

**MUNICIPAL SERVICE DELIVERY CHALLENGES IN A DEVELOPMENTAL
LOCAL GOVERNMENT CONTEXT: THE CASE OF VHEMBE DISTRICT
MUNICIPALITY**

By

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DECLARATION

I, **Goodman Nghonyama** (Student Number: 18021846), at this moment, declare that this research entitled “**Municipal Service Delivery Challenges in a Developmental Local Government Context: A Case of Vhembe District Municipality**” is at this moment submitted by me for the degree of Master of Administration at the Faculty of Management, Commerce and Law at the University of Venda, is my original work and has not previously been submitted for any degree at this or any other university. It is original in design and execution, and all reference material contained therein has been duly acknowledged.



-----25/04/2024-----

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DEDICATION

This Dissertation is dedicated to my lovely mother, Mrs. Thokozani Nghonyama; you are very special to me.

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I wish to express my heartfelt thanks to God Almighty for the Lord giving wisdom... (Proverbs 2:6). I would like to extend my gratitude to the following people and institutions:

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ABSTRACT

This study focuses on municipal service delivery challenges in a developmental local government context: The case of Vhembe District Municipality. South African local government has experienced significant and far-reaching transformation in developmental local government. According to Sections 74(3) and 75(2) of the Constitution of the Republic of South Africa, 1996 (from now on referred to as the Constitution, 1996), local government is not only obliged to provide essential services but also to act as a development agent.

This study used the pragmatic research method because it is often associated with mixed-methods or multiple-methods, where the focus is on the consequences of research and on the research questions rather than on the methods. This study used a descriptive research design which provides an opportunity to integrate the qualitative and quantitative data collection methods. This study applied mixed-method research where qualitative and quantitative methods were employed. The judgemental sampling method was used to select the study respondents. Research questionnaires and interviews were used to collect data for the study. This study used both statistical and thematic analysis for data analysis and presentation. Ethical considerations were followed before conducting the study.

The main findings of this study indicates that the municipal service delivery challenges in a developmental local government were municipal capacity constraints, financial viability problems, service delivery protests, convoluted political processes, corruption, and poor planning. The main recommendations based on the findings are that the municipality provide community awareness and the strategies that can be used to overcome the challenges of developmental local government on service delivery, within the Vhembe District Municipality.

Keywords: Development; Municipality; Local Government; Developmental Local Government; Service delivery; Challenge.

LIST OF ACRONYMS

CDWs	Community Development Workers
DBSA	Development Bank of Southern Africa
DLG	Department Local Government
DMA	District Management Areas
DPLG	Department of Provincial and Local Government
GEAR	Growth, Employment, and Redistribution
IDPs	Integrated Development Plans
LED	Local Economic Development
M&E	Monitoring and Evaluation
MDB	Municipal Demarcation Board
NPM	New Public Management
RSA	Republic of South Africa
SALGA	South African Local Government Association
SANCO	South African Civics Organisation
SPSS	Statistical Package for Social Sciences

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CHAPTER 1

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 INTRODUCTION

This study focuses on municipal service delivery challenges in a developmental local government context: The case of Vhembe District Municipality. Developmental local government is defined as a local government that is devoted to working with residents and groups within the community to identify long-term solutions to meet their social, economic, and material needs and improve the quality of their lives (Republic of South Africa, 1998:17). Subban and Theron (2011:98) emphasize the need of developing a local democratic culture in which growth and participation are connected notions. According to Madumo (2012:41), developmental local governance aims to solve common national development challenges, create new development possibilities, and attain common national development goals. This should be accomplished through local stakeholder interaction and community participation that promotes local democracy ideals (Van der Waldt, 2015:16). Developmental local governance, also known as local governance for development, aims to improve the future of communities by promoting local socio-economic development programs and projects. To encourage grassroots development, it is also necessary to have strong and capable institutions, systems, strategies, policies, processes, and procedures (Cloete and Thornhill 2005:102).

