AN INVESTIGATION OF COMMUNITY CONFLICT OVER BASIC SERVICE DELIVERY IN NEW BRIGHTON TOWNSHIP, NELSON MANDELA BAY MUNICIPALITY.

T. MTWAZI

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AN INVESTIGATION OF COMMUNITY CONFLICT OVER BASIC SERVICE DELIVERY IN NEW BRIGHTON TOWNSHIP, NELSON MANDELA BAY MUNICIPALITY.

BY

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QUALIFICATION: _________________________________

TITLE OF PROJECT: _______________________________

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In accordance with Rule G4.6.3, I hereby declare that the above-mentioned treatise/dissertation/thesis is my own work and that it has not previously been submitted for assessment to another University or for another qualification.

SIGNATURE: _____________________________________

DATE: __________________________________________
ACKNOWLEDGEMENT

I am grateful to the Lord Almighty for giving me strength and courage to do the study as it was not easy but through his grace, I was carried through.

I would like to thank my supervisor, Mr Zweledinga Nkayitshana, for his guidance and support throughout the study. I am thankful for his knowledge that supported me and which gave me direction.

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ABSTRACT

South Africa has been experiencing service delivery protests especially in the African communities. These protests are a manifestation of conflict and dissatisfaction of communities in the ruling party in government. In order to reduce conflict, it is critical that the ruling party in government addresses the basic needs of these communities as the people start to lose confidence in the government.

The study seeks to investigate whether service delivery protests could be prevented through improved provision of basic services in the communities, focusing in the New Brighton Township community, in Nelson Mandela Bay Municipality as the area of study. The provision of basic services is important for the livelihood of any community. The study analyses the extent to which poor service delivery can lead to community conflicts or revolt against the ruling party in government.

Some areas of New Brighton Township community are experiencing a backlog of basic service delivery. Members of this targeted community fall within the previously disadvantaged category and expected the ruling party in government to meet their basic service needs.

Chapter one provides an introduction which gives a brief overview of the study, problem statement, aims, research objectives and questions, preliminary literature review and research methodology to be employed by the study. Chapter two provide a literature review of community conflicts in relation to basic service delivery needs and peoples' expectations. Chapter three provide the legislative framework for the developmental local government and the role of section/chapter nine (9) institutions especially the Public Protector's role in relation to conflict. Chapter three will also provide reasons for the establishment of Local Municipalities. Chapter four provides proposals for the approaches and strategies to eliminate conflicts and policy implications. The chapter also provide an analysis of the participants' responses from the questionnaires. Chapter five will be a summary with concluding remarks and recommendations, as proposals with mitigating measures arising from the research.
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<thead>
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<th>Abbreviation</th>
<th>Description</th>
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<tr>
<td>ANC</td>
<td>African National Congress</td>
</tr>
<tr>
<td>COGTA</td>
<td>Department of Cooperative Governance and Traditional Affairs</td>
</tr>
<tr>
<td>GIS</td>
<td>Geographical Information System</td>
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<tr>
<td>IDP</td>
<td>Integrated Development Plan</td>
</tr>
<tr>
<td>IEC</td>
<td>Independent Electoral Commission</td>
</tr>
<tr>
<td>MSA</td>
<td>Municipal Systems Act, Act 32 of 2000</td>
</tr>
<tr>
<td>NMB</td>
<td>Nelson Mandela Bay</td>
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<tr>
<td>NMBM</td>
<td>Nelson Mandela Bay Municipality</td>
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<tr>
<td>NMMM</td>
<td>Nelson Mandela Metropolitan Municipality</td>
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<tr>
<td>PSAM</td>
<td>Public Service Accountability Monitor</td>
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CHAPTER ONE

1. AN INVESTIGATION OF COMMUNITY CONFLICT OVER BASIC SERVICE DELIVERY IN NEW BRIGHTON TOWNSHIP, NMBM

1.1 AN INTRODUCTION TO THE STUDY

The focus of this study is whether inadequate service delivery needs and expectations of the New Brighton Township community in the democratic South Africa have an effect in escalating conflicts.

Besancon (2003:46) defines that “Public service delivery is a political process informed by a social contract that exists between the ruler and the ruled. This means delivering basic public services of the highest standards is important for the sustainability of the political elite and well-being of the community at large.” The assumption is that failure to deliver services creates the risk for service delivery protests in the community. It can thus be deduced that inadequate service delivery within communities is one of the causes of conflict. The world has witnessed numerous protests which are triggered by inadequate basic service delivery where the councillors of the ruling party in government are held accountable.

Luyt (2008:8), as cited in Holtzhausen and Naidoo (2011:736) in the Public Service Accountability Monitor (PSAM) of the United Nations, argues that “a major obstacle to poor service delivery in South Africa, especially at local government level, includes not simply corruption, but also poor performance on the part of leadership and government officials in their management of public resources as well as a lack of political will to act against underperforming officials.” The poor management of public resources translates directly into poor implementation of public service delivery, and thus obviously undermines service delivery. The absence of adequate accountability mechanisms and lack of transparency and access to information regarding public services have also led to frustration with poor service delivery manifesting in more confrontational and violent ways, such
as the service delivery protests which have swept through South Africa over the past few years (Naidoo, 2009:173-181).

In the overview report of the State of Local Government in South Africa, the Department of Cooperative Governance and Traditional Affairs (COGTA) identified the following as causal reasons for distress in municipal governance (COGTA, 2009:10):

- Poor ability of councillors to deal with the demands of local government
- Inadequate accountability measures, support systems and resources for local democracy
- Poor compliance with regulatory and legislative frameworks
- Tensions between the political and administrative interface
- Lack of clear distinction between the legislative and the executive; and
- Insufficient separation of powers between municipal councils and political parties.

Assessments revealed that party political factionalism and polarisation has led to the deterioration of municipal functionality. Communities (New Brighton Township as an example) are dissatisfied with poor institutionalisation of systems, poor service delivery and poor political governance (COGTA, 2009:11).

South Africa attained its democracy on 27 April 1994 and subsequently adopted a new Constitution in 1996. The Constitution provides for the establishment of local spheres of government, consisting of municipalities, throughout the Republic of South Africa. The democratic municipalities were established in 1993 in terms of the Local Government: Municipal Structures Act 117 of 1998 in the form of categories A, B and C (Republic of South Africa, 1996). Section 151 (3) of the Constitution of the Republic of South Africa Act, 1996 provides the municipality with the right to govern on its own
initiative the local government affairs of the community subject to national and provincial legislation.

New Brighton Township is one of the townships that experiences inadequate service delivery needs. The community is dissatisfied with the supply of basic services in the democratic South Africa and the governing political party is held accountable. Reddy et al. (2003:54) state that “for local government to perform a developmental role in addressing inequalities and backlogs in social and economic infrastructures, financial resources, innovative and transformative management as well as leadership are required.” The South African historic landscape has seen numerous conflicts emanating from poor service delivery due to lack of transformative management.

Wright et al. (2007:1) as cited in Holtzhausen and Naidoo (2011) argue that without effective governance, service delivery cannot be improved in municipalities. However, effective governance alone will not end service delivery shortcomings in municipalities. However this contrasts the argument that service delivery cannot be significantly improved without effective governance. In terms of policy implementation, governance is only as good as its weakest link, and in South Africa, the weakest link is the local government sphere (that is, municipalities), although there is great variation in the quality of local (municipal) governance.

Bhorat and Kanbur (2006:4) as cited in Holtzhausen and Naidoo (2011) state that “despite the achievement of the African National Congress (ANC) government in the delivery of services to the poor, especially in the field of housing, water and sanitation, electrification, health and education, the dividends resulting from improved service delivery especially by smaller municipalities have proved disappointing in terms of reducing poverty and addressing on-going socio-economic problems in local government.”

Various researchers, however, agree that by the time apartheid ended, nearly half of South Africa’s communities did not receive adequate delivery of public services.
1.2 DELINEATION OF THE STUDY

According to Integrated Development Plan of Nelson Mandela Bay Municipality (NMBM) (2011-2015) New Brighton Township was established in 1903. It is one of the Eastern Cape’s oldest townships. The community in this township is experiencing inadequate delivery of services. The Township consists of fourteen (14) ward offices and the census of 2001 shows a total number of 61 897 inhabitants. In terms of the Integrated Development Plan (2011-2015) of the NMBM through the Municipality’s GIS, some New Brighton Township wards have been identified as poor/underserviced [lack of social infrastructure and amenities as well as high number of households accessing Assistance to the Poor Programme (ATTP)]. The situational analysis presented in the NMBM Integrated Development Plan indicates the developmental challenges facing Nelson Mandela Bay Municipality such as poverty, unemployment and service delivery backlogs. The service delivery needs include water, sanitation, public health, primary health services, integrated human settlement challenges, infrastructure challenges, library provision and other community facilities. After the 2006 Local Government elections, it was noticed that the state of the township deteriorated in some areas. Water could be seen over-flowing through streets due to poor drainage systems, traffic lights were not being repaired and roads were in poor condition and in need of reconstruction.

1.3 MOTIVATION FOR THE STUDY

The study is worth undertaking in view of the fact that South Africa is witnessing an increase in protests related to service delivery needs in the communities and these protests usually turn violent. The aim of the study is to analyse conflicts emanating from the inadequacy of basic service delivery needs.

To do this, the study will examine strategies used by governing political structures for the local government Election Campaign. For example, an analysis will be made to see if the conflict is caused by politicians raising high expectations within the community.
If conflicts are caused by inadequate provision of basic services, such as infrastructure challenges and other community facilities, the research will offer recommendations to enhance service delivery which could proportionally eliminate conflicts. The researcher believes that the findings will benefit the Ward Councillors of New Brighton Township as well as the members of the community and the municipality.

1.4 PROBLEM STATEMENT

The Constitution of the Republic of South Africa Act of 1996, section 152(1) (b), specifies that services should be provided to communities in a sustainable manner and that social and economic development be promoted. Chapter 2 of the constitution includes the bill of rights including equality, human dignity, freedom, protecting the environment, as well as rights to housing, health care, food, water, social security, education and access to information.

The problem statement for this study is that; some areas of the New Brighton Township experience inadequate sanitation and electricity, regardless of the municipality’s original mandate. The community resorts to public demonstrations as a way of seeking attention from the ruling party representatives at local level (councillors). Democracy for the New Brighton community means a better life for all and this includes basic service delivery needs. The study seeks to investigate whether poor service delivery can lead to conflict?

1.5 ASSUMPTIONS OF THE STUDY

The following assumptions have been made:

- The conflicts in New Brighton Township can be resolved by improving local service delivery, coupled with transparent and participative governance;

- Conflicts can be addressed by looking at moderating expectations of the communities during Local Government Election Campaigns.
• Conflict, on the other hand, arises due to or information gap between community and political party leadership or local government management, especially when there is no explanation on whether a particular service will be provided or not during a particular financial year.

• Faith-based organisations (Churches), Non-Government Organisation, Interest Groups (Rate Payers Association) can have an impact on conflict on community service delivery.

1.6 RESEARCH OBJECTIVES

The specific objectives of the research are as follows:

• To analyse the relationship between service delivery protests and the Integrated Development Plan (Ward Based Plan) for New Brighton Township

• To analyse and link the causes of conflict in terms of failure to meet the basic human needs

• To ascertain the perceptions of community members with regard to the role of service delivery in the escalation of conflict; and

• To propose recommendations for future interventions.

1.7 RESEARCH QUESTIONS

The previous assumptions gave rise to the following questions:

• To what extent are service delivery protests in the New Brighton Township linked to the Integrated Development Plan?

• What causes service delivery protests in the New Brighton Township?

• How does the New Brighton community feel about the provision of basic service delivery in their area?

• How often do New Brighton ward councillors give feedback to the community regarding developmental systems?
1.8 PRELIMINARY LITERATURE REVIEW

1.8.1 Constitutional Prescriptions on Functions to be Performed By Municipalities

The South African Constitution (1996) states that municipalities make decisions and have legislative powers over local issues. The local sphere is often referred to as grass-roots government, because of its direct association with communities at local level. Matters often dealt with by local government include refuse removal, electricity, water and sanitation. Municipalities’ capacity to act expeditiously will depend on the structures created to ensure that such delivery takes place. There is a need, therefore, to ensure that all government structures are geared towards achieving the efficient and effective rendering of public services. The municipalities have the responsibility to meet the needs of society (Holtzhausen and Naidoo, 2011:739).

The municipality has certain powers to exercise as well as functions to perform. Chapter 3 of the local government Municipal Systems Act (No.32 of 2000), deals with the powers and functions of a municipality. Schedule 8(2) of Act 32 of 2000 emphasises that a municipality has the right to do anything reasonably for or incidental to the effective performance of its functions.

Gildenhuyss (1997:9) states that in order for local government, to achieve its goals and objectives, they must carry out specific related functions. He refers to the functions as two groups; namely line functions and staff functions or supporting functions. Economic welfare, as an example of line function, is there to create circumstances and amenities for the development of economic welfare and prosperity of the individual. Economic welfare functions are aimed at providing and maintaining economic infrastructure for economic development purposes. The following are examples of economic welfare functions:

- Electricity
- Roads, streets and rainwater drainage
• Sewage disposal
• Water supply.

Supporting functions, according to Gildenhuys (1997:14), are functions contributing indirectly, through their support of line functions to the realisation of the goals and objectives of local government. Examples of supporting functions may include the following:

• Auditing
• Economic development (residential, industrial, trade and tourism)
• Financing
• Resource supplies
• Personnel function
• Town planning.

In an attempt to explain the role of municipalities in service delivery, the following section will be based on basic services provided by municipalities.

1.8.2 Basic Services Provided by Municipalities

According to the Oxford Advanced Learner’s Dictionary (Hornby, 2005:1335) a service is that which government or a private company provides so as to satisfy the public needs, such as water supply and electricity supply. Section 152 (1) (b) of the Republic of South Africa Constitution Act (No. 108 of 1996) states that, local government (that is, the municipality) has to ensure the provision of services to communities in a sustainable manner. Sustainability refers to providing enough services continuously to ensure the general welfare of the communities. Chapter 8 of the Local Government Municipal Systems Act (No. 32 of 2000) deals with municipal services; for instance Section 73 (1) stipulates that:

• a municipality must give priority to the basic needs of the local community
• a municipality must promote the development of local community, and

• a municipality has to ensure that all members of the local community have access to at least the minimum level of basic municipal services.

The above stipulations ensure that actual service delivery begins at a local government level.

1.8.3 Definition of Terms

1.8.3.1 Service Delivery

Venter et al (2007:148) define service delivery as the provision of public activities, benefits or satisfactions. Services relate to the provision of tangible goods and intangible services themselves. In the New Brighton Township the most important services are sanitation, infrastructure challenges, community facilities etcetera.

1.8.3.2 Conflict

Conflict is defined as an incompatibility of goals or values between two or more parties in a relationship, combined with attempts to control each other and antagonistic feelings toward each other (Fisher, 1990:1). The incompatibility or difference may exist in reality or may only be perceived by the parties involved.

Conflict has the potential for either a great deal of destruction or much creativity and positive social change (Kriesberg, 1998:19). It can be deduced that it is essential to understand the basic processes of conflict in order to maximise productive outcomes and minimise destructive ones.

1.8.3.3 Conflict Resolution

The term conflict resolution is very frequently used, to cover a broad range of conflict management strategies. Resolution implies a termination of conflict, through the solving of the fundamental problems that have given rise to it. For the conflict resolution school, resolution denotes the addressing of human needs’ frustrations underlining a deep-rooted social conflict. The implication is that this is a long-term solution to conflict. It is
generally more correct to speak of the settlement of conflict, a situation where the major symptoms of a conflict, thus its behavioural manifestations are addressed and removed (Bradshaw, 2008:75).

1.8.3.4 Conflict Management

The term conflict management denotes addressing the manifestations of conflict, on an on-going basis, normally by external actors (Bradshaw, 2008:75). Conflict is part of society and is ever present but when addressed creatively, it can have a positive impact on society.

1.8.3.5 Democracy

Venter et al (2007:25) write that the essential meaning of democracy is derived from the Greek words ‘demos’ and ‘kratos’. ‘Demos’ means ‘common people’ and ‘kratos’ means ‘rule’. Thus democracy means the rule of common people. Democracy according to these scholars is about inclusiveness, representation and participation. Democracy provides a framework within which basic human rights, individual freedom and equality can prosper. At grassroots level, democracy entails the allocation and distribution of public goods according to the preferences and needs of the people.

1.8.3.6 Government

Government can be referred to as a structure, consisting of public institutions in which people work, with the aim of providing certain services and products to a society. In terms of section 40 of the 1996 Constitution the government of South Africa is divided into three spheres: these are the national, provincial and local spheres. Local government is involved in local issues such as municipal roads and the provision of local amenities to the community. Government implies the establishment of municipality as entities of the local government sphere to ensure that services are rendered to communities to promote their general welfare and quality of life (Holtzhausen and Naidoo, 2011:737-738).
1.8.3.7 Governance

In terms of the Institute of Governance (1999:1) as cited in Holtzhausen and Naidoo, to understand governance, it is important to bear in mind that interest in public issues such as service delivery is not confined to government. Government is viewed less as a process and more as a public entity. While governance is concerned with public issues, the interest in such issues is not confined to the domain of government. An example is public private partnerships or community participation in public service delivery. It is argued that governance is the result of the interaction of a multiplicity of influencing actors.

The list of actors includes civil society, which encompasses voluntary agencies, non-governmental organisations and community-based organisations, religious organisations, communities and individuals, all of whom share an interest and sometimes a role in addressing public issues such as service provision. According to Holtzhausen and Naidoo (2011:738) the concept of “governance” may be applied to any form of collective action. It is about pathways to desired conditions or outcomes. Governance is not only about where to go, but also about how to get there, who should be involved and in what capacity. Therefore, within the scope of this research, governance implies the actions necessary to improve the general welfare of communities at the local government sphere by means of the services delivered.

Venter et al (2007:159) writes that governance, as distinct from government, is from the recognition that power exists both inside and outside the formal structures of government, and the interrelationship among government, the private sector and civil society is a critical factor which affects the performance of cities, regions and countries.

1.8.3.8 Local Government

Local government is a form of public administration which in a majority of contexts, exists as the lowest sphere of administration within the given state. The term is used to contrast with offices at state level, which are
referred to as central government, national government, or (where appropriate) federal government. Local government generally acts within powers delegated to it by legislation or directives of the higher level of government (Holtzhausen and Naidoo, 2011: 737).

