and what not to expect from the municipality. This brings into picture another possible recommendation of information sharing, which will be discussed separately below.
One of the issues raised by a majority of the councillors when asked about some of the challenges that were eventually leading to service delivery protests was because of limited information on the part of community members. Specifically, there a disjuncture between what the municipalities does as specified by the Municipal Systems Act, and what the community members assumes that the municipality actually does. For example, when looking at some of the key issues forming the basis of the protests, they fall under specific government line departments with the municipality only playing a facilitator role. For example, housing development and road maintenance largely falls under the Department of Public Works. While the municipality might builds some roads and maintain some roads, some of this mandate falls to a different department. The same applies for water where the Department of Water and Environmental Affairs is supposed to develop water resources with the municipality only distributing that water. However, because community members vote for councillors to represent them, if they see no change the immediate blame falls on the councillor and the municipality even though some of the stated issues fall beyond their purview. As a result, there is need to communicate some of these salient point to community members so that they are aware before they start their protests, unless there is genuine evidence that the failure to discharge resources was because of failure on the part of the personnel. Municipalities have structures which are used to get views from the community members when IDP documents are being developed. These same channels can be put to use to make sure than information also flows in the opposite direction from the municipality from the municipality to the community members.

The fifth recommendation regards the political instability of the Buffalo City Metropolitan. This has been demonstrated by the number of mayors and municipal members who have been in place at the Metro. Current reports as mentioned in literature suggest that the problem of political instability has been compounded by the leadership of the majority party which seeks to make sure that its policies and resolutions are carried out by putting in place a trusted individual while the local councillors feel they need to be more involved in the process. In this case, it is recommended that the appointment of key personnel like the mayor and municipal manager be done by the local authority itself without influence and oversight from the national leadership of the majority party. This is because, in as much as the majority
party feels the need to have its policies and resolutions implemented in the Metro, the instability which has resulted is causing more harm than good and cannot compensate the negative image that the Buffalo City Metro has cultivated for itself. As a result, the majority party can trust the elected councillors to choose the best mayor and generally act in the best interests of the party.
References


Buffalo City Metropolitan Municipality (2012) Buffalo City Metro IDP 2011-2016

Buffalo City Municipality (2008) Buffalo City Municipality Annual Report

Buffalo City Municipality (2007) Executive and Council Structure


Karamoko, J (2012) Service Delivery Protests. Less Frequent, LGB Vol 13(2)


Kouzes, J.M., Posner, B.Z. and Biech, E. 2010. A coach’s guide to developing exemplary leaders: Making the most of leadership challenge and the leadership practices inventory( LPI). San Francisco. John Wiley and Sons


Annexure 1 Questions for Senior Managers

1. Can you describe the kind of service delivery protests you have been having in your area?

…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………

2. In your own opinion what specifically triggers the latest service delivery protests you had in your Ward?

…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………

54
3. In the past financial year did you manage to spend your allocated budget on service delivery?

…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………

4. If not, how did that affect your overall service delivery?

…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
5. In your own opinion, is the current leadership at Buffalo City Municipality capable of achieving sustainable service delivery?

6. Do you think there are factors like standing legislations or policies preventing the current municipal leadership from achieving sustainable service delivery?
7. In your own opinion, what needs to be done so that the municipality can improve its service delivery?
Annexure 2 – Questions for Councillors

1. How do you rate your service delivery for the following services:

<table>
<thead>
<tr>
<th></th>
<th>Water</th>
<th>Refuse Collection</th>
<th>Roads</th>
<th>Electricity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Good</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acceptable</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very Bad</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Existent</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2. On average, how often do your community engage in service delivery protests?

<table>
<thead>
<tr>
<th>Weekly</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly</td>
<td></td>
</tr>
<tr>
<td>Quarterly</td>
<td></td>
</tr>
<tr>
<td>Annually</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
<tr>
<td>Never</td>
<td></td>
</tr>
</tbody>
</table>

3. Do you always know the amount that is budgeted for service delivery in the municipality?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4. To what extent do traditional leaders play in service delivery?

<table>
<thead>
<tr>
<th>Tick where appropriate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Active</td>
</tr>
<tr>
<td>Active</td>
</tr>
<tr>
<td>Normal</td>
</tr>
<tr>
<td>Barely active</td>
</tr>
<tr>
<td>Not involved</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>

5. In your own opinion, where do you think causes the service delivery problems?

…………………………………………………………………………………………………
…………………………………………………………………………………………………
…………………………………………………………………………………………………
…………………………………………………………………………………………………
…………………………………………………………………………………………………
…………………………………………………………………………………………………
…………………………………………………………………………………………………
…………………………………………………………………………………………………
…………………………………………………………………………………………………
…………………………………………………………………………………………………
…………………………………………………………………………………………………
6. Are you happy with work done by the current municipal officials?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
</table>

7. What areas do you think the municipality needs to address so that service delivery can be improved in your community?

..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
......................................................................................................................