This introductory chapter aims to contextualise the study by first outlining the background of the research, the problem statement, and the aim of the study. This chapter also provides an overview of the study's objectives and guiding research questions, as well as the significance of the study and delimitation of the study, followed by the definition of concepts fundamental to the dissertation to avoid misinterpretation and misunderstanding. Finally, an overview of the organisation of the study is provided, and the contents of each chapter of this study are discussed.

1.2 BACKGROUND OF THE STUDY

Developmental local government is a phenomenon that has been around for a while in South Africa. This approach has piqued the interest of experts in political science, public administration, and development management studies (De Visser, 2005:8). Reflection on the implementation of this term in South Africa has revealed that the mandate granted to local government by the Constitution of the Republic of South Africa, 1996 (hereafter referred to as the Constitution, 1996) should be seen as developmental (Ndudula 2013:10). In this regard, Govender and Reddy (2012:71) correctly observe in their paper "Capacity building for developmental local government in South Africa" that the issue of democratic accountability is

essential in local government. This indicates that for local government to fulfill its socio-economic role, it must be democratic and responsible in its operations (Aliaga and Gunderson, 2022:10).

After the first democratic elections in South Africa in 1994, the new political dispensation ushered in an age in which the government attempts to hear the voice of local people through local government structures (Alexander, 2010:10). Prior to 1994, the current institutions of local government did not exist due to the then-existing policy of separate development, which required municipalities to be formed along racial lines (Anney, 2018:70). Priority in terms of resources was given to white communities, which, in comparison to black areas, had a solid tax base. According to De Visser (2005:8), the homeland system was purposely implemented to further disadvantage black people by using traditional leaders as political pawns who took care of local problems in their area of jurisdiction, hence advancing the apartheid government's objectives.

According to De Visser (2005:9), the South African local government transition that began in 1990 may be considered a watershed point. This change began with agreements between liberation movements and the ruling apartheid government, eventually ending the apartheid government's separate development strategy (Beyers, 2015:121). These negotiations resulted in the Local Government Transition Act 1993 (Act 209 of 1993), which served as a vehicle for dismantling apartheid structures and paving the way for democratic local government in South Africa (Bird, 2009:21). The liberation movements and the apartheid government achieved an accord, which resulted in the interim constitution of 1993 and culminated in the 1994 general democratic elections (Coetzee, 2001:121).

Apartheid has left its imprint on municipal institutions and human settlements in South Africa. It is critical to understand the historical role of local government in order for transformation to occur. This comprehension covers the creation and perpetuation of local segregation and inequity, as well as the influence of apartheid on municipal institutions. The history of local resistance to apartheid and conflicts against apartheid local government is also noteworthy (Bekker, 1996:19). Apartheid did not mark the beginning of social, physical, and institutional segregation at the regional level. By the time apartheid was introduced in 1948, segregation was already a policy. The Group Areas Act 1966 (Act No.44 of 1966), however, was a significant piece of apartheid law that established severe residential segregation and ordered the deportation of black people to own group areas. Apartheid attempted to minimize the extent to which affluent white municipalities would shoulder the financial burden of serving impoverished black areas by physical isolation, influx control, and a policy of their areas. The Group Areas Act, 1966 (Act No.44 of 1966) established a pass system to limit Africans'

permanent presence in urban areas while preserving a viable municipal revenue base for white areas by separating townships and industrial and commercial development (Bekker, 1996:19).