1.8.3.9 Municipalities

Municipalities in South Africa are a division of local government that lie one level down from provincial government, forming the lowest level of democratically elected government structures in the country. There are 279 municipalities in South Africa (Holtzhausen and Naidoo, 2011: 738).

1.8.3.10 Township

In South Africa, the term township and location usually refers to the (often underdeveloped) urban living areas that, from the late 19th century until the end of apartheid, were reserved for non-whites (black Africans, Coloureds and Indians). Townships were usually built on the periphery of towns and cities (Holtzhausen and Naidoo, 2011: 738).

1.8.3.11 Society

A society is a group of people related to each other through persistent relations, or a large social grouping sharing the same geographical or virtual territory, subject to the same political authority and dominant cultural expectations (Holtzhausen and Naidoo, 2011: 737).

1.8.3.12 Community

Community is a group of interacting people, living in some proximity (that is, in space, time, or relationship). Community usually refers to a social unit larger than a household that shares common values and has social cohesion (Holtzhausen and Naidoo, 2011: 737).

1.8.3.13 Theory of Public Participation

According to Draai and Taylor (2009:113) public participation is the noble form in terms of democracy. The challenge of public participation in governance is that communities must be knowledgeable of political and
public processes. If not, the political elite must foster a culture of participation in governance with the understanding that direct and indirect benefits can be derived for improved and expansive service delivery.

1.8.3.14 Non-Governmental Organisation

A non-government organisation (NGO) is a legally constituted organisation created by natural or legal persons that operates independently from any government. The term originated from the United Nations and is normally used to refer to organisations that do not form part of the government and are not conventional for-profit businesses. In the cases in which NGOs are funded totally or partially by governments, the NGO maintains its non-governmental status by excluding government representatives from membership in the organisation. The term is usually applied only to organisations that pursue some wider social aim that has political aspects, but that are not openly political organisations such as political parties (Holtzhausen and Naidoo, 2011: 737).

1.8.3.15 Interests Groups

Interest groups use various forms of advocacy to influence public opinion and/or policy; they have played and continue to play an important part in the development of political and social systems. Groups vary in size, influence and motive; some have wide ranging long-term social purposes, others are focused and are response to an immediate issue or concern (Holtzhausen and Naidoo, 2011: 737).

1.9 RESEARCH METHODOLOGY

This section gives a brief overview of the methodology that influenced the data collection and analysis process. It is critical that such a section be included in order to assist in guiding the reader's understanding of the chosen research processes. According to Leedy (1997:9) methodology is the core main concept underlying all research processes. The methodology chapter will ensure that the data collection and analyses adds value to the research findings. The findings of the investigation into community conflict
over basic service delivery in New Brighton were analysed using the responses received from the respondents and reported.

The data collection process was conducted from the second week of September until end of September 2012. Firstly, the researcher secured appointments with the New Brighton ward councillors and business groupings to do personal interviews and also arranged to be part of some of the community meetings in order to observe the public participation. The researcher made use of the community meetings to distribute the questionnaire. The questionnaire was distributed 30 minutes before each official public meeting started as most community members wanted to leave immediately after the meeting. Each questionnaire was provided with a pen to complete, to cater for respondents who did not have a pen and to fast track the process. The respondents were asked to complete the questionnaire immediately whilst the researcher waits to avoid delays and non-responses. The limitation to this approach of collecting data was that sometimes the public community meetings were cancelled and did not take place. In the case of cancelled public meetings the researcher selected a number of houses randomly from each ward to distribute the questionnaire.

1.9.1 Research Design

The study would, to a large degree, rely upon a qualitative approach, in which it will have some elements of quantitative research. In this respect, the study could be referred to as adopting a triangulation approach. A triangulation approach is to get a mixed interpretation of facts, in order not to be biased.

A quantitative approach allowed the study, through questionnaires to identify how many people have access to basic services. The researcher finds this section important as one of the aims of the study was to analyse and link the causes of conflict with not meeting basic human needs. The researcher first conducted a pilot questionnaire with a few people to test if the questions were clear and not ambiguous. The estimated time to complete the questionnaire was 30 minutes in order not to take too much time of the respondent since this was a voluntary process.
In a quantitative methodology approach, the data was analysed with the assistance of a statistician which enables the researcher to compile statistical charts. The approach focused on the analysis of information to generate quantifiable results. Gotu and Mwanje (2001:1-2) state that statistical techniques are used to generate and analyse quantitative data.

A quantitative approach will also allow the study to identify through questionnaires for example, how many people in a target group were unhappy with the current service delivery. Bless and Higson-Smith (1995:150) identified two types of research approaches, which are qualitative and quantitative research approach. Qualitative research is described as the research conducted, using a range of methods, which uses qualifying words and descriptions to record and investigate aspects of social reality. Quantitative research uses a range of quantitative and numerical methods that measure, record and investigate aspects of social reality.

The questionnaire alone might not be enough to capture enough data for this study or let the respondent air their views. The researcher will also use individual interviews for some respondents to say whatever was not captured in the questionnaire. Interview questions will be analysed by developing common themes and categorising the information.

A qualitative approach is suitable for the study as the researcher wants to get perceptions of respondents in the New Brighton Township about what is wrong. The approach was also found suitable for the study in order to get a deeper understanding of the participants. The interviews would allow the researcher to probe in depth their reasons for being unhappy.

1.9.2 Sample Population

Non-probability sampling will be used to conduct the study because the researcher is unable to forecast, estimate or guarantee that each element in the population would be represented in the sample. The researcher aims to collect primary data from a maximum of 70 respondents of New Brighton Community. The respondents will be: the Community members and
Politicians; members of Faith Based Organisations and Rate Payers Association.

Babbie and Mouton (2001:166) define purposive sampling as the sampling appropriate when the researcher knows the population, its elements and the nature of the research aims. It is based on the researcher’s judgement and the purpose of the study.

Joubert and Ehrlich (1997:101) state that purposive sampling is acceptable if the researcher wishes to form a focus group for discussion or do in-depth interviews on a topic. “According to Joubert and Ehrlich (1997:101), purposive sampling allows for selection of key or typical individuals from the spectrum in which the researcher is interested.”

New Brighton Township consists of fourteen ward offices. The study will look at the population of the township and find a representative sample. It can be difficult to get opinions from all the residents of New Brighton Township, therefore sampling will be done in twenty (20) houses of the chosen wards.

1.9.3 Data Collection Method

Data collection tools were instruments used to collect data about an identified problem focus. The data for this study was collected by use of a questionnaire and personal interviews. The structured interview questions were tape recorded after seeking permission from the interviewees. The information collected was transcribed by the researcher in order to conduct a content analysis of the transcriptions. For respondents who were not willing to have their interviews tape recorded, the researcher took extensive notes and did a content analysis.

1.9.4 Questionnaire

A self-administered questionnaire was employed for the collection of data as the respondents were adequately literate and able to complete the questionnaire themselves. The questionnaire was divided into three sections: section A: bibliographic information; section B: service delivery and public participation and section C: refuse collection.
Section A contains the personal data of the respondents which were as follows:

- Gender
- Age
- Racial group
- Home language
- Educational qualifications
- Employment type
- Number of years in the area.

Section B contains questions about basic service delivery. The researcher needs to get a percentage of respondents with access to basic service delivery. In this some questions will require the respondent to give a ‘yes’ or ‘no’ answer and in some questions the respondent will be required to choose an answer on a scale of 1 to 5 (likert scale). Babbie and Mouton (2001:153-154) state that likert-based scale questionnaire was used in the collection of data because of its format, which has an unambiguous ordinality of response categories.

The researcher had to deliver the questionnaire by hand and collect it immediately after completion. The questionnaire was then checked for completion and any problems arising from the misunderstanding of the questions were discussed with the respondent. Babbie and Mouton (2001:259) argue that this method of hand delivery and collection of questionnaire seems to have a higher completion rate than that of a mail survey, and it reduces costs.

The advantage of using a self-administered questionnaire is that it is cheaper and quicker. This is important for a student without funding. According to Babbie and Mouton the disadvantages of self-administered questionnaires were that respondents may skip questions. Furthermore, the items were preset and respondents cannot fully express their opinions.
1.9.5 Individual Interviews as Data Collection Tool

The basic individual interview, according to Babbie and Mouton (2001:289-293), is one of the most frequently used methods of data collection within qualitative research, where the researcher is provided with greater flexibility, iteration and continuity to elicit more information from the interviewee. The study has chosen this method to expand on the information that will be researched to focus on other factors that guide the conversation on service delivery. The flexibility of the process enabled the researcher to probe in depth into the subject matter. The process guided and improved the direction of data collection and analysis of the study. All the interviews of the study were conducted in an area where the interviewee felt safe. For example, the interviews with the councillors were conducted at their respective offices. The interviews were conducted with the choice of language of the interviewee and were recorded with the permission of the interviewee in order to manage the data. Recording also helped to get rid of irrelevant information during data analysis.

1.9.6 Data Analysis

The researcher used both primary and secondary data. The services of a qualified statistician from Nelson Mandela Metropolitan University (NMMU) were used to analyse data received from the respondents, using a Statistical Package for Social Sciences (SPSS). The advantage is that the SPSS is a codebook for organising data and its template supplies a preliminary visual picture of the researcher’s overall investigation.

Kruger et al (2005:218) indicate that the purpose of data analysis is to reduce it to the intelligible and interpretable form so that the relations of research problems can be studied and conclusions drawn.

1.10. ETHICAL CONSIDERATIONS

Several ethical issues were considered. Questions asked should not offend the candidate. Participants were courteously informed on the nature of the research to be conducted and were given the choice of whether to participate or not. Respondents were informed about the recording device that was going to be used as a tool to capture accurate information from interviewees.
Lastly, the personal rights and privacy of the respondents was protected by anonymity and confidential coding of the information.

1.11. CHAPTER LAYOUT

The study will consist of five chapters. A brief outline of the chapters is outlined below.

**Chapter 1** provides an introduction which gives a brief overview of the study, problem statement, aims, research objectives and questions, preliminary literature review and research methodology to be employed by the study.

**Chapter 2** will present the literature surveyed to find appropriate background information on service delivery issues. The chapter will also discuss the causes of conflict; its manifestations and its relationship with governing structures (Political parties, Faith-based organisation, Interest Groups and NGOs).

**Chapter 3** will provide the legislative framework for the developmental local government and the role of section/ chapter nine (9) institutions including the Public Protector’s role in relation to conflict. This chapter will also give extensive explanations on the purpose or reasons for the existence of local government / local authorities / municipalities.

**Chapter 4** will provide proposals for the approaches and strategies to eliminate conflicts and policy implications. The chapter will also provide an analysis of the participants’ responses from the questionnaires.

**Chapter 5** will be a summary with concluding remarks and recommendations, as proposals with mitigating measures arising from the research will be presented.
CHAPTER TWO

2. SERVICE DELIVERY MANDATE

2.1 INTRODUCTION

According to the South African Constitution (1996), Section 152, local government has the responsibility of ensuring that basic services are provided in a sustainable manner in terms of firstly, promoting economic and social development, secondly, encouraging communities to participate in governance and lastly, guaranteeing the creation of safe and healthy communities. Hlope (2011:19) makes the reasoned judgement that these objectives create community expectations which, if not met, may lead to the community protesting against government authority.

The study seeks to analyse service delivery protests within the New Brighton community in Port Elizabeth emanating from poor service delivery. However the chapter will look at the service delivery mandate and establish its link with service delivery protests. The causes and manifestations of conflict will also be discussed. Lastly the chapter will look at the relationship of conflict with governing structures as parties accountable to the community, including Faith Based Organisations, Interest Groups and NGO's.

2.2 LOCAL GOVERNMENT SERVICE DELIVERY MANDATE AND SERVICE DELIVERY PROTESTS

The use of the phrase ‘service delivery protest’ implies the existence of a relationship between the protest and service delivery. In addition, the term ‘service delivery’ in itself is not neutral (Nleya, 2011:4). Harber (2009:142) points out that ‘sometimes one word or phrase captures a time and an issue. Often, it is a phrase one uses so often and with such ease that one no longer hears the meanings hidden in it.’ For Harber the phrase ‘service delivery’ needs to be taken apart in order to understand its hidden meanings. He notes that “It contains a host of assumptions, policies, attitudes and promises which are starting to haunt a government which has built its promise entirely on the notion of improving service delivery. They (government) did not promise better opportunities, better access or better support in getting services, as these did not make ringing election slogans, but promised delivery, simple and straightforward.” Harber (2009:153) sees the use
of the phrase as part of a ‘technocratic’ description of the relationship between citizens and the government. Thus, the government delivers while citizens receive. It appears that the term has become part of a major linguistic and conceptual conundrum.

Nleya (2005:5) indicates that it would be misleading to say that the phrase is a South African invention or monopoly. For example in the 2004 World Development Report, the World Bank used the phrase time and again (World Bank 2003). While the report recognises that there exists no template for successful service delivery, it still places the overall responsibility of ‘making services work for poor people’ on the state (World Bank). Nleya shows the crucial relevance of government involvement in financing, regulating and overseeing the services, given the capital intensity which leads to monopolistic behaviour in the production of basic services for the poor and the externalities associated with their provision.

Nleya (2005:5) argues that exposition is still relevant as technocratic ‘service delivery’ sidelines citizen input and undermines the possibility of citizens understanding the inherent intricate balancing acts of public policy formulation and implementation. Nleya indicates that public policy inherently involves value maximisation within constraints an acceptable level of access, quantity and quality, and ascribes a different weight to each of these three different components of the service delivery matrix. He makes the reasoned judgement that citizen involvement at that level of decision making increases buy-in into government policies and ensures that citizens understand the constraints within which service delivery occurs.

Nleya (2011:5) further argues that, whereas government statistics in ‘service delivery’ since 1994 are impressive and have been supplemented by a number of pro-poor policies, such as free basic water and free basic electricity, demographic changes have undermined the improvement in conditions of the poor. Rural-urban migration and declining family sizes have compound the large service backlogs in poor areas across the country.

Many third world countries have in recent years decentralised their service delivery mandate to the lowest spheres of government; that is, the responsibility of promoting and rendering local socio-economic development and facilitating
Community participation is done at their local or municipal spheres (Madzivhandila, 2012:370). McEwan 2003 as cited in Madzibandile (2012:370) argues that the trend of entrusting the local government with the responsibility of service delivery can be interpreted in two ways: firstly, as a negative withdrawal of the state from taking full responsibility for the entire societal socio-economic transformation; and secondly, as a positive potential radical model of good governance (the act of governing). Gorelik (2005) in Madzivhandila (2012:370) agrees that national government gradually transfers power and resources to local government and the aim of this process is to expedite decision making and the allocation of resources and to create more opportunities for citizens to participate in society. The assumption is that this will increase the participation of citizens and lead to improved service delivery.

Van der Walt (2007:134) argues a case according to the evidence that internationally more devolution of power and responsibility to the local sphere is linked with the need for promoting local democracy and good governance. However, for example, in Latin American countries such as Chile, the transfer of resources and staff to lower levels of government has neither improved service delivery nor reduced the costs of rendering such services. Local governance promotes accountable and responsible leadership by enhancing the effectiveness of local government. Local municipalities, for example in South Africa, strive to achieve their policy mandate through increasing transparency and openness in planning and implementation of service delivery initiatives.

Madzivhandila (2012:371) draws the conclusion that in South Africa the rationale behind decentralisation of service delivery planning and implementation to local level of governance mainly includes addressing inequality, the empowerment of communities, improved living conditions, greater access to resources and opportunities, and alleviating poverty, especially in rural areas. Moreover, decentralisation allows the use of locally available resources because it provides a good condition for mobilising material, financial and human resources, which will enhance the provision of services to local communities. Public participation or the effectiveness of any development initiatives further promotes the rights and duties of the community to self govern. Local government should involve community members in decisions regarding identification of needs, prioritisation,
implementation and evaluation of the various service delivery projects. Local government in South Africa is directly mandated by the Constitution and other legislation to render services to the communities and to ensure that such services are sufficient and sustainable. In line with the participatory thinking and approach to development, the national government has mandated the local sphere to plan and implement provision of various basic services such as water, waste management, electricity reticulation, sanitation, roads, storm-water drainage, land-use planning and control, and transport planning through the adoption of Integrated Development Plan (IDPs). The IDP is regarded as a single inclusive and strategic plan that links, integrates and coordinates a municipality’s sector specific plans and aligns the resources and capacity of the municipality to the overall development objectives (Republic of South Africa, 2000).

Madzivhandila (2012:372) indicates that, in terms to the service delivery mandate, many local municipalities in South Africa have faced different complex challenges such as a high level of service backlogs throughout different stages of the IDP. Nealer (2007:156) agrees with Madzivhandila that South African local municipalities still face many challenges that operate at the global, regional and local levels of effective governance. This arrangement makes the reasoned judgement that various internal and external factors such as physical, political, demographic, financial and socio-environments can render the level and quality of services to a community inadequate and not up to standard. Such a situation creates confusion as to the significance and strategic role of local government institutions in their efforts to improve the level of services to the community.

In order to move beyond the service delivery approach it is crucial to consider the way in which communities have responded to perceived problems at local government level in South Africa, both prior to and after the end of the apartheid regime. The March 2006 local government elections were the most widely contested elections in South Africa since the end of apartheid. During the run-up to the elections, the country experienced a wave of mass protests across townships and informal settlements, commonly referred to as “service delivery protests.” Footage of these protests was broadcast widely internationally on networks like British Broadcasting Corporation (BBC) and Central News Network (CNN). Beyond the question of service delivery, the protests echoed “dysfunctional relationships
between citizens and government” (Nemeroff, 2005:10). Mathekga and Buccus (2011:13) argue that both the government and citizens must bear blame in the outcome of these protests. On one hand, the government has not done enough to educate citizens about participatory government vis-à-vis corresponding structures that are in place to facilitate the process. Ward Committees, elected to ensure that citizens participate in local government processes, have not been fully executed. On the other hand, citizens have adopted a “wait and see” attitude, expecting government to simply provide basic services without their input. The government would argue that citizens usually do not attend ward meetings and other forums through which government programmes are communicated. The situation highlights the complexities around the relationship between the government and citizens and, most importantly, the failure to satisfy some of the obligations that flow from such convolution.

The service delivery protests also shed light on a general attitude of disgruntlement with the local government system in South Africa. Mathekga and Buccus (2011:13) draw conclusions that, while the protests were often tied to immediate service delivery issues such as lack of water supplies, housing and electricity, it is arguable that citizens also wanted to express their dissatisfaction with government’s poor consultation and its fewer engagements with citizens at local government level. Protests and disgruntlements at local government level need not be oversimplified as straightforward reactions to fiscal crises and shortfalls in terms of material delivery. Some of the protests at local government level during the anti-apartheid movements, writes Seekings (1988:201) as cited in Mathekga and Buccus (2011:15) emphasised the need for residents to secure control over the decision making process... Material concerns such as service delivery may offer the opportunity for citizens to raise broader concerns regarding how the system functions. While the survival of the local government system has much to do with service delivery, it also depends on how citizens perceive the system, particularly regarding possible participation and ownership of the system. This underscores the relationship between justice/citizenship and material needs (service delivery) (Marshall and Bottomore, 1992:123).

Service delivery is the responsibility of government as a whole. The municipality is the government closest to the people and it is to be expected that a core function is
the rendering of a variety of basic but essential service to the community within its jurisdiction. The provision of services by municipalities is a constitutional obligation. Part B of Schedule 5 of the 1996 Constitution, identifies the following services that fall within the ambit of local government and its consequent municipalities. They are; water, electricity, town and city planning, road and storm water, waste management (refuse collection), emergency services; for example, fire fighting and recreation, security, libraries, town, and city planning, and economic planning. Part B of Schedule 5 of the 1996 Constitution further identifies the following matters that are also the responsibility of local government; air pollution, building regulations, child care facilities, electricity and gas reticulation, fire fighting services, local tourism, municipal airports, municipal planning, municipal health services, municipal public transport, tracking regulators and water and sanitation. These services are known as external services, meaning services rendered to the general public within the jurisdiction of the municipality.

The 2000 Municipal Systems Act (MSA 2000) indicates that the Act was passed because there is a need to set out the core principles, mechanisms and processes that give meaning to developmental local government and to empower municipalities to move progressively towards the social and economic upliftment of communities. The process involves the provision of basic services to all people, especially the poor and the disadvantaged. The preamble further states that a fundamental aspect of the new local government system in terms of MSA 2000, is the active engagement of communities in the affairs of municipalities of which they are an integral part in planning, service delivery and performance management. It is argued that the new system of local government requires an efficient, effective and transparent local public administration that conforms to constitutional principles to ensure financially and economically viable municipalities.

Chapter 4 of the Municipal Systems Act of 2000 provides for community participation. Municipalities must develop a culture of municipal governance that complements formal representative government with a system of participatory governance. In this respect local community participation in the activities of the municipal council should be encouraged, particularly regarding the preparation, implementation and review of its Integrated Development Plan (IDP), the implementation and review of its performance management system; the monitoring
and review of its performance, including the outcomes and impact of such performance, the preparation of its budget, strategic decisions relating to the rendering of municipal service; and building the capacity of the local community to participate in the affairs of municipal councils (Cloete and Thornhill 2005:41-42).

The emphasis is on accountable governance for the rendering of municipal services. If municipal councils do not perform as expected by local communities, it is understandable that such communities will express their dissatisfaction. Hlope (2011:21) identifies the significance of councillors as mandated by the Municipal Systems Act of 2000, which includes, firstly, that councillors must facilitate local service delivery. Secondly, it is imperative that the councillors address service delivery problems when they surface, otherwise they will be the target of community rage. Thirdly, councillors have the responsibility of interacting with their wards in relation to issues of development. Lastly, that councillors should be able to communicate service delivery challenges and delays in order to curb the manifestation of community conflict into violent action.

2.3 CAUSES AND MANIFESTATION OF CONFLICT

New Brighton Community conflicts are about a community retaliating against its local leadership due to unmet needs. Hlope (2011:27-31) mentions the microcosmic and macrocosmic schools of thought that have been categorised into two theoretical perspectives; namely individual and social structure theoretical perspectives. The study will focus on two individual perspective theories as the causes of service delivery protests; namely:

I. Frustration-Aggression Theory

Barash and Webel (2002:130) indicate that the hypothesis of frustration-aggression is explained as the increase of frustration due to human goals and expectations not being met. For example, when human beings seek goals (such as food, services, political freedom) and are unsuccessful in their quest, it may result in increased frustration, which most likely would result in conflicts such as disputes and retaliation against those in power. Barash and Webel further argue that the frustration-aggression theory was later modified to recognise that frustration creates a state of readiness for aggression that is an emotional state of anger and
environmental factors are necessary for the aggression to manifest into conflict. Individuals’ experiences and societies’ expectations have been recognised as exerting a powerful influence on the relationship between frustration and aggression.

II. Human Needs Theory

According to Sandy, *et al* (2002:297-299), human needs theorists believe that human behaviour is motivated by needs that human beings strive to fulfil. Human beings are perceived as striving, seeking beings. Hlope (2011:31) indicates that John Burton, a critical theorist within the school of thought, stresses that unmet needs are the most frequent and serious causes of conflict. Peleng (1999:109-114) as cited by Hlope stresses that human needs are at the core of conflict. He outlined the relationship between human needs and social structure as “Needs satisfaction is the mainspring of social change. Order and change in the world hinges upon the extent to which human needs are met or not.” He further proposes that social institutions should be modified to fulfil the needs and not vice versa. He indicates that if individuals’ needs are not met through proper channels, such as government, which is responsible for service delivery, they will strive towards meeting their needs even if they utilise destructive actions. It can therefore be deduced that human needs theorists stress the importance of satisfying basic human needs because “needs always exist, no matter what stage of development…they are universal and transcend cultures.”

The protest wave in poor urban areas that is generally recognised to have started in 2004 has been attributed to failures in service delivery. Whereas the exact configuration of grievances has varied from protest to protest and community to community, invariably, issues linked to deficits in service delivery – housing, water, sanitation and electricity have featured prominently (Nleya, 2011:3). He further indicates that other grievances includes dissatisfaction with local councils and administrations which are accused of being unresponsive to the needs of citizens with councillors in particular standing accused of, among other things, corruption and nepotism. In addition, inequality and unemployment especially among the youth have also featured prominently.
Gurr (1970) as cited by Nleya (2011:4) emphasises the role of relative deprivation as the key driver of protest in various forms, including the following: that poverty, economic want and poor living conditions rouse feelings of resentment that are responsible for the protest generation. Gurr’s theory has been subject to considerable critique, including, firstly, that many protests particularly in industrial democracies show considerable association with privilege. Secondly, that alternative accounts of protest, most notably the resources model have emerged, providing early elucidation. Lastly, the resources model argues that protest is facilitated by the existence of skills and resources that are crucial in the organising of protests. This is even making reasoned conclusions that it is important to note that the relative deprivation approach shows weak association with protest, particularly in developed countries but performs better in less developed countries such as South Africa. New Brighton Township is not immune to this situation.

Hlope (2011:20) gives as one reason for poor service delivery that South Africa inherited an overwhelming backlog of government services from the apartheid regime. Local government suffered badly, because investment in local infrastructure was not made for so-called Black, Indian and Coloured townships. This meant that, after the first democratic local government election in 1996 and the amalgamation of municipalities, many municipalities had to provide a wider range of services and infrastructure to an increasing population, over a much larger area than before. Community disparity was apparent within local municipalities and this added pressure on the African National Congress as the newly elected party led-government because programmes needed more funding, which was not available.

Gitsham, Reddy and Ntshangase (2003:199-201) make the reasoned judgement that funding, which could have been raised through the paying of local service rates could not be raised, because previously disadvantaged communities were not used to paying for such services, since it was the key feature of civil disobedience which opposed apartheid policies. Hlope (2011:200) argues that the challenges of the service delivery backlog and transformation issues within municipal structures are critical when striving to improve service delivery for local communities.

The African National Congress (ANC), in power since 1994, had to face the socio-economic problems inherited from the previous regime, manifested mainly in the
uneven access to services and infrastructure. According to Burger (2009:2) the primary reason behind service delivery protests in South Africa is dissatisfaction with the delivery of basic services such as water, electricity and sanitation/sewerage. Part of New Brighton Township has informal settlements where the poor communities live and the main problem is the lack of infrastructural services such as sanitation/sewerage facilities. The community resorts to violent protest as it seems the only way to voice their concerns. The high levels of poverty, and poor infrastructure contributed to the dissatisfaction. The municipality strives to meet the challenges but cannot meet the community expectations, (Memela, et al, 2008:10).

In his “State of Nation” address, President Zuma (2009) indicated a number of challenges in public service institutions in South Africa. The citizens of South Africa are adversely impacted upon by the state of leadership in the public service. The adverse situation invariably points to ineffective leadership and the adoption of inappropriate leadership approaches in the public service (Cronje and Willem, 2010:7). This is evident in on-going protests by communities against the lack of service delivery. Cronje and Willem (2010:153) argue that many public service leaders do not work for the common good of the society. The lack of effective leadership and the implementation of appropriate strategies, plans and approaches are manifested in the inability to provide the services that citizens expect from government. There is a lack of inclusive local government in South Africa. In this regard, Cronje and Willem (2010:153) further argue that there is less accountability by leadership to constituents. Moreover, few efforts are made to engage citizens in meaningful consultation in order to address the service delivery problems or create realistic expectations of what is possible. Instead, matters drift along until communities explode in mob behaviour, out of sheer frustration. This lack of consultation is also demonstrated by the lack of active engagement by leadership with communities in furthering local economic development and addressing other social problems.

It is also important to note that a leader’s freedom is also limited by the constitution, bureaucratic laws, regulations and rules (Frederickson, 2005:113). This is a hindrance to service delivery by the public service. Occasionally, political sensitivities inhibited Director-Generals’ decision making, such as the reluctance to
dismiss non-performing public servants because of political considerations (Naidoo, 2010:312). Related to ineffective leadership is the lack of performance, which impacts on service delivery outcomes. Fraser-Moleketsi (2007:122) suggested that non-performance by public servants either took the form of not delivering services or goal displacement by complying with rules and regulations instead of achieving governmental goals.

In an analysis by Sullivan, *et al.* (2006:389), two challenges can be associated with community leadership at local level. One of these is the fact that local government is sometimes outward instead of inward looking. It is clear from Sullivan *et al.*'s (2006) analysis that government tends to protect its own interests instead of promoting the well-being of communities. One could argue that government should do both, protect its interests and promote the social welfare of society. The second challenge identified by Sullivan *et al.* (2006:389) is that local government exercises sole control instead of partnering with others to improve service delivery in communities. However, centralisation of power can promote the charismatic ideology of leadership. Denhardt and Grubbs (2003:143) assert that a decentralised approach limits the abuse of power. Decentralisation promotes participative leadership in partnering with different stakeholders and promoting joint decision making on critical issues affecting communities. Participative leadership is therefore critical in promoting good governance at local government. There is a critical need for the South African public service to ensure that there is effective leadership to promote effective service delivery.

Hlope (2011: 24) agrees with Sullivan *et al.* (2006) as studies show that service delivery conflicts are a result of the following factors:

- Poor governance, which resulted in mismanagement of resources, finances and human capital. This means that communities were excluded from the council decisions that affected their livelihood.
- Administrative problems, which resulted from the amalgamation of local municipalities, left the municipalities unable to function because most managerial posts were vacant; agreements with union representatives concerning employee placements were not materialising; and a functional human resource system was absent.
• Individual political struggle resulted in political in-fighting. Communities lost faith in their political leadership, particularly local councillors.
• Poor communication and ineffective client interface. There were limited or no existent platforms to give the community feedback regarding the services. This meant that service delivery lacked transparency and accountability.
• Ineffective management, which resulted in poor management in three spheres; namely financial, technical and general management.

2.4 RELATIONSHIP BETWEEN CONFLICT AND GOVERNING STRUCTURES

Phago (2012:62) indicates that since governments are in existence to address society’s need for services, political parties are elected to office during elections in order to address such societal needs. He discusses a link between society and service delivery as an attempt to argue that all political activities, including electioneering should highlight a linkage between societal needs and services. He gives attention to the following aspects:

I. Society

The establishment of political structures in the form of political parties or community based organisations are examples of how societies can be organised to address their needs and challenges. The purpose of the popular formations within communities is not mainly to pressurise government to render services, but also to understand from the societal point of view their respective challenges. This shows that popular participation in influencing decisions and choices of government is an essential part of societal formations (such as Community Based Organisations and Non-Government Organisations). “The symbolic ‘societal contract’ serves in this instance as a facilitator of the community’s need for satisfaction by government.” This refers to the Constitution of the Republic of South Africa, Act 108 of 1996, which serves to represent the social contract between the government and its people (Phago, 2012:63).

II. Political Parties

According to Phago (2012:23) some of the major role players that have been accepted as representatives of the communities in democratic societies are elected
political representatives. This indicates that local government electoral legislation allows individuals to be elected to political offices of municipalities without being a member of a political party. He argues that “it is clear in South African local government elections that politicians are largely affiliated with political parties and often utilise political party tickets to get into office. The system is also assisted by the proportional representation (PR) system, which expects the electorate to vote for political parties which submit their internal lists of candidates to the Independent Electoral Commission (IEC) of South Africa. This clearly indicates that political parties have established themselves as formations within societies and are expected to facilitate the societies’ needs, especially once elected to government. The situation for Phago highlights the role of political parties in societies and questions whether their actions serve either to advance the welfare of the society by attending to the societal service delivery challenges or to benefit only the political parties and their elected representatives.

III. Government Institutions

Traditionally in South Africa, the majority of political parties form a government through legislative processes by ensuring that Parliament elects the President who is tasked to establish his/her cabinet or government (Constitution 1996:chapter 4 and 5). The establishment of a cabinet (government) with its own portfolios is a precursor to the formation of government departments. This process takes place in all spheres of government, including local government. Phago (2012:64) indicates that the realisation of government’s goals of service delivery depends much on the coordination of activities of politicians and public servants. He argues that the role of government institutions is key to service delivery progression since it is at this stage that government capacity is sourced, which will determine whether delivery of services are provided or not. It can be deduced that the Mayoral and Committee system, with portfolios and departments at local level resembles the similar arrangement at the national sphere.

IV. Service Realisation

Phago (2012) further questions whether election results are influenced by the service delivery promises made during elections. Government performance is poor
or does not effectively address the needs of the society; a different political party should be elected into government. The articulation that service delivery progression or the value chain (from societal needs to service realisation) involves a chain of support to address the needs of the society is relevant for both the government and opposition parties during times of elections. The demands of service delivery progression include holding political parties or independent candidates to account by developing or strengthening accountability systems (Phago, 2012:64).

Du Toit et al (2002:64) share the same views as Phago that the government is responsible for making laws, creating institutions that implement those laws and for providing services or products that these laws prescribe. Service delivery in this context implies services that are delivered by government. These can either be collective or specific services. As communities became more sophisticated, so did their need for better services. Collective services benefit the whole community, whereas particular services intend to meet a specific need for individuals and households. The South African Constitution (1996) and Municipal Systems Act (2003) proclaim that local government is responsible for the provision of particular services to communities and this makes the ruling government accountable for poor service delivery.

Letsoalo and Molele (2011:2) as cited by Tsheola (2012:173) quote a recent Cabinet memorandum which warns that poor service delivery posed a security risk for South Africa. Acknowledging that “over the past few years there has been an increase in the number of violent service delivery protests across the country,” the secret memorandum notes that “the no delivery and slow delivery of services poses a security risk” for South Africa. Some commentators argued that the protests were underwritten by African National Congress infighting and squabbles, including those involving tenders. Sosibo (2011) as cited by Tsheola (2012:173) agrees that the protests may have been undertones of fighting for access to resources, ANC list irregularities or struggles for access to jobs and tenders but all such protests were legitimately about lack of or poor service delivery to impoverished settlements which are evidently arenas of squalid, unbearable living conditions. Tsheola indicates that unfailingly the protests carried messages of dissatisfaction with water, housing, electricity, sanitation and other basic public services. The arguments
Tsheola puts is that the dehumanising living conditions of the informal settlements where there has been no water supply for years and where residents were still using self-maintained bucket-system toilets cannot be understated. After years of constitutional pronouncements of basic socio-economic needs as human rights, the violent protestations cannot be misunderstood and misread for political opportunism. The majority of protesters were still without a roof, adequate shelter or a toilet. New Brighton township is not unique to this situation and analysis either.

The violent protests could have been involved both internal ANC squabbles and legitimate struggles of the marginalised. De Klerk and Sosibo (2011:16) as cited by Tsheolo (2012) quote Alexander, saying “the service delivery rebellion is a protest against powerful institutions and individuals whose failings have intensified the suffering of the poor.” Whereas the violent protests may have been precipitated by political motives, the necessary cause should be the poor public service delivery.

Tsheola (2012:175) shows that it is not by default President Zuma (2011:3) pronounced that government seeks to fast-track service delivery because many people “are still waiting”. The Secretary-General of the ANC, Gwede Mantashe, acknowledges that violence occurred exclusively in informal settlements where some services have not been delivered. Tsheola points that this paradox points to the disjuncture in the relationship between the public and service delivery planning is partial because government treats the public as recipients of, rather than partners in, service delivery. He indicates further that government efforts to deliver public services are weakly perceived and poorly appreciated. The violent service delivery protests demonstrate that violence inevitably encroaches into a perfectly constitutionally provided performance of democratic rights, if the public feel a sense of apathy, frustration and anger towards the government’s leadership.

The importance and relevance of public leadership and the effective and ethical functioning of good governance institutions in the lives of citizens have been underscored by many individuals (Rotberg, 2003:123). The Minister of Public Service and Administration in South Africa, Mr Richard Baloyi, in his 2009 budget vote speech, also highlighted the crucial role of leadership in the public service in implementing the government’s service delivery agenda. Minister Baloyi focused specifically on the critical need for effective leadership and effective service delivery.
to consolidate the views of realising a developmental state responsive to the needs of society. The points highlighted show the critical importance of building effective administration, management and leadership capacity to drive the goals of government and meet the goals of ensuring a better life for all (McLennan and Seal, 2010:151). However, the challenges facing South Africa require a new way of thinking about leadership more generally, and leadership development, leadership approaches, models and strategies to ensure effective service delivery.