1.3 PROBLEM STATEMENT

South Africa has been progressing in achieving the developmental goals the democratic government has set. Despite improving the quality of life for its people and the political will to bring about positive change and development in the country, the government still needs to face severe challenges in pursuit of growth and development. According to Thornhill (1995:6), the success of any local government action is determined by the perceived quality of services rendered to the community by officials acting on behalf of the municipal council. In South Africa, local government is confronted with the following challenges: the inability of municipalities to sustain themselves financially, the lack of capacity to deliver constant and regular services, and the failure of officials to comply with regulations (Thornhill 1995:6). The challenge of financial sustenance is mainly created by the situation where municipalities fail to institute proper mechanisms to ensure they collect their revenue accordingly. Lack of funding is a significant issue; unethical practices worsen the situation. It is a common practice in most municipalities that politicians influence the process of appointing service providers, thereby influencing the accuracy of supply chain processes. In some municipalities, municipal managers (accounting officers) have been suspended by the city council for failing to appoint service providers that the politicians favoured (SA Local Government Research Centre 2014b:21).

Despite these policies, South African towns must achieve this developmental criterion. Strikes have been observed throughout the country, and the living level in most localities, mainly rural areas, continues to decrease. Most municipalities, including the Vhembe District Municipality, need better service delivery. Vhembe District Municipality still faces poverty, inequality, and insufficient aging infrastructure, which encumber accelerated rural development. According to Creswell (2021:120), one of the most widespread difficulties confronting Vhembe District Municipality as a progressive state is the need for the government to address poverty, underdevelopment, marginalization of individuals and communities, and other apartheid and discrimination legacies. This leads to inefficiencies in service delivery, such as gaps, duplication, and non-delivery of municipal services (Creswell, 2018:118). This indicates that there is a need for improvement in the implementation of government policy regarding developmental local governance.

In the 1960s, coloured and Indian management and local affairs committees were formed as advisory bodies to white towns. The Bantu Affairs Administration Act, 1962 (Act 46 of 1962)

established Administration Boards, which relieved the municipalities of responsibility for townships. Community councils were established in 1977 but with limited authority and finances. The Black Local Authorities Act of 1982 superseded community councils that lacked a suitable income source and were thus rejected by community mobilization in the mid-1980s (Bless and Smith, 2000:50). This study was conducted to develop mechanisms that can be used to improve municipal service delivery in a developmental local government.

Numerous studies on municipal service delivery challenges in a developmental local government context, such as the case of Vhembe District Municipality, have been conducted. However, more research needs to be undertaken on Vhembe District Municipality. Therefore, this research study aims to critically analyse the municipal service delivery challenges to developmental local government. Furthermore, the study seeks to uncover practical solutions to the affected communities' challenges.

1.4 AIM OF THE STUDY

This study aims to critically analyse the municipal service delivery challenges in a developmental local government context: A case of Vhembe District Municipality and then recommend measures to address and improve municipal service delivery in a developmental local government.

1.5 OBJECTIVES OF THE STUDY

The following are the objectives of the study:

- To discuss the importance of developmental local government;
- To critically analyze municipal service delivery challenges in the context of a developmental local government;
- To assess the resources for developmental local government within the Vhembe District Municipality and
- To recommend the strategies that can be used to overcome the challenges of developmental local government on service delivery, within the Vhembe District Municipality.

1.6 RESEARCH QUESTIONS

Guided by the objectives of the study, the following are research questions for this study:

- What is the importance of developmental local government?
- What are the municipal service delivery challenges in a developmental local government?
- Does Vhembe District Municipality have the resources for developmental local government on service delivery?

- What strategies can be used to overcome the challenges of developmental local government on service delivery within the Vhembe District Municipality?

1.7 SIGNIFICANCE OF THE STUDY

The study's findings will help policymakers within Vhembe District Municipality devise strategies for effectively implementing the developmental local government concept in the Vhembe District. The study will include recommendations to guarantee that local governments can build policies to satisfy local needs, promote community development, and improve citizens' daily lives through effective service delivery. This study's findings will also help communities understand their role in effectively delivering services within the Vhembe District Municipality. Academically, the study will add to the existing literature new knowledge and give a basis for further research in related subjects.