When defining leadership at community level, Sullivan et al. (2006:154) indicate that leadership involves providing economic and social infrastructure required by communities. This also involves engagement of various stakeholders such as non-government organisations (NGOs) and the government. These parties should work together towards improving local communities to sustain their local businesses.

According to Frederickson (2005:221), effective leaders require the following characteristics:

- A propensity for action and not being hindered in the morass of motives
- Not disqualifying themselves because of mixed motives
- Learning to trust competing motives and recognising the trade-offs involved
- Understanding that organisational effectiveness and personal success are usually compatible outcomes
- Avoiding rushing forward with the answer
- Regarding compromises as challenges to the imagination.

Approaches to leadership in the public service appear to be based on the premise that leadership is an interpersonal influence, and as a result, tend to focus primarily on the leader attributes and follower reactions (Marion, 2001:389). However, it can be argued that an integrated approach to leadership would be more appropriate for the South African public service. A combination of approaches in the context of local narratives and context for the South African public service would be critical in improving service delivery. A strategic leadership approach is multifaceted and multidimensional, with its own unique characteristics, diverse perspectives, approaches and strategies (Rowe, 2001:80). The approach caters for sensitivities of culture, gender and religion, and ethnic origin, socio-economic and political
differences. These divergent perspectives, approaches and sensitivities should be incorporated in such a way that the full potential of the South African public service can be optimally realised. A combination of leadership approaches is essential to improve service delivery.

In realising a developmental state in South Africa, Cronje and Willem (2010:233) argue that leaders should seek to influence networks and create atmospheres for partnerships, the formation of groups and collections of groups that permit innovative solutions to adaptive challenges. On a different note, Berkley and Rouse (2004:223) emphasised the fact that leaders get work done through people. The success of a leader depends on his or her working relations with the people. This poses a challenge in the South African public service because of the diverse groups in the country. Another crucial aspect to the leadership approach is leadership development in the South African public service. The Leadership Development Management Strategic Framework developed by the Department of Public Service and Administration in 2007 defined the policies and performance mandates for public service leadership and management.

The framework highlights the importance of leadership development to ensure that the objectives of the developmental state are achieved through “public leaders that demonstrate high ethical standards and shared values to perform well by doing the right things, at the right time, in the right way” (Fraser-Moleketi, 2007:112). It is also essential for managers to develop their skills for policy implementation to improve service delivery (Naidoo, 2010:332). They should be able to set direction by guiding and facilitating different strategies and approaches. In accordance with the new public administration model in South Africa, leaders need to move towards entrepreneurial government by emphasising performance and collaboration and commitment towards service delivery.

2.5 CONCLUSION

Despite the clear developmental agenda of the government, local authorities are still struggling to address the needs of their communities. Local government needs to position itself strategically in order to achieve the policy mandates.
Conflict is perceived to be the result of various factors; namely politics, inaccessible resources and differing ideologies and these are factors that are difficult to influence. However service delivery is within reach and investing more in it can reap positive rewards. Service delivery remains a central, real and symbolic part of actualisation of a meaningful life in poor urban areas (Nleya, 2011:11). Improved services are linked to increasing the dignity of an urban poor systematically denied legitimate space and decent living conditions under apartheid. Factors such as a general sense of improvement in the quality of life of the urban poor and effective channels of representation in forms of local governance are as important as the lack of services themselves.

Local government, being the sphere of government closest to the people is faced with numerous challenges in their quest to provide essential services to local communities. However the dissatisfaction expressed by local communities questions the ability of local government in South Africa to effectively and efficiently provide for essential services. Roux and Nyamukachi (2005:703) indicate that if the inadequacy of local government to fulfil its mandate within the constitutional and legislative framework does not receive serious attention in the short to medium term, it could detrimentally affect the long-term stability of the eighteen year old South African democracy. Roux and Nyamukachi give as reasons that unfortunately a large number of municipalities, despite the organisational challenges that they have to deal with, are faced with financial and infrastructural problems as well as inadequate expertise and management capacity, which exacerbate the problem of existing service delivery backlogs.

Local councillors have a critical responsibility of addressing community complaints regarding delay or lack of service delivery. The various strategies by national government to improve the co-ordination of local service delivery such as Project Consolidate and Turn-Around Strategy need to be sustained at local level because it is where the greatest challenge is.

Project Consolidate aimed at “finding innovative ways to optimise the impact of the local government system, to improve and strengthen the co-ordinated actions of national, provincial and local government in key areas of delivery together with key partners” (COGTA 2010). The Turn-Around Strategy which was introduced by the
late Minister of Co-operative Governance and Traditional Affairs, Mr Sicelo Shiceka, aims to improve service delivery and reduce service delivery protest. COGTA strives to improve the capacity of local government.

Unquestionably, service provision is one challenge that requires creative and innovative solutions and strategies. Municipalities constantly need to review and restructure their institutions in search for more effective ways of achieving goals and meeting service delivery needs of the communities they serve.

It is only when the causes of the conflict in the New Brighton Township are understood that effective strategies can be employed to resolve or transform the conflict. Chapter 3 will introduce theories on how to understand local government in South Africa as well as the Public Protector’s role in reducing conflict.
CHAPTER THREE

3. UNDERSTANDING LOCAL GOVERNMENT / MUNICIPALITIES IN SOUTH AFRICA AND PUBLIC PROTECTOR’S ROLE IN RELATION TO CONFLICT

3.1 INTRODUCTION

Attention in this chapter will be devoted to the development of formal structures and strategies for performance in service delivery. The chapter will also provide a clear explanation of the reasons for the existence of local authorities and municipalities including the Nelson Mandela Metropolitan Municipality. Furthermore, the chapter will also provide the legislative framework for the developmental local government and the role of section/ chapter nine (9) institutions, with particular focus on the Public Protector’s role in relation to conflict.

3.2 ORIGINS OF LOCAL GOVERNMENT AND MUNICIPALITIES

For the greatest part of his existence man was a nomad who remained in one place for as long as he could find natural shelter, food and water. Man, therefore, remained in one place to construct dwellings after he came to know how to produce food by cultivation and domesticate animals. In the final analysis, people became dependent upon goods and services provided by others after realising a need to devise a reliable arrangement for the service provision that was essential for closer settlements. The origins of local government and development of urban areas in South Africa was therefore only witnessed when the Dutch started a settlement at the Cape of Good Hope in 1652. Cape Town was the first urban area to be established in Southern Africa (Cloete, 1995:12).

According to Ismail et al (1997:36), South African local government and urban areas originated as a halfway base on the sea route between Europe and the Far East Countries, when the Dutch East India Company (DEIC) established a refreshment station at the Cape. This company’s entrepreneurial orientation had a profound impact on the system of governance at the Cape. During 1652 and 1795, the influences of both the Dutch and English respectively, have culminated in the development of a hybrid local government system in South Africa.
Bekker (1996:2) argues that during the post 1994 era, there should be an efficient and effective system of local government. In fact, most citizens living within the jurisdictional area of a municipality cannot imagine what it would be like without a local authority to which they can turn for the provision of essential public services. Since man began to cluster together to form communities, there has been a need to satisfy his collective needs. The ancient Greeks and Romans were some of the first civilisations to establish cities and what are today known as municipalities. This led to the formulation of South African towns and cities and today these towns are dispersed throughout South Africa.

According to Townsend (2000:5), the Nelson Mandela Metropolitan Municipality, formerly known as the Port Elizabeth Municipality, became the second city to be established after Cape Town. It came into being when the two separate groups of people co-operated, the San / Khoikhoi, the famous painters and the Nguni people bringing farming as a new way of life. These groups became assimilated into each other over time, after a far-reaching revolution in their political, economic and social systems, and the resulting people presently occupy most areas of the Province of the Eastern Cape.

Port Elizabeth became urbanised after the discovery by overseas settlers of Algoa Bay, a large inlet of the Indian Ocean in 1797. During the first two decades of the 19th Century, Algoa Bay became the destination for early British emigrants to South Africa. This contributed to the expansion of settlements. The wars between the Xhosa speaking peoples and the British settlers led to political hegemony, which translated into formal apartheid structures with regions such as the homelands of the former Transkei and Ciskei. Ten years later, Port Elizabeth became a municipality and after a railway to Kimberley was connected, became a City (Townsend, 2000:5).

Townsend (2000:6) further argues that it was at this stage that Port Elizabeth became South Africa’s busiest harbour and consumed sixty percent of all foreign trade, with wool taking a large share in exports exchange. In 1926, the motor industry became a major growth factor, demanding more land and labour and spilling over into adjoining areas. Currently, Port Elizabeth forms a large Metropolitan area with the neighbouring towns of Despatch and Uitenhage.
According to Townsend (2000:7), Port Elizabeth became the first South African city in 1993 with a fully democratic, non-racial city council and became the Nelson Mandela Metropolitan Municipality after the November 2000 local government elections.

3.3 REASONS FOR THE ESTABLISHMENT OF LOCAL GOVERNMENT / MUNICIPALITIES

The White Paper on Local Government, 1998, states that local government is the sphere of government that interacts with and is closest to communities. It is responsible for services and infrastructure to improve the well-being of the citizens. It must ensure growth and development of communities, enhance community participation and act accountably (White Paper on Local Government, 1998:6). The White Paper states that developmental local government must play a vital role in representing communities; protect human rights and meet basic needs. It must focus its efforts and resources on improving the quality of life of communities. The above shows that the government has a responsibility to fulfil this mandate to meet the expectations of the communities and prevent complaints and public demonstrations by unhappy communities such as New Brighton Township members.

The local government is the sphere of government that is closest to the people and, to a large measure, complements the activities of national government by performing functions that help fill the gaps in service delivery so as to increase citizen satisfaction with public services. Mkhonta (2007:2) suggests that the national government and individual citizens in every country want to experience strong, vibrant and dynamic local government institutions that are managed in a competent manner and which deliver the quality of public services that meet the needs of society. However, the picture that is emerging concerning local government in urban communities such as New Brighton, points to daunting problems. The national governments and local authorities are not coping well with the problems accompanying rapid urbanisation. The problems of urbanisation in Africa, with New Brighton Township as an example, are wide-ranging; they include high levels of urban poverty, violent crime, health and environmental hazards, and unacceptable living conditions typified by overcrowding in the slums.
Although most authors argue that the existence of local government is to govern and represent the local community within their jurisdiction, Hammond-Tooke (1977:3-4), in Nkayitshana (2003), provide a three-fold explanation for the existence of local government. The first concept is that local government exists to serve the needs of specific communities. This refers to social needs, health, safety, housing provision, transportation, business operations and provision of employment. The second concept is the local authority’s accountability to the citizens. Reference here can be made to the responsiveness and answerability of local councillors to their respective constituencies, especially in a democracy, where the electorate gives a mandate to their representatives to govern on their behalf.

Another concept is to provide the means to enable the local authority to achieve the first two major concepts. The organogram or the structure of a local council must at all times allow the council to plan and operate in a manner that will maintain close links with the community.

Hilliard (1995:49-53) explains specific reasons for the foundation, establishment and existence of local government / Municipalities:

3.3.1 To Provide Essential Services

One of the reasons why local government exists is to supply the inhabitants with those services which private enterprises are either unwilling or unable to provide. Many of these services provided by local authorities are not delivered on a cost-effective basis. This implies that certain services do not generate profit, such as the maintenance of beaches and recreational parks, but local councils are often obliged to provide them, even at a deficit (Hilliard, 1995:49).

3.3.2 To Cater for Communal, Uniform Needs and Expectations of Inhabitants

According to Hilliard (1995:50), as cited by Nkayitshana (2003) most local authorities can standardise the provision of communal needs (such as clean water, sanitation, garbage removal and electricity), by charging the consumer a fixed rate and using a metering device to calculate consumption. This system is currently in its implementation phase within the Nelson Mandela Metropolitan Municipality,
whereby pre-paid electricity and water devices are being installed in most areas in the metropole. This method is not only utilised to calculate consumption, but also used as a means to eliminate the non-payment of services.

3.3.3 To Satisfy the Unique Needs of Specific Urban Populations

Hilliard (1995:51) further indicate that although urban areas differ physically and demographically, local authorities are usually required to cater for the unique needs of such urban areas. For example, coastal cities will usually have needs that are different from those of inland towns or rural communities. Climatic conditions prevailing in inland areas may differ markedly from coastal areas. Because of these contrasting conditions, building regulations and municipal by-laws may differ substantially from one area to another. Coastal resorts, for instance, usually cater for the tourist trade, which can be perennial, while inland towns may not have seasonal tourist appeal.

3.3.4 Coping with Urbanisation Difficulties

In certain countries, including South Africa, rapid urbanisation has become a major source for concern. It is estimated that by the year 2010, sixty-nine percent of the black population will be urbanised. Local authorities will have to address the difficulties posed by unrestrained urbanisation because of the inability of the other spheres of government to handle issues peculiar to local government. There also appears to be a direct correlation between burgeoning urbanisation and the increasing complexity of local government affairs. Nelson Mandela Bay Municipality is not immune to this situation.

Urban areas usually comprise a cosmopolitan mix of many different types of people, all with varying needs and expectations, characterised by different backgrounds. To manage this challenge, local authorities need to devise coping mechanisms to reduce indiscriminate informal settlement and uncontrolled urbanisation. This role should not be seen as negative and punitive, but rather as a preventative measure to curb the outbreak of serious diseases and in-house fires (Hilliard, 1995:52, as cited in Nkayitshana, 2003).
3.3.5 Extending Democracy to Grassroots Levels

Accountability and democracy are inseparable concepts. At the local government sphere, communities elect their representatives to serve their interests. Should these representatives fail to deliver on their promises and the mandate given to them by these communities, they could lose their positions in the next elections. This is often one of the reasons why local government is termed “home rule”.

Grassroots democracy also ensures that there is a large degree of local autonomy and serves as a suitable training ground to empower ordinary people with political aspirations, which they may otherwise never have gained. Because of the distance between citizens and the higher spheres of government, local government serves the role of bringing government and administration closer to the man in the street. This also serves as a suitable training ground to empower ordinary people with political, negotiating and interpersonal skills (Hilliard, 1995:52).

3.3.6 Ensuring Responsiveness and Accountability

Hilliard (1995:53) as quoted by Nkayitshana (2003), made reference to the gap between communities and the national sphere of government, which necessitated the establishment of the new system of local government, to ensure that all municipalities including the Nelson Mandela Metropolitan Municipality, respond quickly to the electorate and their needs. It is essential for local authorities to keep abreast of the actual needs of local inhabitants so that they do not govern by surmise, but rather base their governing functions on day-to-day realities. That is why local authorities often strive to maintain cordial relations with and be accessible to their respective communities, so as not to become unsympathetic towards local needs.

A call by the NMMM for the public and community at large to attend all meetings and gatherings promotes the idea of accountability and responsiveness. According to Ntshona (2002:1), the NMMM has engaged itself in the process of accountability by involving the local community and publishing all its programmes in a newly launched bulletin known as the NMMM bulletin.
3.3.7 To Apportion Financial Costs on a User-related Bases

Hilliard (1995:53) argues that when citizens pay income tax, the money is deposited into a central revenue fund. Thereafter, the taxpayer has no control over how the money is spent. There is no quid pro quo relationship between taxes paid and benefits received. In fact, it could happen that the person who pays the most taxes receives the least social welfare benefits. However, at local government level, the situation is somewhat different. In local government the municipality is required to be as financially self-sufficient as possible and to raise its own revenue. Therefore, the inhabitant pays for:

- Units of electricity used.
- Water consumed and sewerage costs.
- Property taxes.

Alternatively, if the consumers are dissatisfied with a municipal service, they may approach the local authority directly through ward committees. They can pursue the matter until they are satisfied that they are receiving the best services for their money (Hilliard, 1995:53).

3.3.8 Enhancing Control at the Local Sphere

Local authorities’ close proximity to communities ensures that citizens can approach the local authority and do not feel discouraged as could be the case if they were to seek assistance from the plethora of central and provincial government institutions. This local control brings about various control approaches including ousting the ruling party (council) in the next elections, especially if they do not deliver as the electorate expected.

The need for metropolitan municipal government and administration is further explained by Craythorne (1997:72). The following are some of the reasons that favour the existence of local government / municipalities and administration:

- Firstly, in a free and democratic society people should, through democratically elected representatives, be able to exercise the maximum choice about the way their local or civic affairs are managed.
• Secondly, the abolition of democratically elected local authorities would narrow the threshold as the elected local authorities prior to the 1994 era in South Africa resulted in a totalitarian experiment.

• Thirdly, since local communities differ in size, distribution, wealth, culture and religion, their needs and expectations will differ, but in a country like South Africa with centrally provided local services, there will be a strong tendency towards uniformity, thus denying local needs.

• The fourth aspect refers to the issue of solving the problem that service provision tends to be slow and rigid because bureaucracy affects decision-making in a centralised system of governance, as innovation and flexibility become excluded. For example an official or councillor in a bureaucratic system can run away from being responsible.

• The fifth aspect assumes that without local government public accountability will disappear, citizens will become apathetic and a general lack of interest in local matters will set in. Politicians could become unanswerable to the citizens.

• Lastly, as a general rule, people tend to value what they have worked for and created. This human need is met only when there is a democratic local self-government. In other words, in a small and closer local self-government, better results in terms of service delivery and accountability may be achieved (Craythorne, 1997:73).

3.4 RELATIONSHIP BETWEEN MUNICIPALITIES AND CITIZENS

The first democratic elections that involved all population groups have paved the way to consolidate the process of amalgamating former racially segregated local authorities into a nominated transitional council. That was one of the requirements to bring government closer to people, as an elected local government ensures the embodiment of real representation. In other words, the process of local governance ensures accessibility, accountability and responsiveness, and in itself represents closeness to the public.
There are a variety of ways to foster and develop interaction between public representation and the citizens. The process ranges from public meetings, political structures, to formal and informal non-political associations. An observant citizenry, who subscribe to and promote the idea of close contact with the role players, should provide South Africa with the best opportunity to achieve a participatory democracy (Van Themaat, 1996:10).

According to Nkayitshana (2003:35) in Bekker (1996), all municipalities consist of a representative body that is elected by the people themselves, known as the Council. This means that democracy in local government entails the following elements:

- An elected representative accompanied by a universal right of appeal against administrative and political decisions and actions.
- A universal right to submit requests, complaints and suggestions to governing and administrative bodies.
- The right of citizens to expect some form of employment.
- An awareness and acceptance of the fact that the right to appeal, complain and suggest must be subjected to proper consideration and arbitration with respect to the common wheel and the availability of resources.