1.8 DELIMITATION OF THE STUDY

The study will focus on developmental local government issues in Vhembe District Municipality. It is diversified in the sense that some of its localities are rural. Participants in this study are from the Vhembe District Municipality, which comprises four local municipalities: Thulamela, Makhado, Collins Chabane, and Musina. The Vhembe District Municipality is in South Africa's Limpopo Province. The researcher chose Vhembe District Municipality since the researcher lives in the Municipality's territory and has some prior experience there. The study was conducted at Vhembe District Municipality; it was not practical to visit all of them because of time and cost constraints. The study's commencement time has been delayed due to Ethical clearance considerations from the University's Higher Degrees Committee and a letter requesting permission to conduct research from the Vhembe District Municipality. An additional delay resulted from suspicions of foul play from some responses refused to be interviewed. This has affected the validity of the information that had been provided. Furthermore, some respondents were constantly busy and unavailable, thus affecting the time planned for the study.

1.9 DEFINITION OF OPERATIONAL CONCEPTS

This section contains definitions for operational concepts used in the study. The definitions of operational concepts used in the research study are critical because they clarify the significant concepts used.

1.9.1 Development

According to Bridge and Lullof (2003:38), the narrowest economic definition of development is to make poor people less poor by increasing their income. This study defines the concept of development as being imprecise and continuing to be so. Still, it indicates steady progress

toward development in the human condition, reduction and eventual elimination of poverty, ignorance, and disease, and expansion of well-being and opportunity for all (Tshikwatamba, 2004:257).

1.9.2 District Municipality

A district municipality, also known as a Category C municipality in South Africa, is a municipality that performs local government functions for a district. The district municipality will comprise many local municipalities with whom it will share local government tasks. District municipalities exist primarily to provide bulk services to local municipalities (Municipal Structures Act, 1998 (Act 117 of 1998)). In this study, the District Municipality is called Vhembe District Municipality, a Category C municipality in South Africa.

1.9.3 Local Government

Local government is a type of public administration at the lowest administration level within a specific state. Section 151 (1) of the Constitution, 1996 states that local government is the lowest sphere of government and consists of municipalities established for the whole territory of the Republic of South Africa (RSA). The Constitution of 1996 brought democracy and transformation improvement by raising the status of local government (from the lowest sphere of government) by granting them delegated responsibilities. Serpa and Ferreira (2019) state that local government is a local democratic unit within a unitary democratic system. For this study, local government is, democratically, the lowest sphere of government closest to the people aimed at rendering effective service delivery. Local government is the administration of a specific county or district by representatives elected by the residents.

1.9.4 Developmental Local Government

According to the White Paper on Local Government (1998:17), developmental local government refers to working with residents and groups within the community to identify sustainable solutions to address their social, economic, and material needs and improve the quality of their lives. According to Van Donk (2011:6), developmental local government is a local government that promotes social and economic development for all citizens, creates a vibrant local democracy by including local people in council matters, is accountable, and works toward equity and redistribution. The term “Developmental Local Government” refers to residents and groups within the community who identify sustainable solutions to address their social, economic, and material needs and improve the quality of the lives of people who live at Vhembe District Municipality in the study.

1.9.5 Municipality

Municipalities are considered the realm of government closest to the people and are at the forefront of increasing democracy and accelerating service delivery. Municipalities are subordinate members of the government with prescribed controlled governmental powers and sources of income to render specific local services and to develop, control, and regulate the geographic, social, and economic development of defined local areas within the unitary democratic system (Cloete and Thornhill 2005:102). In this study, the municipality is called Vhembe District, a Category C municipality in South Africa.

1.10 ORGANISATION OF THE STUDY

This study is categorized into five (5) chapters, which are as follows:

Chapter 1: Deals with the introduction and background of the study.

Focuses on the introduction and background of the study, problem statement, aim of the study, objectives of the study, research questions, significance of the study, delimitation of the study, definitions of operational concepts, and organization of the study.

Chapter 2: Deals with the literature review.