The above-mentioned elements presuppose some form of citizen involvement at the local government sphere. This also leads to the conclusion that there is no government system that can claim the designation “democracy” in which citizen participation is non-existent. Indeed one of the most important reasons for citizen participation is to advance and strengthen the democratic system. Bekker, (1996:75-76) in Nkayitshana (2003) further states that the involvement of citizen participation in local activities reduces psychological suffering and overcomes the apathy of ordinary citizens. On the other hand, this participation increases the citizens’ ability and competence to influence government in its planning and decision-making. The establishment of ward committees in the Nelson Mandela
Metropolitan Municipality provides a clear direction of what citizen participation entails (Bekker, 1996:75).

3.5 SIGNIFICANCE OF THE LOCAL GOVERNMENT

Mkhonta (2007:38) further argues that local government, throughout most of the world, is increasing in terms of importance. There is a strong view today that local government is such an important part of the government system and, therefore, of society in general, that it cannot be ignored by anyone concerned with. Reddy (1999) agrees with Mkhonta that in the Western world, local government is more important today than it was at the end of World War 2. He further states that in Africa it is more important now than it was at Independence. Therefore, its significance in government is evident. Local government is vital in the quest for stable and effective government.

The foregoing arguments are further emphasised by Cloete and Thornhill (2005:21-28) whose account of the system of co-operative government in the Republic of South Africa indicates that local government is essential because of the role it plays in the governmental system. The government in South Africa is constituted as national, provincial and local spheres of government which are distinctive, interdependent, and interrelated. Each of the spheres plays significant roles that are prescribed to it by the Constitution and legislation. Local government, as the third sphere (consisting of municipalities established for the whole country) must govern, on its own initiative, the local affairs of its community, subject to the provisions of the Constitution as well as the relevant national and provincial legislation.

Cloete and Thornhill (2005) further state that local government institutions must strive, within their financial and administrative capacity to realise specific objectives, which are to: provide democratic and accountable government for local communities; ensure the provision of services to communities in a sustainable manner; promote social and economic development; promote a safe and healthy environment; and encourage the involvement of communities and community organisations in matters of local government: In this way, local government provides citizens with more opportunities to make government and administration useful, particularly in the local sphere and give effect to the theories of democracy as well as their practical application of uplifting the communities.
Developmental local government is defined as ‘local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives’ (White Paper on Local Government, 1998:23). Developmental local government aims to provide vision and leadership for all those who have a role to play in community prosperity. One of the most important methods for achieving coordination and integration of agencies which contribute to development is the Integrated Development Plan (IDP). The IDPs provide plans for local municipalities to facilitate co-ordinated, integrated delivery. Service delivery funding applications must be supported by demonstrated demand in the framework of an approved IDP. Municipalities are required to assess the outcomes which developmental local government seeks to achieve through IDP (White Paper on Local Government, 1998).

In terms of the Local Government: Municipal Systems Act 32 of 2000, municipalities must review their IDPs annually. Section 34 of the Local Government: Municipal Systems Act 32 of 2000 states that a municipal council must review its IDP annually in accordance with an assessment of its performance measurement. Poor performing municipalities are at the risk of being investigated by the office by the Public Protector on receiving complaints from the public.

Local government exhibits a number of distinctive characteristics. The following are some of the characteristics of local government that are common for most countries (Reddy, 1999:9-10):

1) Locality – Local government should be a local body that is constitutionally separate from central government and responsible for a range of significant services. Local government is identified with and has jurisdiction over a defined geographical area. The boundaries of each local government are defined precisely through a process of demarcation. Through demarcation, it is possible to draw lines separating one local authority from another and also delineate areas that fall inside a council’s jurisdiction.

2) Legal personality– A local government system owes its existence to some form of statute. An Act defines the powers and responsibilities of local government and spells out how it shall relate to the other spheres of government; for
example in a system of co-operative governance. As a legal entity, a local government can sue and be sued in its own name.

3) Governmental power—Local government has the authority to carry out formal governmental functions, implement binding by-laws, levy local taxes, charge rates and engage in commercial ventures to raise income. Local government is empowered to make binding decisions and policy choices within a legally stipulated framework, to allocate resources and provide services other than those of the central government.

4) Autonomy—Local councils are political institutions, and as such expect to have some autonomous decision making authority rather than to function as local out-stations of national government; and where local institutions have such autonomy they will wish to express it by responding to nationally created expectations in what they consider to be a locally determined way. They should have their own budget and accounts along with substantial authority to raise their own revenue. They should employ their own competent staff who they can hire, fire, and promote. Central government administrators should serve purely as external advisors and inspectors and have no role within the local authority.

5) Representation and participation—In a democratic system, those whose responsibility is to make decisions and direct the affairs of a local government are either elected or appointed from the community it serves. A local resident are accorded an opportunity to participate in local government affairs probably much more than is the case with national government affairs. A majority elected council, operating on party lines, should decide policy and determine internal procedures.

6) Accountability—Local government is involved in a triangular relationship with the central government and the local citizenry. Those responsible for directing its affairs are accountable for their actions or inaction. Central government officials often do intervene in the affairs of local government because local government is funded, to a greater or lesser extent, by central government. The instinct to intervene on local issues is particularly strong where a particular local government body receives the bulk of its income from the national government.
However, in a democratic system, which advocates the principle of autonomy, it is generally held that local government is accountable to the local citizenry rather than the national government.

The democratisation process argues Reddy (1999:21-24), will turn out to be irrelevant to the majority of people without constructing a democratic tradition at the local level, because the new elite in Africa are likely to be self-serving and unresponsive to popular needs and aspirations. The view is gaining currency that strong institutions of governance at the local level are required not only because of the need to improve the livelihoods of local communities, but also because effective local government is a necessary condition for strong and viable institutions of governance to emerge at the national level. According to the above view, real democracy has to begin at the local level. It could be said that local government is of vital importance for promoting democracy and development in the African context and poor performance by municipalities, such as Nelson Mandela Metropolitan Municipality, can be seen as undermining the process and are at the risk of being investigated by the office of the Public Protector.

3.6 PUBLIC PROTECTOR

The Public Protector, according to Baqwa (1997:1), is an official who is independent of government and any political party. He/she is appointed by Parliament in terms of the Constitution and receives complaints from aggrieved persons against government, government departments, government agencies and government officials. He/she has powers to investigate matters referred to him/her, recommend corrective action and issue reports to Parliament.

The office of the Public Protector is established under Chapter 9 of the Constitution of the Republic of South Africa, 1996. The operational requirements of the office are provided for under the Public Protector Act, 1994 (Act No 23 of 1994). The Public Protector is appointed by the President subsequent to the approval by Parliament of candidates nominated by a joint committee of the Houses of Parliament.

According to Baqwa (1997:1) the Office of the Public Protector was established on 1 October 1995. Previously, the office was known as the office of the Ombudsman...
which was established on 22 November 1991. The latter office evolved from the Office of the Advocate-General, which was established on 18 July 1979.

3.6.1 Functions of the Public Protector

The place of the Public Protector in our democracy is defined by section 181(1) and (2) of the Constitution, which outlines the mandate and powers of this office. Section 182(1) of the Constitution empowers the Public Protector to investigate any conduct in state affairs, or in the public administration in any sphere of government, that is alleged or suspected to be improper. The Constitution further provides that the Public Protector shall be a South African citizen who is a fit and proper person to hold such office, and who –

1) Is a judge of the Supreme Court of South Africa; or
2) Is qualified to be admitted as an advocate and has, for a cumulative period of at least 10 years after having so qualified, practised as an advocate or attorney, or lectured in law at a university; and
3) Has specialised knowledge of or experience for a period of at least 10 years in the administration of justice, public administration or public finance.

The Public Protector is empowered in terms of Chapter 9 of the Constitution of the Republic of South Africa, 1996 and the Public Protector Act, 1994 (Act No 23 of 1994), to investigate issues on his or her own initiative or on receipt of a complaint or against any person performing a public function or against public entities and any institutions in which the State is a majority or controlling shareholder. Any person or institution may complain to the Public Protector to investigate maladministration; abuse or unjustifiable exercise of power or unfair, capricious, discourteous or other improper conduct; improper or unlawful enrichment or receipt of any improper advantage, or promise of such enrichment or advantage; any improper or dishonest act, or omission or corruption, with respect to public money and any omission which results in unlawful or improper prejudice.

Section 182(5) of the Constitution contains an important condition regarding the report of the Public Protector on investigating of any person performing a public function; tantamount to democratic government, that is, the report must be open to
the public unless exceptional circumstances require the report to be kept secret. The powers and functions of the Public Protector are expounded in section 6(4) of the Public Protector Act, 23 of 1994 by determining that the Public Protector is competent to investigate on his/her own initiative or on receipt of a complaint any alleged maladministration in connection with the affairs of government at any level.

3.6.2 Mission of the Office of the Public Protector

Madonsela (2011:8) states that when formal apartheid ended in 1994, the newly elected democratic government undertook to redress past inequalities, inequities, injustices and oppression, amid high hopes and expectations from the public about the tangible benefits democracy would bring. A constitutional order, based on the rule of law and the principle of the separation of powers and functions in the state and in government, with a human rights orientation, plays a central role in South Africa’s democracy. Madonsela further states that recognising that the task of ensuring adherence to the Constitution and good governance could not be guaranteed by the traditional institutions alone. The Constitution created a multiplicity of institutions to protect and promote the rights of specific constituencies in South Africa, each of them with a specific mandate, including the Commission for the Promotion and Protection of Cultural, Religious and Linguistic Communities as well as the Public Protector. Former President, Nelson Mandela accurately placed these institutions at the same level as the Constitutional Court as additional measures to guaranteed democracy, human rights and the rule of law.

Bauer (2002:172) states that the objectives of the office of the Public Protector are as follows:

1) To educate and inform the public of the existence of the service which it offers
2) Facilitate access to the office by the different sectors of the community
3) Seek equitable remedies for those affected and defective administration
4) Identify systemic deficiencies in the administration and to assist in the identification of solutions, and
5) Provide advice to government on matters relating to administrative actions and practices.
Bauer (2002) further argues that the mission of the Office of the Public Protector is accordingly, not only to receive complaints, investigate and recommend corrective action, but also to improve public administration and enhance fairness in the provision of government services. The values guiding the Public Protector in the accomplishment of these objectives are impartiality, efficiency, accessibility, professionalism, accountability and confidentiality (Public Protector Report No. 10:6). The Office of the Public Protector receives complaints that deal with various subjects across the broad spectrum of public administration. These include complaints on matters of municipal substructures.

The Public Protector strives to make constitutional democracy and the fulfilment of human rights a reality to South Africans from all levels through serving as a catalyst for change in pursuit of good governance, which includes administrative justice and good administration. Madonsela (2011:9) states that good governance presupposes that those governing do so in compliance with the Constitution and other regulatory provisions, remain true to their mandate and are accountable to the mandate givers. Maladministration is the opposite of good governance and ethics and integrity are core elements of good governance. The Public Protector has a reactive and a proactive mandate regarding ensuring that state affairs are conducted with integrity and general good governance: “corruption and maladministration are inconsistent with the law and the fundamental values of our Constitution. They undermine the constitutional commitment to human dignity, the achievement of equality and the advancement of human rights and freedoms. If allowed to go unchecked and unpunished they will pose a serious threat to our democratic state.”

The Public Protector has an important role in investigating allegations of poor service delivery by Nelson Mandela Municipality to some residents of New Brighton Township. The Public Protector’s remedial action is that the managers of the municipality and councillors take steps to fast track the planning and implementation of services such as water and sanitation projects and should ensure that these services are prioritised.

Bauer’s (2002:176) view is that many of the complaints that reach the Office of the Public Protector are as a result of a breakdown in communication between the public bodies and their communities. However it should be stressed that many of
these complaints could and should have been settled swiftly at an earlier stage by the public bodies themselves. The Office of the Public Protector is not the only body in which the public should have confidence – the public should have confidence in the entire public administration. To ensure that such a confidence is developed, a mechanism needs to be developed, that is, the establishment in each and every Department or government agency, of an Internal Complaints System. An appropriate and well-organised internal complaints system will supply the essential feedback from the public and will benefit the relevant government body in the following ways:

1) Encourage a positive attitude towards the administrative system
2) Indicate where problems exist in the provision of services
3) Highlight shortcoming in the administrative system and areas which might need improvement
4) Help the institution to avoid unfavourable publicity
5) Serve as a quick and efficient means of resolving challenges and difficulties when they arise
6) Provide a means through which the public can determine how well an institution is doing in its efforts to provide an improved quality service
7) Give them the assurance that their complaints are being taken seriously and that they are being treated properly, fairly and impartially, and
8) Promote a sense of empowerment in the individual by enabling him/her to have a role in contributing to improvements in the public service (Public Protector Report No.10: 6-7).

According to Advocate Baqwa in the (Public Protector Report No 10:10), “the ultimate aim is for public administration to be not only transparent, accountable and user friendly but for the citizens to realise that we do have a government for the people, of the people, and by the people.”

3.7 CONCLUSION

Complaints of maladministration and human rights questions that arise daily are of great consequence to many South Africans. Madonsela states that the quality of life and enjoyment of citizenship can hinge quite directly on how effectively these
questions are resolved. Furthermore people know and appreciate they have a protected right to complain against public institutions.

A modern Ombudsman institution such as the Public Protector has an added responsibility to constantly and continuously strive to contribute to the transformation of government, in terms of its accountability and sensitivity to individual rights and administrative justice. Yet the significance and effectiveness of this transformation does not lie in legal and academic discussions, but in the difference made to the lives of ordinary South Africans who experience the adverse consequences of a government agency’s mistake or poor administrative practice on a daily basis.

Madonsela (2011:13) states that her role is to give justice where there were administrative injustices, identifying systemic deficiencies, exacting accountability in the use of public power and control over state resources, and taking remedial action. The objective is that remedial action should bring the complainant as close as possible to where they would have been had the state acted properly, not only to provide the denied service. She further states that the key objective of the Public Protector’s Office is the mandate to support and strengthen constitutional democracy through mediating power between the state and the people and reconciling the state with its people. This is achieved through a two-pronged approach. The Public Protector’s office resolves each complaint promptly and ensures remedial action in deserving cases. Secondly, the office takes systemic measures to help the state to improve its systems so that it gets things right most of the time and recurrence is prevented. The office regards this as the key role in promoting good governance that is transparent to the people.

Transparency in a public body such as a municipal authority is a vital component of good governance. In a municipality, openness about policies and decisions makes it easier to hold the elected and appointed councillors to account for their actions. It makes it more likely that existing resources and capacity will be better utilised. It reduces the scope for inequalities in allocation of resources, which leaves sections of the community, such as the poor, inadequately provided for. It minimises the possibility that financial resources would be diverted from public use to private use. Greater access to information about the local government’s activities strengthens
the community’s ability to participate in the policy making process by making their voices heard. This increases the commitment and ownership which citizens feel (Mkhonta, 2007:242).

Mkhonta further states that the values of good governance require that local government institutions observe transparency in their day-to-day activities. Budget transparency is one of the most critical areas where transparency can promote better governance. Budget transparency is facilitated when citizens have a right to information about how budgets are spent. In this regard, transparency in governance is seen as a means of preventing community conflicts and corruption.

Good governance is highlighted as an important issue because it implies a focus on accountability for performance and results in local government. It directs attention to the need to provide public services to citizens in a competent and responsive manner that the communities expect.

In contrast to Mkhonta, Darke and Walker (1977:39) indicate that at regional level, or sub-regional level, there is no one democratically elected body which deals with the whole range (and integration) of public service policies and administration. Furthermore this has three consequences: a confusion in the minds of the public about who is responsible for what, where to go for information or to seek redress, or to influence local policies; frustration for the locally elected councillors who find themselves unable to effectively influence the methods by which many local problems are tackled because of the limited spheres of interest of the local authority (a similar frustration, too, for the public when they find that their councillors are powerless over quite a range of local issues); the near impossibility of creating an overall local (regional) strategy which integrates the highly inter-related activities of the various public services. This frequently results in conflicting policies, duplication of effort, waste of resources and a public disenchanted with local government because of its lack of power. The two authors argue that these results simply serve to underline the lack of any real move towards local democracy. Local democracy implies at the very least that in voting locally the layman is having an influence on all local matters. To say that there are consumer councils (by whatever name) to fulfil this role is no argument because their powers are limited, they are not integrated and, above all, they are not democratic.
Local democracy should imply a great deal more than just simply having the opportunity to vote at a local election. It involves having a well-informed public, well informed elected representatives and, indeed, well informed local authorities. It can be said that the local government system in the vast majority of local authorities has serious shortcomings on each of these three counts. Chapter 4 reveals the findings of the study done in New Brighton.

In a nutshell, the existence of municipalities is a constitutional / legal requirement for good governance, transparency and accountability for the well-fare of communities. Even resources utilisation for provision of services should bring about clear value chain between money spent and actual services. If the about aspect is not available / does not exist in a municipality, poor good governance and conflicts over service provision would prevail.
CHAPTER FOUR

4. ANALYSIS OF DATA, DISCUSSIONS AND STRATEGIES TO ELIMINATE CONFLICTS

4.1 INTRODUCTION

This chapter presents the research findings. The findings are presented both in graphic form and frequency tables for the test items in the questionnaire. The chapter is categorised into three sections; namely, the responses from the questionnaire, the individual interviews and strategies to eliminate conflicts.

Each test item was interpreted and the findings will be analysed and discussed for each test item. It is important that the researcher justifies, supports and contradicts the findings, when necessary, by linking the primary findings to the secondary findings. Illustrations and discussions of research findings are arranged under the relevant graphs.
4.2 ANALYSIS OF RESULTS

The next six sections outline the biographical findings.

4.2.1 The gender distribution of the targeted community in the New Brighton Township.

Figure 4.2.1

The gender percentage distribution of the targeted community in the New Brighton Township is as follows:

Females 57%; Males 43%.

It is inferred from the above that a female-dominated arena is prevalent and reveals that more females are affected by inadequate basic service delivery in this New Brighton targeted community.
4.2.2 Are you currently employed?

Figure 4.2.2: Employment in targeted community

The percentage distribution of employment is as follows:

A majority of 67% of respondents from the targeted New Brighton community are unemployed. Only 33% are employed.
4.2.3 Type of employment

Figure 4.2.3: Categories of employment

The majority of the employed respondents are on contract (68%); only 16% are permanent. The percentage of part-time workers is 11% and 5% for seasonal employment.
4.2.4 Age distribution of the community

The percentage distribution in ages of the targeted New Brighton community is as follows:

Ages 18-30 years (28%); 31-40 years (30%); 41-50 years (21%); 51-60 years (12%) and 61-70 years (9%). It can be deduced that the most affected by poor service delivery in the targeted community group are the young adults and the youth because of unemployment.
4.2.5 Highest education qualification

The percentage distribution of education qualifications of the targeted New Brighton community is as follows:

A majority of 68% of the respondents hold a primary education; 28% hold a matric and only 4% hold a tertiary education. It can be deduced that most respondents in this community stopped education at a very low level, which could explain the results in Figure 4.2.2, where 67% of respondents indicated they were unemployed.
4.2.6 Period in area

Figure 4.2.6

A larger group, 53% of this targeted New Brighton population, has stayed in the area for over a period of 16 years and this implies that the improvement of basic services by the municipality in this community since democracy is very slow, if happening at all. These respondents have resided in the area for more than 16 years; therefore their responses are valuable because they have direct or indirect experiences of basic service delivery problems.
4.3 RESULTS IN FREQUENCY TABLES

This section deals with the findings on service delivery in the targeted New Brighton community.

4.3.1 Where do you get water?

<table>
<thead>
<tr>
<th>Water availability</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-house</td>
<td>41.51</td>
</tr>
<tr>
<td>On the street</td>
<td>58.49</td>
</tr>
</tbody>
</table>

A majority of this New Brighton targeted community do not have on-tape municipal water. They still depend on a communal tap to get water. This is supported by Nleya (2011:5) in his argument that, whereas government statistics in ‘service delivery’ since 1994 are impressive and have been supplemented by a number of pro-poor policies, such as free basic water and free basic electricity, demographic changes have undermined the improvement in conditions of the poor. Rural-urban migration and declining family sizes have compounded the large services backlogs in poor areas across the country.

4.3.2 What toilet system do you have?

<table>
<thead>
<tr>
<th>Toilet availability</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bucket</td>
<td>60.4</td>
</tr>
<tr>
<td>Flush</td>
<td>39.62</td>
</tr>
</tbody>
</table>

A majority of this targeted population in New Brighton Township (60, 4%) use a bucket system for a toilet. This system can only be unhygienic for these community members, especially during hot conditions, and cannot be accepted as normal. This statement is supported by Tsheola (2012:173) in his argument that the dehumanising living conditions of the informal settlements, where there has been no water supply for years and where residents were still using self-maintained
bucket-system toilets, cannot be understated. After years of constitutional pronouncements of basic socio-economic needs as human rights, the violent protestations cannot be misunderstood and misread for political opportunism.

4.3.3 Are you satisfied with the level of accountability in your municipality/ward?

<table>
<thead>
<tr>
<th>Level of accountability</th>
<th>Percentage(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very dissatisfied</td>
<td>8.16</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>53.06</td>
</tr>
<tr>
<td>Neutral</td>
<td>14.29</td>
</tr>
<tr>
<td>Satisfied</td>
<td>24.49</td>
</tr>
</tbody>
</table>

A majority of 61.2% of this community are very dissatisfied, or dissatisfied with the level of accountability in the wards. The community members complain about not getting feedback on time from the ward councillors regarding their complaints about adequate basic services. According to this community, issues are discussed during public meetings but implementation is delayed or never happens. These findings are in line with Cronje and Willem (2010:153) who argue that many public service leaders do not work for the common good of the society. The lack of effective leadership and the implementation of appropriate strategies, plans and approaches manifest in the inability to provide the services that citizens expect from government. There is a lack of inclusive local government in South Africa. In this regard, Cronje and Willem argue that there is less accountability by leadership to constituents. Moreover, few efforts are made to engage citizens in meaningful consultation in order to address the service delivery problems or create realistic expectations of what is possible. Instead, matters drift along until communities explode in mob behaviour, out of sheer frustration.
4.3.4 How often does the municipality collect refuse?

<table>
<thead>
<tr>
<th>Refuse collection</th>
<th>Percentage(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than a week</td>
<td>9.43</td>
</tr>
<tr>
<td>Once a week</td>
<td>73.58</td>
</tr>
<tr>
<td>Twice a week</td>
<td>11.32</td>
</tr>
<tr>
<td>As and when the Council feels</td>
<td>5.66</td>
</tr>
</tbody>
</table>

The majority of the community, 73.6 % said that refuse collection is done once a week and this is not enough. The appearance of the targeted community in New Brighton is full of rubbish on the streets and this has become a health hazard to this community. The community blames the municipality of not sufficiently providing adequate, necessary tools for refuse collection. One can also say that the New Brighton community is responsible for the cleanliness of their township. Community members can take responsibility for their living environment by recycling their rubbish, which is one of poverty alleviation programmes. By doing this they will be assisting themselves and the government.

Mathekga and Buccus (2011:13) support the above by their argument that both the government and citizens must bear blame in the outcome of protests. On one hand, the government has not done enough to educate citizens about participatory government vis-a-vis corresponding structures that are in place to facilitate the process. Ward committees, elected to ensure that citizens participate in local government processes, have not been fully executed. On the other hand, citizens have adopted a “wait and see” attitude, expecting government to simply provide basic services without their input.

4.3.5 How important do you think it is, for municipal councillors and officials to educate the public about service delivery?
A majority of 42.31% of the targeted New Brighton community think that the councillors need to educate them about service delivery. This question was asked to establish if the community is familiar with the developmental processes of their local municipality. Most of the residents do not have full understanding of municipal systems and showed enthusiasm to learn regarding affairs of their township. The statement is supported by Mathekga and Buccus (2011:13), who argue that while the protests were often tied to immediate service delivery issues such as lack of water supplies, housing and electricity, it is arguable that citizens also wanted to express their dissatisfaction with government’s poor consultation and its fewer engagements with citizens at local government level. Some of the protests at local government level during the anti-apartheid movements emphasised the need for residents to secure control over the decision making process. Further, material concerns such as service delivery may offer the opportunity for citizens to raise broader concerns regarding how the system functions. While the survival of the local government system has much to do with service delivery, it also depends on how citizens perceive the system, particularly regarding possible participation and ownership of the system.

4.3.6 Does your municipal council actively encourage the involvement of individual and groups in municipal matters?

<table>
<thead>
<tr>
<th>Responses</th>
<th>Percentage(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>76.92</td>
</tr>
<tr>
<td>No</td>
<td>23.08</td>
</tr>
</tbody>
</table>
A large group, 76.92% of this targeted New Brighton community were of the opinion that their local municipality encourages them to be involved in municipal matters; therefore, one can say that this is a positive effort that the councillors of the township in the Nelson Mandela Metropolitan Municipality have achieved. The statement is supported by Madzivhandila (2012:371) who argues that public participation or the effectiveness of any development initiatives promotes the rights and duties of the community to self-govern. Local government should involve community members in decisions regarding identification of needs, prioritisation, implementation and evaluation of the various service delivery projects. This is demonstrated by IDP and budget public participation/consultation and engagement.

4.3.7 Interest/pressure groups to be involved in community development and service delivery in your ward?

<table>
<thead>
<tr>
<th>Responses</th>
<th>Percentage(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>75.00</td>
</tr>
<tr>
<td>No</td>
<td>25.00</td>
</tr>
</tbody>
</table>

Three quarters, 75.00% of the community believes that interest/pressure groups must be involved in community development and service delivery in the wards. The reason for this question was to establish if interest/pressure groups would have an influence on improving and fast tracking the provision of basic services in this township, as one of the strategies to eliminate service delivery complaints that normally result in conflicts. Most of the residents in this targeted community see the interest/pressure groups as people with power and a prominent voice because of their positions in the community. The community regards them as leaders in their community. This statement is in agreement with Rowe (2001:180) in his argument that an integrated approach to leadership would be more appropriate for the South African public service. A combination of approaches in the context of local narratives and context for the South African public service would be critical in improving service delivery. The approach caters for sensitivities of culture, gender and religion, and ethnic origin, socio-economic and political differences. These divergent perspectives, approaches and sensitivities should be incorporated in such
a way that the full potential of the South African public service can be optimally realised. A combination of leadership approaches is essential to improve service delivery.

4.3.8 To what extent are the current municipal structures and processes aligned to the needs and demands of the community?

<table>
<thead>
<tr>
<th>Responses</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all</td>
<td>52.82</td>
</tr>
<tr>
<td>Little extent</td>
<td>32.08</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>7.55</td>
</tr>
<tr>
<td>Large extent</td>
<td>7.55</td>
</tr>
</tbody>
</table>

A majority of 52.82% of this targeted New Brighton community feels the current municipal structures and processes are not aligned at all to the needs and demands of their community. This community complains about dirty streets with rubbish left out by contractors employed by the municipality to build and install pipes for water in the houses. The community also complains about delays caused by the municipality to attend to their problems regarding basic services. Hlope (2011:21) supports this assertion as he identifies the significance of councillors as mandated by the Municipal Systems Act of 2000, which includes, firstly, that councillors must facilitate local service delivery. Secondly, it is imperative that the councillors address service delivery problems when they surface, otherwise they will be target of community rage. Thirdly, councillors have the responsibility of interacting with their wards in relation to issues of development. Lastly, councillors should be able to communicate service delivery challenges and delays in order to curb the manifestation of community conflict into violent action.

4.3.9 The relationship between the municipality and civil society groups in the ward is good
<table>
<thead>
<tr>
<th>Responses</th>
<th>Percentage(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>6.00</td>
</tr>
<tr>
<td>Disagree</td>
<td>38.00</td>
</tr>
<tr>
<td>Neutral</td>
<td>36.00</td>
</tr>
<tr>
<td>Agree</td>
<td>20.00</td>
</tr>
</tbody>
</table>

According to this question 44% of the community strongly disagree or disagree with the statement that the relationship between the municipality and civil society groups in the ward is good. The reason for inclusion of this statement was to establish if there are any tensions between the community members and the ward councillors. This is a majority response to this issue and this shows that there are tensions between the community and the councillors. The members of this community complain about not getting feedback from their councillors on basic service delivery issues discussed in public meetings and nothing is implemented. To support this statement, Nemerroff (2005:10) argues that the March 2006 local government elections were the most widely contested elections in South Africa since the end of apartheid. During the run-up to the elections, the country experienced a wave of mass protests across townships and informal settlements, commonly referred to as “service delivery protests”. Footage of these protests was broadcast widely internationally on networks like British Broadcasting Corporation and Central News Networks. Beyond the question of service delivery, the protests echoed “dysfunctional relationship between citizens and government.”

4.3.10 If the municipality fails to deliver services and fails to account its usage of public resources, democracy loses its meaning to the majority of the people.
<table>
<thead>
<tr>
<th>Responses</th>
<th>Percentage(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>5.77</td>
</tr>
<tr>
<td>Disagree</td>
<td>19.23</td>
</tr>
<tr>
<td>Neutral</td>
<td>17.31</td>
</tr>
<tr>
<td>Agree</td>
<td>38.46</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>19.23</td>
</tr>
</tbody>
</table>

The majority, 57.7% of the New Brighton targeted community agrees or strongly agrees with the above statement and this should be worrying to the ANC as the ruling party. According to this community, the government has not fulfilled its mandate regarding the provision of adequate basic services. The provision of basic services such as flush toilets and municipal tap water must be prioritised by the government as it cannot be acceptable for people to live without these basic services. The Secretary-General of the ANC, Gwede Mantashe acknowledges that violence occurred exclusively in informal settlements where some services have not been delivered. Roux and Nyamukachi (2005:703) further argue that if the inadequacy of local government to fulfil its mandate within the constitutional and legislative framework does not receive serious attention in the short to medium term, it could detrimentally affect the long-term stability of the eighteen year old South African democracy.

4.4 INDIVIDUAL INTERVIEWS (SECTION B)

The questions for individual interviews were detailed in comparison to the questionnaire answered by community members. The questions were to ascertain individual officials’ responses concerning the problem statement; that is, the relationship between conflict and service delivery. The individual interviews were amongst two categories; namely the ward councillors and the interest/pressure group. The researcher interviewed four ward councillors and two interest/pressure group members.
The aim was to identify themes, if any, that are common, among the answers of the respondents. The individual interview questions and discussion of the responses follows:

4.4.1 Ward councillors

These were the responses received.

4.4.1.1 Question one: Do you think that the municipality has sufficiently provided the necessary tools in the community for refuse collection?

This question was to ascertain from ward councillors whether refuse collection in this targeted New Brighton community was one of the complaints that contributed to conflicts in the area.

The response to this question was ambivalent:

Two of the interviewed councillors gave a negative response, while the third gave a neutral response, because there was no clear provision for other litter to be collected in this community. The provision of refuse collection was for only domestic purposes. This resulted in illegal dumping by the community; however, a resolution has been passed recently by the standing committee of health and environment that the municipality will start to collect refuse weekly instead of fortnightly.

Fourth councillor gave an affirmative response as the municipality has sufficiently provided the necessary tools for refuse collection such as wheelly bins, workers and trucks to collect refuse. Secondly, according to the recently passed resolution, the municipality promised to educate the community on refuse collection projects as a means of alleviating poverty and taking care of their community. According to the recent Council Resolution of 2012 passed the municipality would cater for every form of litter in the community; however, these were just presented plans to the councillors and would have to wait for implementation by the municipality.

4.4.1.2 Question two: Do you think that service delivery complaints in the New Brighton Township area are associated with poor implementation of the Integrated Development Plan/Ward Based Plans?
The second question was to determine the causes of conflict in the targeted community and to ascertain from ward councillors if there was transparency regarding the developmental plans of the area. This is to determine if the community understands and is aware of the municipal systems.

According to one of the councillors, some complaints were politically motivated as some complaints emanate from nowhere. For example, community members would protest for jobs in their community area during municipality community projects where issues such as gender and geographical area needed to be considered. The communities sometimes complained about things that could not be addressed to their satisfaction. The municipality also needs to do a need analysis regarding provision of services for priority purposes.

Most of the responses were affirmative, as the challenge in this New Brighton targeted community was back yard shack dwellers who demanded houses from the municipality. According to the councillors projects such as houses are not within the competency of the municipality and this impacted negatively on the municipality as the crisis started with the municipality. The planning processes by the municipality administration compromises service delivery and this also puts pressure on the councillors. Projects take almost a year to be implemented and the next financial year starts without implementation. The problem is that the language regarding implementation of projects for the previous year changed in the next financial year. The relation between levels of government is affecting the councillors and needs to be improved.

The municipality needs to provide a true reflection of information to councillors not projected information regarding implementation of basic services as the councillors take blame for inadequate provision of basic services in their communities.

4.4.1.3 Question three: What should be done to improve municipal service delivery/provision in your township/ward in order to eliminate service delivery complaints?

The question was to get views and strategies to eliminate conflicts from the councillors as part of the ruling government’s responsibilities. The councillors were found to be the relevant people to ask this question because they work directly with the municipality; therefore, were in a position to identify some problems.
Councillors need to provide a true reflection of information to the communities and must be consistent with information. Also the municipality needs to fully utilise the budget available to render basic services to the communities’. One issue was improved planning by the municipality as this was most affecting the rendering of basic services.

4.4.1.4 Question four: How often do you/ward councillors give feedback to the community regarding developmental systems/projects in place to address community expectations?

The researcher asked this question to ascertain the relationship between the councillors and the community. From this question the researcher would be able to establish if there were any tensions between the two parties.

Normally the councillors are supposed to give feedback to the community every three months in the form of a general meeting but because of challenges they have been meeting every month.

Another challenge is that the communities want to see action and the councillors, most of the time, do not have implementation plans for the information they provide. The result is that the turn out to public meetings becomes very poor as the councillors presented the same information to the communities.

4.4.1.5 Question five: How do you liaise with the ward councillor regarding the rendering of services/complaints on service delivery related issues?

This question was directed to the interest/pressure groups to follow up on the previous response regarding relationships between the community and the councillors. According to the interest/pressure groups members of this targeted New Brighton community individually report problems of service delivery to the office of the councillor due to poor attendance of meetings or delayed meetings.

4.4.1.6 Question six: Do you believe that the right to essential services equals the right to life?

An affirmative response was given because the South African constitution states that the government has to provide basic services to the community. These services include; water, sanitation and roads.
One of the councillors also believed that people have the right to shelter and houses and development go together because too many people in one house, as this was the case in some houses, causing health hazard such as tuberculosis.

4.4.1.7 Question seven: Do you believe that Political structures/parties are to be blamed for the poor/lack of service delivery?

This question was asked to establish how the councillors viewed the mandate of the ruling government. According to the South African Constitution (1996), Section 152, local government has the responsibility of ensuring that basic services are provided in a sustainable manner.

The response to this question was ambivalent

An affirmative answer was given, because it is the people who vote for the ruling party to be in power therefore they blame the party for inadequate delivery of basic services. The ruling political party also had their own way of justifying reasons for not delivering services.

However, there was also a negative side, because politicians make policies and laws but the implementation is with the administration/officials; however, the ruling party should be in a position to put pressure regarding implementation of basic services. For example, Nelson Mandela Metropolitan Municipality does not have a permanent city manager to deal with service delivery issues and this has impacted badly on the provision of basic services in this municipality. The ruling party should be in a position to ensure that a permanent city manager is appointed for the Nelson Mandela Metropolitan Municipality.

4.4.1.8 Question eight: Do you believe that rate-payers association (business groupings) and faith based organisation should play a central role in improving service delivery?

The researcher asked this question to ascertain working relationships between the councillors and the business groupings as members of the community. This was also to establish if there were any contributions done by the business groupings regarding developmental systems of their community.
An affirmative answer was given. These are Civil Society Organisations and are expected to participate in assisting the government. Faith based people have a responsibility to educate the community in order to sustain their morality. The community needs to be educated and reminded of what is wrong and right.

4.4.1.9 Question nine: Do you think that ward councillors provide sufficient opportunity to community members in promoting transparent and participative governance?

The researcher asked this question to establish if the councillors were transparent enough to inform the members of this community about any forms of developmental systems such as tenders/cooperatives/partnerships by the municipality in order to uplift the community.

For the councillors to have good relations with the community, basic service delivery should be implemented. The councillors tried to be transparent enough to the communities but were not in a position to give credit to them because of the problems between the municipality and the councillors. General meetings were regarded as the way of sharing information with the community members.