The chapter traces the transformation of local government in South Africa to establish the origin of developmental Local Government. The Chapter focuses on the theoretical framework, history of local government, developmental local government in South Africa, policy framework for developmental local government, developmental role of local government, principles of local government, transformation of local government, challenges being faced by developmental local government, and strategic interventions to enhance developmental local government.

Chapter 3: Deals with research methodology.

The chapter focuses on aspects such as the research paradigm, research design, and methodologies the researcher intends to follow when conducting the study. The chapter also presents the study area, the population of the study, the sampling method and sampling size, data collection methods, data analysis, and ethical considerations.

Data presentation, analysis, and interpretation were made in Chapter 4.

Chapter Four presented the analysis and interpretation of data collected through questionnaires and interviews. The data was collected using a mixed research method. The data collected was analysed through descriptive statistics and thematic analysis.

The Findings, recommendations, and conclusions of the study were presented in Chapter 5.

Chapter Five presented the findings, recommendations, and conclusions. This chapter documented the synthesized discussion of findings, suggestions on the challenges facing developmental local government in service delivery in Vhembe District Municipality, and recommendations for future research study on a related subject.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter examines the current situation of local government and identifies some of the significant issues that developmental local governments confront. The chapter also provided a theoretical framework, an overview of South Africa's recent history, and the policy framework for local administration.

The chapter further reviewed some literature on the challenges facing developmental local government. The chapter discussed, inter-alia, the following issues: the historical background of South African local government, developmental local government in South Africa, the importance of developmental local government, policy and legislative framework for developmental local government, the developmental role of local government, principles of local government, local government transformation, challenges being faced by developmental local government, and strategic interventions to enhance developmental local government. The new local government system affects the constitutional notion of developmental local government.

2.2 THEORETICAL FRAMEWORK OF THE STUDY

Kerlinger and Lee (2000:11) define a theory as "a set of interconnected constructs, concepts, definitions, and propositions that present a systematic view of phenomena by specifying relationships between variables to explain and predict the phenomena. A theory is a broad assertion of abstractions or concepts that claims, explains, or anticipates correlations or connections between or among facts within the bounds of critical limiting assumptions explicitly stated by the theory (Glanz, 2008:114).

2.2.1 The New Public Management Theory

A system that advocates for accountability in the public sector while focusing on outcomes rather than processes is known as the New Public Management theory (Serpa and Ferreira, 2019:213). The New Public Management (NPM) policy was implemented in both the upper and lower levels of government to ensure rapid municipal service delivery while also de-skilling public administration (Robinson, 2015:215). Public choice and principal-agent theories assert that individual self-interest drives bureaucratic behaviour and serve as the theoretical foundations of New Public Management (Robinson, 2015:215). The democratic administrations of South Africa have increased the availability of essential services to local municipalities in several cities, towns, and rural areas (Nkomo, 2017:217). Despite implementing the New Public Management in local municipalities, poor essential service delivery remains widespread, partly due to corruption, political patronage, and skill shortages

(Mutymbizi; Mokhele; Ndinda and Hongoro, 2020:220). *South Africa's first democratic administration developed Batho Pele principles* to make New Public Management workable. These policies aimed to improve government services at all levels (Lekalake, 2016:116).

The eight *Batho Pele* principles are as follows: consulting service users; setting service standards; increasing access; ensuring courtesy; providing more and better information; increasing openness and transparency; correcting mistakes and failures; and obtaining the best possible value for money (Lekalake, 2016:116). Each municipality must follow the Integrated Development Plan (IDP) to achieve its goals. Municipalities can use planning to connect and integrate the growing number of sectoral plans, programs, and projects affecting local government operations and align budgeting and project implementation with strategic priorities (Subban and Theron, 2016:216). Integrated Development Plans are planning tools to improve essential service delivery in local municipalities (Subban and Theron, 2016:216).