4.4.1.10 Question ten: Do you think that community members can be partly blamed for the poor service delivery?

The last question was to ascertain the role played by this community, if any, in improving the rendering of basic services in their township. This was a follow up question to Mathekga and Buccus (2011:13) in their argument that Ward Committees, elected to ensure that citizens participate in local government processes, have not been executed. On the other hand, citizens have adopted a “wait and see” attitude, expecting government to simply provide basic services without their input.

Some services provided by the government are misused by the community. The New Brighton community of this targeted area can be partly blamed because in other wards the members throw rubbish on the streets and damage the municipal property in order to sell the material and the municipality is blamed for inadequate delivery of basic services. The community is supposed to maintain their municipal services and keep the standard.
4.4.2 Interest / Pressure Group

The interest/pressure group represented the New Brighton targeted community. According to the two interest/pressure group representatives the response to the first question, regarding refuse collection was negative because of dumping sites. The reason for this was because refuse collection was done in the early hours of the morning when other community members were not awake.

According to these respondents the complaints in this targeted New Brighton Community were as a result of inadequate basic services delivery. For example during public meetings the community voice their needs without feedback from the councillors. To eliminate complaints, the councillors needed to give the right information to the communities regarding provision of services.

The complaints were also as a result of impatience from the communities and the councillors needed to have consistent public meetings to inform the communities about developments regarding provision of basic services. Non-feedback by the councillors caused the communities to doubt the ruling government.

According to the these respondents the ruling political party was partly blamed for inadequate provision of basic services in this targeted New Brighton community as the focus was more on political in-fighting’s rather than developmental processes. For example, the communities complained about the rate of crime in their areas but there were no measures taken by the elected councillors to overcome the problem.

According to the two respondents the councillors were seen as not giving enough feedback to the communities. The communities had to go to the councillors offices regarding complaints in their area.

Members of this community also believed they could not be blamed for poor service delivery in their community as they relied on the elected councillors for guidance.

4.5 STRATEGIES TO ELIMINATE CONFLICT

Throughout the data collection process, the researcher had to be conscious of the aim of the research, which tried to analyse and link the causes of conflict in terms of failure to meet the basic human needs. It was therefore important to assess whether or not the respondents actually thought that the conflict existed.
Part of the empirical data of the investigation was analysed using the services of a qualified statistician from Nelson Mandela Metropolitan University. From the primary data collected through structured questionnaires and individual interviews all respondents agreed that service delivery problems do exist in New Brighton Township. The problems listed include lack of financial resources to implement service delivery plans and strategy, infrastructure backlogs and miscommunication between the municipality and the local councillors.

According to the researcher communication is vital; therefore; the Nelson Mandela Metropolitan Municipality, together with the local councillors needs to work on their relations with the community in order to have good working relations. This involves consultation and transparency from the municipality. The local councillors must be involved in the planning (through Ward Based Plan) of developmental projects and programmes by the municipality in order to be accountable to the communities. Transparency, accountability and responsiveness on projects and budget allocations will also eliminate conflict.

The ruling party is in the 18th year of democracy and the issue of backlog should be addressed vigorously. Basic services such as flush toilets and municipal tap water are a basic need and cannot be understated; therefore the municipality needs to prioritise these in their IDP and budget. This is a health hazard for this targeted New Brighton community and cannot be acceptable under any circumstances. Peleng (1999:114) explained that needs are at the core of social change and it is known that at the end of each conflict lies social change.

4.6 CONCLUSION

The discussion thus far has shown that the factors cited by the respondents did indeed trigger and sustain conflict in this targeted New Brighton community. The Constitution of South Africa (1996) states that local government has a critical role to play in ensuring community sustainability and livelihood. The lack of basic services such as flush toilets and infrastructure can be categorised as poor service delivery. The data did confirm that it was the services rendered by the ruling government that were at the core of the conflict.
In the final chapter, conclusions will be done and recommendations will be proposed with mitigating measures arising from the research, to assist local councillors and the municipality to overcome the problems and challenges in the near future and improve municipal service delivery.
CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The purpose of this chapter is to draw conclusions and recommendations from all the preceding chapters, including the literature study and the data analyses. The conclusions are followed by recommendations to improve the provision of basic services in the targeted New Brighton community. The researcher’s recommendations are not specifically linked to any particular problem. The aim of the study was to explore to what extent are service delivery protests in the targeted New Brighton Community linked to the implementation of Integrated Development Plan for the provision of basic services? The assumptions that supported the study were that the conflicts in New Brighton Township can be resolved by improving local service delivery coupled with transparent and participative governance. Furthermore, conflicts can be addressed by looking at moderating expectations of the communities during Local Government Election Campaigns. The assumption brought the issue of whether the ruling government can actually deliver basic services according to their manifesto.

In order to place basic service delivery within the context of the study, it was conceptualised according to the broad principles which are stated in the Constitution of South Africa (1996), section 152, which defined the role of local government as “to give priority to basic needs of the community, and to promote the social and economic development of the community.” In the case of this targeted New Brighton community, basic service delivery will therefore include the provision of municipal tap water; sanitation and infrastructure, meaning proper houses for this community.

According to the respondents, service delivery conflicts within the targeted New Brighton community were emanating from the inadequacy of basic service delivery/provision by the Nelson Mandela Metropolitan Municipality. The following are conclusions and recommendations from findings of the study regarding provision of basic services in this community.
5.2 CONCLUSION

The provision of basic services to communities is the main responsibility of South Africa’s municipalities. Chapter 7, Section 151(3) of the Constitution of the Republic of South Africa Act, 1996 stipulates the municipality’s rights to govern on its own initiative the local government affairs of the community subject to national and provincial legislation. In governance, the municipalities are required to perform the following functions in terms of Section 152 (1) of the Constitution of the Republic of South Africa Act 1996:

- To govern in a democratic manner;
- To ensure the provision of basic services;
- To promote social and economic development;
- To promote safety and healthy environment, and
- To encourage community participation in local government.

The Municipal Systems Act of 2000 requires the municipalities to adopt an Integrated Development Plan (IDP) as a service delivery strategy that must reflect the following:

- The municipal council’s vision for the long-term development of the municipality, and
- The council’s development strategies and objectives.

Nelson Mandela Metropolitan Municipality has been long experiencing serious problems in performing its constitutional functions. One of the findings is that the municipality does not have permanent Executive Directors and Municipal Manager and this has impacted badly on service delivery. The municipality has been without a permanent city manager for more than three years. This has resulted in an untenable situation as evidenced by the state of the targeted New Brighton Township. In the targeted part of the township, garbage litters the streets, the streets get flooded on rainy days due to poor drainage, some community members are still without municipal water and there are sanitation problems. The community of this targeted New Brighton community complain about the outsourcing of jobs to the contracting companies by the Nelson Mandela Municipality. According to the community respondents these contracting companies are not completing their work
as they leave some things unattended. This community feels the interest of these service providers is on business-profit making and not assisting in bettering the lives of the community. A further finding is that Nelson Mandela Metropolitan Municipality is faced with political infightings within the ruling government and this has also impacted badly on service delivery in this municipality. The focus in this municipality has shifted from improving the lives of the communities to protecting the power and positions of the ruling government. This chapter will provide findings according to the objectives that have been set out in chapter one.

The objectives of the study as set out in chapter one were to:

- To analyse the relationship between service delivery protests and the Integrated Development Plan for New Brighton Township.
- To analyse and link the causes of conflict in terms of failure to meet the basic human needs.
- Ascertain the perceptions of community members with regard to the role of service delivery in the escalation of conflict, and
- Propose recommendations for future interventions.

Research questions were formulated as follows:

- To what extent are service delivery protests in the New Brighton Township linked to the Integrated Development Plan?
- What causes service delivery protests in the New Brighton Township?
- How does the New Brighton community feel about the implementation of basic service delivery in their area?
- How often do New Brighton ward councillors give feedback to the community regarding developmental systems?

The responses from the respondents who first completed a questionnaire and individual interviews with the councillors and interest/business groupings, confirmed to an extent, that inadequate basic services within this targeted New Brighton community triggered community conflict. Basic services such as refuse collection, sanitation and infrastructure were at the root of the community conflicts. However, the researcher discovered that the complaints about basic services were different in each ward. In ward fourteen, the community members complained more about
refuse collection and in ward 15 the community members complained more about sanitation problems. Refuse collection was a huge problem for the ward 14 community members that a march which was a form of protest was organised against the Nelson Mandela Metropolitan Municipality and this was at the time the researcher was collecting data from this township. The community members of this ward complained about inadequate refuse collection and streets full of rubbish due to dumping by some members of the community. The researcher saw the problem of dumping rubbish in this township as something that the community members could resolve amongst themselves and thus it was not the full responsibility of the municipality. The municipality could take responsibility by educating this community by introducing poverty alleviation programmes such as recycling. Therefore, it can be concluded from the protest action that there were tensions between the municipality and members of this targeted New Brighton community.

Most conflict theories concern people fighting for scarce resources; people perceiving incompatible goals and miscommunication as the sources of conflict. Fast tracking the provision of basic services to this targeted New Brighton community was perceived as an important point in eliminating community conflicts as the primary data obtained from the respondents confirmed that this was the problem. In chapter 2 it is stated that developmental local government is a local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives (White Paper on Local Government, 1998:6). The White Paper on Local Government, 1998 outlines that local government is the sphere of government that interacts with and is closest to communities. It is responsible for services and infrastructure to improve the well-being of the citizens. The IDP is cited as one of the most important methods for achieving co-ordination and integration of agencies, which contributes to development. It is also stated that IDPs provide powerful plans for municipalities to enable them to facilitate integrated and coordinated delivery within their localities.

The concept of IDP was first introduced in 1996 as a form of strategic planning for local government throughout South Africa (Li, 2006:7). It is defined as one of key tools for empowering local government to cope with its development role and is the principal planning instrument that guides all planning and decision making in a
municipality. In an attempt to correct the service delivery method recognised by the White Paper on Transformation of Service Delivery (1997), it was suggested to local government, a local sphere of the government that is directly responsible for the governance of municipalities, to take into account the following proposals: identify the improvement gap in terms of services; set service standards; gear up for delivery; announce service standards and monitor delivery against standards, and publish results. It can also be deduced that information gap contributed a lot towards service delivery conflicts in the New Brighton Township.

The next section will discuss some recurring themes due to inadequate of basic services in the targeted New Brighton Township, follows.

5.3 RECURRING THEMES IN THE STUDY

The data had certain recurring themes, which will be summarised in this section. These themes are miscommunication, poor collection of refuse and poor governance.

5.3.1 Miscommunication

The researcher discovered that miscommunication was at the centre of escalating conflict in this targeted New Brighton community and this was in two forms. Firstly, it was miscommunication between the councillors and the community. The councillors were blamed of not giving feedback on developmental processes as a follow up to the community members on matters of basic services discussed during public meetings. Councillors are expected to hold public meetings every three months but due to slow municipal processes these meetings were not taking place. According to the councillors, they would not call public meetings without new developments from the municipality as the community members wanted implementation processes to take place. The result of these public meetings would be poor attendance by the community.

Secondly, it was miscommunication between the councillors and the municipality. Some councillors complained of not forming part of the planning processes of awareness and developmental programmes by the municipality that took place in the township/wards. This was a great concern as the two spheres of government
are expected to serve and fulfil the interest of the community by ensuring the provision of services.

The Constitution of South Africa (1996) Section 41(1) (h), promotes intergovernmental relations but this co-operation is not common in reality. Miscommunication creates polarisation in groups that are in conflict. Once the groups are polarised into “us” and “them”, it is easy for the parties to automatically assume and believe the worst about the other party. For example, the councillors could feel misguided by the municipality due to inaccurate information provided. The municipality has submitted planning strategies regarding provision of services to this targeted New Brighton community but implementation processes look different and this contributed to the conflict. This poor communication made the councillors lose confidence in the functioning of the municipality, and the communities to lose confidence in councillors.

The problem of miscommunication was also identified by Sullivan et al (2006:389) as he stated that local government in South Africa exercises sole control instead of partnering with others to improve service delivery in communities. Therefore, there is a critical need for the South African public service to ensure that there is participative leadership to promote good governance and effective leadership to promote effective service delivery in community areas.

5.3.2 Poor Collection of Refuse

The problem of refuse collection was identified by both the councillors and members of this community. The councillors felt that the municipality had not sufficiently provided equipment for the collection of refuse. According to the councillors the municipality did not make provision for other refuse collection such as gardening. The only provision available in this targeted New Brighton community for refuse collection was for domestic purposes and this resulted in the communities dumping rubbish in open spaces. Refuse collection was done every fortnight in this community and according to the councillors this was not enough.

The community of this targeted New Brighton community felt the councillors were responsible for the cleanliness of their community by ensuring that the municipality collects refuse timeously and employs people amongst their community to clean the
streets. This raised the issue of “they” (councillors) and “we” (community) in the study as the councillors were held responsible for the cleanliness of this targeted New Brighton community whilst the members of the community saw themselves as victims of being exposed to diseases due to an unhealthy environment. The situation highlights the complexities around the relationship between the government and citizens and, most importantly, the failure to satisfy some of the obligations that flow from such convolution. The community of this targeted New Brighton community regards this as poor governance.

5.3.3 Poor Governance

The study reveals that members of this targeted New Brighton community are dissatisfied with the provision of basic services by the municipality. This community views the contracting of service delivery jobs to contacting companies by the municipality as poor governance as these companies are only interested in making profits. Members of this targeted New Brighton community also complained about not getting feedback from public meetings and discussions regarding the implementation of services and this was a sign of poor governance.

To support this statement, Mathekga and Buccus (2011:13) argue that while the protests were often tied to immediate service delivery issues such as lack of water supplies, housing and electricity, it is arguable, that citizens also wanted to express their dissatisfaction with government’s poor consultation and its fewer engagements with citizens at local government level. This can also be attributed to political instability and absence of an accountability officer / Municipal Manager.

5.4 RECOMMENDATIONS

This section offers recommendations for overcoming the challenges and problems identified above for service delivery improvement. The recommendations are based on the empirical findings. The empirical findings of this study were collected via questionnaire from 53 respondents and six individual interviews from councillors and business/interests groups of the targeted New Brighton community.

5.4.1 Recommendations on challenges in the delivery of services in New Brighton Township
Unstable political and administrative environment in the leadership and management: Nelson Mandela Metropolitan Municipality should create an environment which will be able to manage and control internal conflicts so that the inhabitants that it serves will not be affected. This municipality needs to be equipped with the capacity to address community conflict, both latent and manifest, in an integrated manner. The municipality has a history of conflict and this cannot be ignored in future planning.

5.4.2 Community Participation in the Development of IDP

Community participation in the development of IDP is a requirement in terms of Section 16 (1) (a) (i) of the Local Government: Municipal Systems Act 32 of 2000. The researcher recommends that the municipality should conduct workshops to inform councillors about IDP and the importance of involving communities in its development through Ward Based Planning. The philosophy behind the introduction of the IDP in all municipalities in South Africa was to improve co-operation and co-ordination. The constraint with the IDP process is that most municipalities do not have the capacity to facilitate it timeously. In most cases, the IDP is a document for audit purposes but will not necessarily influence the delivery of service within the municipality.

5.4.3 Improvement of Community Interface Platform

One of the assumptions of the study is that conflict emanates due to the information gap between communities and political party leadership or local government management, especially when there is no explanation on whether a particular service will be provided or not during a particular financial year. This targeted New Brighton community needs many services in a short period of time. The municipality should create platforms for dialogue. The platforms can create opportunities for the community to exercise their rights and their responsibility for participative governance. This can ensure that community grievances are heard and addressed before they manifest as community conflicts.

5.4.4 What should be done to improve municipal service rendering in New Brighton Township in order to eliminate service delivery complaints?
The establishment and maintenance of Intergovernmental Relations Forums: the Framework Act of the forum (2005) promotes and encourages the establishment of intergovernmental forums in all three spheres of government. The forum is more critical at local government level, because it is the sphere of government that is closest to the people and is the level of government that has to answer to the community. According to the councillors, the local government is sometimes forced to account for services that are not their core responsibility. For example, the issue of houses in this targeted New Brighton community. Intergovernmental forums will serve as mechanisms to empower the municipalities with the knowledge of all programmes within their municipal jurisdiction. This can assist the councillors to answer to the community they serve and can assist the entire government system to account to the community at large.

5.4.5 The impact of Faith-based organizations (Churches), Non-Government Organization, Interest Groups (Rate Payers Association)

Faith-based organisations have a very important role in the community regarding issues of morality amongst the society. These organisations have an important role to play by educating the communities about the manner in which they should conduct themselves especially during public demonstrations and respect for their environment.

Interest Groups could have an influence in terms of fast tracking the rendering of services in their communities. These are also members of the community and are regarded as having influence due to their status and positions in the community. The communities respect these individuals and regard them as their voice.

5.5 RECOMMENDATIONS FOR FUTURE STUDY

The role of inadequacy of providing basic services in African communities emanating into community conflicts merges two academic fields of study, that is, conflict studies and public administration. Therefore, the researcher had to establish the link between service delivery inadequacy and conflict manifestation.

Community conflicts are because of lack of, or poor provision of basic services needs in the targeted New Brighton community and the ruling government needs to
prioritise these services. Therefore, it can be concluded that poor service delivery in this targeted community can trigger community conflict.

5.6 FINAL CONCLUSIONS

The recommendations are based on the empirical findings of the research. From the empirical findings the researcher had discovered that most of the challenges facing the targeted New Brighton community relate to inadequacy of basic services. Investigating the role of inadequate basic services in escalating community conflict merges two academic fields, namely conflict studies and public administration.

The study indicates that inadequate basic services can, indeed, trigger conflict in communities. The Nelson Mandela Metropolitan Municipality should prioritise the employment of a permanent Municipal Manager in order to develop a service delivery budget implementation plan which enables this Manager to be pro-active and take remedial steps in the event of poor performance. Problems such as sanitation and shortage of water in this targeted New Brighton community can be regarded as a violation of rights to human dignity and cannot be accepted.

Further, conflicts related to inadequate basic services are a problem to manage because, normally they are addressed only once they have manifested in destructive public actions. According to structural and human needs theories, if human needs are not met and structures are not modified to attend to the needs, conflict will evolve into violence. Therefore, the government should urgently consider addressing service delivery backlogs amongst communities as they impose a threat to the ruling government.

Finally, the study indicated that inadequate basic services have indeed triggered community conflict in the targeted New Brighton community.
REFERENCES


Holtzhansen, N. and Naidoo, G. July 2011. Effective Governance as an Approach to Promote Service Delivery by Local Government in South Africa: The Case for


Madonsela, T.N. 2011. The Role of the Public Protector in Protecting Human Rights and Deepening Democracy, Stellenbosch Faculty of Law.


Ref: H/12/ART/PGS-0028

31 AUGUST 2012

Mrs T Mtwazi

7 Kerstellhoof
Kerstell Street
PARSINS HILL
6001

Dear Mrs Mtwazi

AN INVESTIGATION INTO COMMUNITY CONFLICT OVER BASIC SERVICE DELIVERY IN NEW BRIGHTON, PORT ELIZABETH

Your above-entitled application for ethics approval served at the RTI Higher Degrees sub-committee of the Faculty of Arts Research, Technology and Innovation Committee.

We take pleasure in informing you that the application was approved by the Committee.

The Ethics clearance reference number is H/12/ART/PGS-0028, and is valid for three years, from 29 August 2012 – 29 August 2015. Please inform the RTI-HDC, via your supervisor, if any changes (particularly in the methodology) occur during this time. An annual affirmation to the effect that the protocols in use are still those for which approval was granted, will be required from you. You will be reminded timeously of this responsibility.

We wish you well with the project.

Yours sincerely

Mrs N Mngonyama

FACULTY ADMINISTRATOR

cc: Promoter/Supervisor
HoD
School Representative: Faculty RTI
AN INVESTIGATION OF COMMUNITY CONFLICT OVER BASIC SERVICE DELIVERY IN NEW BRIGHTON, PORT ELIZABETH

INTERVIEW QUESTIONS: WARD COUNCILLORS AND INTEREST/BUSINESS GROUPS

1. HOW TO RESPOND TO THE QUESTIONS

1.1 Your view/opinion will also be asked. In such cases please write the required information in the space provided.

SECTION D QUALITATIVE SECTION / INTERVIEW QUESTIONS

1. Do you think that the municipality has sufficiently provided the necessary tools in the community for refuse collection?

2. Do you think that service delivery complaints in the New Brighton Township areas are associated with the lack/poor implementation of the Integrated Development Plan/Ward Based Plans?

3. What should be done to improve municipal service rendering in your township/ward/area in order to eliminate service delivery complaints?

4. How often do you/ward councillors give feedback to the community regarding developmental systems/projects in place to address community expectations?

5. How do you liaise with the ward councillor/committee regarding the rendering of services/complaints on service delivery related issues?
6. Do you believe that the right to essential services equals the right to life? Give a reason for your answer

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7. Do you believe that Political structures / parties are to be blamed for the poor / lack of service delivery? Give reasons for your answer

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8. Do you think that rate-payers association (business groupings) and faith based organisation should play a central role in improving service delivery? Provide reasons for your answer.

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9. Do you think that your ward councillor does provide sufficient opportunity to community members in promoting transparent and participative governance? Provide reasons for your answer.

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10. Do you think that the community members can be partly blamed for the poor service delivery? Provide reasons for your answer

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THANK YOU FOR YOUR PARTICIPATION 

RESEARCHER: THEMBAKAZI MTWAZI
2. HOW TO COMPLETE THE QUESTIONNAIRE
1.1 Read the following carefully before filling in the details on the questionnaire.

1.2 Where applicable, the questions should be answered by circling the correct option alternatively putting a Yes or No.

1.4 In some instances, some questions will require the extent of agreement or disagreement on a five point scale with a given statement.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>

The following meaning is attached to the scale, namely:

1 = strongly disagree
2 = disagree
3 = neutral
4 = agree
5 = strongly agree

1.5 In some instances, some questions will require the extent of agreement or disagreement on a four row table with a given statement, and you may be required to motivate your answer in a space provided for such motivation.

<table>
<thead>
<tr>
<th>Role</th>
<th>No role</th>
<th>Minor role</th>
<th>Substantial role</th>
<th>Decisive role</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
SECTION A: INFORMATION ABOUT RESPONDENT

<table>
<thead>
<tr>
<th>Questions</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Gender</td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>1</td>
</tr>
<tr>
<td>Female</td>
<td>2</td>
</tr>
<tr>
<td>2. Age</td>
<td></td>
</tr>
<tr>
<td>18-30yrs</td>
<td>1</td>
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<tr>
<td>31-40yrs</td>
<td>2</td>
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<tr>
<td>41-50yrs</td>
<td>3</td>
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<td>51-60yrs</td>
<td>4</td>
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<tr>
<td>61-70yrs</td>
<td>5</td>
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<tr>
<td>3. Racial Group</td>
<td></td>
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<tr>
<td>African</td>
<td>1</td>
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<tr>
<td>Coloured</td>
<td>2</td>
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<tr>
<td>White</td>
<td>3</td>
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<tr>
<td>Other</td>
<td>4</td>
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<tr>
<td>4. Home Language</td>
<td></td>
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<tr>
<td>Xhosa</td>
<td>1</td>
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<tr>
<td>Afrikaans</td>
<td>2</td>
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<tr>
<td>English</td>
<td>3</td>
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<tr>
<td>Other</td>
<td>4</td>
</tr>
<tr>
<td>5. Are you currently employed?</td>
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<tr>
<td>Yes</td>
<td>1</td>
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<tr>
<td>No</td>
<td>2</td>
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<tr>
<td>6. If yes please indicate type of employment</td>
<td></td>
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<tr>
<td>Permanent</td>
<td>1</td>
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<tr>
<td>Contract</td>
<td>2</td>
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<tr>
<td>Part-time</td>
<td>3</td>
</tr>
<tr>
<td>Seasonal</td>
<td>4</td>
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<tr>
<td>7. What is your highest education qualification?</td>
<td></td>
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<tr>
<td>Primary</td>
<td>1</td>
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<tr>
<td>Matric</td>
<td>2</td>
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<tr>
<td>Tertiary Education</td>
<td>3</td>
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<tr>
<td>8. How long have you stayed in this area?</td>
<td></td>
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<tr>
<td>0-5yrs</td>
<td>1</td>
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<tr>
<td>6-10yrs</td>
<td>2</td>
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<tr>
<td>11-15yrs</td>
<td>3</td>
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<tr>
<td>16-20yrs</td>
<td>4</td>
</tr>
</tbody>
</table>
# SECTION B : SERVICE DELIVERY AND PUBLIC PARTICIPATION

<table>
<thead>
<tr>
<th>Questions</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Do you have access to clean water?</td>
<td>Yes 1</td>
</tr>
<tr>
<td></td>
<td>No 2</td>
</tr>
<tr>
<td>2. Where do you get water?</td>
<td>In-house 1</td>
</tr>
<tr>
<td></td>
<td>On the street 2</td>
</tr>
<tr>
<td>3. Approximately how many times a month do you not have water?</td>
<td></td>
</tr>
<tr>
<td>4. What toilet system do you have?</td>
<td>Bucket 1</td>
</tr>
<tr>
<td></td>
<td>Flush 2</td>
</tr>
<tr>
<td>5. How satisfied are you with the system?</td>
<td>Very dissatisfied 1</td>
</tr>
<tr>
<td></td>
<td>Dissatisfied 2</td>
</tr>
<tr>
<td></td>
<td>Neutral 3</td>
</tr>
<tr>
<td></td>
<td>Satisfied 4</td>
</tr>
<tr>
<td></td>
<td>Very satisfied 5</td>
</tr>
<tr>
<td>6. How do you voice your opinions to the councillors?</td>
<td>Comments Box 1</td>
</tr>
<tr>
<td></td>
<td>Public meetings 2</td>
</tr>
<tr>
<td>6.1 Are you satisfied with the level of accountability in your municipality / ward?</td>
<td>Very dissatisfied 1</td>
</tr>
<tr>
<td></td>
<td>Dissatisfied 2</td>
</tr>
<tr>
<td></td>
<td>Neutral 3</td>
</tr>
<tr>
<td></td>
<td>Satisfied 4</td>
</tr>
<tr>
<td></td>
<td>Very satisfied 5</td>
</tr>
<tr>
<td>7. How far is the nearest clinic?</td>
<td>≤ 1km 1</td>
</tr>
<tr>
<td></td>
<td>1-5 km 2</td>
</tr>
<tr>
<td></td>
<td>6-10 km 3</td>
</tr>
<tr>
<td></td>
<td>11 km or more 4</td>
</tr>
<tr>
<td>7.1 How do you get to the clinic?</td>
<td>Walk 1</td>
</tr>
<tr>
<td></td>
<td>Taxi 2</td>
</tr>
<tr>
<td></td>
<td>Bus 3</td>
</tr>
<tr>
<td></td>
<td>Train 4</td>
</tr>
</tbody>
</table>
8. How far is the nearest school?

<table>
<thead>
<tr>
<th>Distance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>≤ 1km</td>
<td>1</td>
</tr>
<tr>
<td>1-5 km</td>
<td>2</td>
</tr>
<tr>
<td>6-10 km</td>
<td>3</td>
</tr>
<tr>
<td>11 km or more</td>
<td>4</td>
</tr>
</tbody>
</table>

8.1. How do the children get to school?

<table>
<thead>
<tr>
<th>Mode of Transport</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walk</td>
<td>1</td>
</tr>
<tr>
<td>Taxi</td>
<td>2</td>
</tr>
<tr>
<td>Bus</td>
<td>3</td>
</tr>
<tr>
<td>Train</td>
<td>4</td>
</tr>
</tbody>
</table>

9. What means of transport is available to you / your community?  
You may tick more than one.

<table>
<thead>
<tr>
<th>Mode of Transport</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxi</td>
<td>1</td>
</tr>
<tr>
<td>Bus</td>
<td>2</td>
</tr>
<tr>
<td>Train</td>
<td>3</td>
</tr>
</tbody>
</table>
Some questions in this section will require the respondent to give a yes or no answer and in some questions the respondent will be required to provide their answer in a scale of 1 to 5.

<table>
<thead>
<tr>
<th>Questions</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. How often does the municipality collect refuse?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Less than once a week</td>
</tr>
<tr>
<td></td>
<td>Once a week</td>
</tr>
<tr>
<td></td>
<td>Twice a week</td>
</tr>
<tr>
<td></td>
<td>As and when the Council feels</td>
</tr>
<tr>
<td>2. How important do you think it is that municipal councilors and officials should educate the public about service delivery?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Not important at all</td>
</tr>
<tr>
<td></td>
<td>Slightly important</td>
</tr>
<tr>
<td></td>
<td>Important</td>
</tr>
<tr>
<td></td>
<td>Very important</td>
</tr>
<tr>
<td>3. Do you know how to participate in Municipal matters?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>No</td>
</tr>
<tr>
<td>Reason</td>
<td></td>
</tr>
<tr>
<td>4. Does your municipal council actively encourage the involvement of individual and groups in municipal matters?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>No</td>
</tr>
<tr>
<td>Reason</td>
<td></td>
</tr>
<tr>
<td>5. Is service delivery related information provided to the members of the public?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>No</td>
</tr>
<tr>
<td>Reason</td>
<td></td>
</tr>
<tr>
<td>6. How would you rate refuse management in your ward?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Very poor</td>
</tr>
<tr>
<td></td>
<td>Poor</td>
</tr>
<tr>
<td></td>
<td>Average</td>
</tr>
<tr>
<td></td>
<td>Good</td>
</tr>
<tr>
<td></td>
<td>Very good</td>
</tr>
</tbody>
</table>
7. Interest/pressure groups to be involved in community development and service delivery in your ward?

<table>
<thead>
<tr>
<th>Yes</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>2</td>
</tr>
</tbody>
</table>

Reason .................................................................

8. To what extent are the current municipal structures and processes aligned to the needs and demands of the community.

| Not at all | 1 |
| Little extent | 2 |
| Moderate extent | 3 |
| Large extent | 4 |
SECTION C  (2)  REFUSE COLLECTION

Under this section respondents will be required to provide their answers in a scale of 1 to 5, and 1 regarded as strongly disagree, 2 regarded as disagree, 3 regarded as neutral, 4 regarded as agree and 5 regarded as strongly agree

<table>
<thead>
<tr>
<th>Questions</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To what extent do you agree/disagree that municipal officials are</td>
<td></td>
</tr>
<tr>
<td>performing their functions to the satisfaction of the public / community.</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree 1</td>
<td>Disagree 2</td>
</tr>
<tr>
<td>Disagree 2</td>
<td>Neutral 3</td>
</tr>
<tr>
<td>Neutral 3</td>
<td>Agree 4</td>
</tr>
<tr>
<td>Agree 4</td>
<td>Strongly agree 5</td>
</tr>
<tr>
<td>2. The refuse management by the municipal authority is enough in satisfying</td>
<td></td>
</tr>
<tr>
<td>community needs and expectations.</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree 1</td>
<td></td>
</tr>
<tr>
<td>Disagree 2</td>
<td></td>
</tr>
<tr>
<td>Neutral 3</td>
<td>Agree 4</td>
</tr>
<tr>
<td>Agree 3</td>
<td>Strongly agree 5</td>
</tr>
<tr>
<td>3. To participate in municipal matters and decision making, the public</td>
<td></td>
</tr>
<tr>
<td>need to be willing to learn how to interact with municipal councilors and</td>
<td></td>
</tr>
<tr>
<td>officials.</td>
<td></td>
</tr>
<tr>
<td>Disagree 1</td>
<td></td>
</tr>
<tr>
<td>Neutral 2</td>
<td>Agree 3</td>
</tr>
<tr>
<td>Agree 4</td>
<td>Strongly agree 5</td>
</tr>
<tr>
<td>Strongly agree 5</td>
<td></td>
</tr>
<tr>
<td>4. To participate, the public need to obtain information about how municipal</td>
<td></td>
</tr>
<tr>
<td>systems work and how decisions are taken for service delivery.</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree 1</td>
<td></td>
</tr>
<tr>
<td>Disagree 2</td>
<td></td>
</tr>
<tr>
<td>Neutral 3</td>
<td>Agree 4</td>
</tr>
<tr>
<td>Agree 4</td>
<td>Strongly agree 5</td>
</tr>
<tr>
<td>Strongly agree 5</td>
<td></td>
</tr>
<tr>
<td>5. The public must know the correct procedures on how to hold the</td>
<td></td>
</tr>
<tr>
<td>municipality accountable.</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree 1</td>
<td></td>
</tr>
<tr>
<td>Disagree 2</td>
<td></td>
</tr>
<tr>
<td>Neutral 3</td>
<td>Agree 4</td>
</tr>
<tr>
<td>Agree 4</td>
<td>Strongly agree 5</td>
</tr>
<tr>
<td>Strongly agree 5</td>
<td></td>
</tr>
<tr>
<td>6. To what extent do you agree/disagree that municipal employees have the</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree 1</td>
<td></td>
</tr>
<tr>
<td>Disagree 2</td>
<td></td>
</tr>
</tbody>
</table>
7. What role does ratepayers/civic associations play in service delivery in your municipality / ward?

<table>
<thead>
<tr>
<th>Role</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>No role</td>
<td>1</td>
</tr>
<tr>
<td>Minor role</td>
<td>2</td>
</tr>
<tr>
<td>Substantial role</td>
<td>3</td>
</tr>
<tr>
<td>Decisive role</td>
<td>4</td>
</tr>
</tbody>
</table>

8. To what extent do you agree/disagree that rate payers/interest/pressure groups can play a meaningful role in the service delivery process?

<table>
<thead>
<tr>
<th>Agree Disagree</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>5</td>
</tr>
<tr>
<td>Agree</td>
<td>4</td>
</tr>
<tr>
<td>Neutral</td>
<td>3</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>1</td>
</tr>
</tbody>
</table>

9. There is a need to develop guiding principles for public participation.

<table>
<thead>
<tr>
<th>Agree Disagree</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>5</td>
</tr>
<tr>
<td>Agree</td>
<td>4</td>
</tr>
<tr>
<td>Neutral</td>
<td>3</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>1</td>
</tr>
</tbody>
</table>

10. The inability of the municipal authority to provide sustainable refuse collection and general service delivery can be linked to the lack of municipal capacity.

<table>
<thead>
<tr>
<th>Agree Disagree</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>1</td>
</tr>
<tr>
<td>Agree</td>
<td>4</td>
</tr>
<tr>
<td>Neutral</td>
<td>3</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>1</td>
</tr>
</tbody>
</table>

11. For service delivery to be effective, it needs effective leadership that has passion for a healthy environment.

<table>
<thead>
<tr>
<th>Agree Disagree</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>1</td>
</tr>
<tr>
<td>Agree</td>
<td>4</td>
</tr>
<tr>
<td>Neutral</td>
<td>3</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>5</td>
</tr>
</tbody>
</table>

12. The relationship between the municipality and civil society groups in the ward is good.

<table>
<thead>
<tr>
<th>Agree Disagree</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>1</td>
</tr>
<tr>
<td>Agree</td>
<td>5</td>
</tr>
<tr>
<td>Neutral</td>
<td>3</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>5</td>
</tr>
</tbody>
</table>

13. If the municipality fails to deliver services and fails to account on its usage of public resources, democracy loses its meaning to the majority of the people.

<table>
<thead>
<tr>
<th>Agree Disagree</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>1</td>
</tr>
<tr>
<td>Agree</td>
<td>4</td>
</tr>
<tr>
<td>Neutral</td>
<td>3</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>5</td>
</tr>
</tbody>
</table>

THANK YOU FOR YOUR PARTICIPATION

RESEARCHER: THEMBAKAZI MTWAZI
Community conflict over service delivery in New Brighton Township, Port Elizabeth

Ward Councilor Consent Form

I give consent for Thembakazi Mtwazi to approach members of New Brighton Township community to participate in the analysis of service delivery protests in the community.

I have read the Project Information Statement explaining the purpose of the research project and understand that:

- The role of the community members is voluntary
- All information obtained will be treated in strictest confidence.
- The members of community names will not be used and will not be identifiable in any written reports about the study.
- Participants may withdraw from the study at any time without penalty.
- A report of the findings will be made available to the ward councillors.
- I may seek further information on the project from Thembakazi Mtwazi on 083 7656717.

V.G. Dyantyi
Ward Councillor

Signature

06/06/2012
Date

Please return to: [Address]