The study concentrated on municipal service delivery challenges in a developmental local government, with three principles found in the *Batho Pele* principles: consulting service users, setting service standards, and increasing access. According to Subban and Theron (2016:216), all communities in Vhembe District Municipality should be consulted on the type, amount, and quality of the local municipality's essential services to determine the final users' needs and expectations. To implement the principles of *Batho Pele*, the city employed the public participation theory (Subban and Theron, 2016:216).

Public participation is a method of giving the voice of the underprivileged a voice through mobilization and dialogue to influence larger institutions and policies (Pandeya, 2015:93). Tufté (2017:143) goes on to argue that increased public participation not only improves essential service delivery but also promotes accountability and the prevention of fraud and waste. Public participation promotes citizen-centered service delivery and improves municipalities' public image (Cederberg Municipality, 2015:3).

After consulting with them about the services they require, Vhembe District Municipality must meet the basic service standards demanded by Vhembe communities. The municipality employs service charters, strategic plans, standard booklets, and service level agreements to inform the Vhembe communities about the level and quality of fundamental services. All communities within the municipality of Vhembe District should have access to at least essential services—the legal requirement, not a goal. To address the numerous disparities in equal access to critical services, new infrastructure should be built, and existing infrastructure should be restored and improved. The study will use the New Public Management theory (Herman, Wallace, and Tanja, 2018:118).

2.3 HISTORICAL BACKGROUND OF SOUTH AFRICAN LOCAL GOVERNMENT

Apartheid had left its imprint on South Africa's human settlements and municipal institutions (Babbie, 2021:81). Transformation requires an understanding of the historical role of local government in creating and perpetuating local separation and inequity, and the impact of apartheid on municipal institutions (Brynard, 2009:29). Equally important is the history of resistance to apartheid in the local sphere and struggles against apartheid local government (Brynard, 2009:29). Apartheid was not the beginning of geographic, institutional, and social separation in the local spheres (Brynard, 2009:29). Segregation was already a policy by the time apartheid was introduced in 1948 (Ismail, 1997:3). However, the Group Areas Act, of 1966 the critical piece of apartheid legislation, instituted strict residential segregation and compulsory removal of Black people to own group areas (van Niekerk, 2001:34). Through spatial separation, influx control, and a policy of own management for own areas, apartheid aimed to limit the extent to which affluent white municipalities would bear the financial burden of servicing disadvantaged black areas (van Niekerk, 2001:34). The Group Areas Act, of 1966 restricted the permanent presence of Africans in urban areas through the pass system and reserved a viable municipal revenue base for white areas by separating townships and industrial and commercial development (Brynard, 2009:29).

The Coloured and Indian management committees and local affairs committees were established in the 1960s as advisory bodies to white municipalities (Babbie, 2021:81). The Bantu Affairs Administration Act 1931 provided for the appointment of Administration Boards, which removed responsibility for townships from white municipalities (Babbie, 2021:81). In 1977, community councils were introduced, without significant powers and with inadequate resources (Pandeya, 2015:93). The Black Local Authorities, 1982, replaced community councils with no appropriate revenue base and hence were rejected by community mobilization in the mid-1980s (Herman, Wallace and Tanja, 2018:118). Only 10 percent of the African population lived in the urban areas in 1910. By the 1930s, more than a million Africans lived in the urban areas. They had never lived in the reserves (Coetzee, 2001:27). Population pressures in the twentieth century had a significant impact on social change in urban areas (Coetzee, 2001:27). The past 60 years saw a massive relocation of Africans to the urban areas, pushed off the white farms by mechanization in the 1960s and pulled into the towns by the growing manufacturing and service centers (Babbie, 2021:81). By the end of World War II, there were more Africans than whites in the urban areas. By 1970, the number of people living in urban areas had almost doubled to 48% (Subban and Theron, 2016). By 1994, over 60% of all Africans lived in urban South Africa despite the distortions of the apartheid period (Lekalake, 2016). By the 1980s, the urban African population was predominantly urban-born. The 20- and 30-year-old second-generation urban residents of the 1980s had very different

experiences of childhood and employment to those of their parents. Socialized in urban schools rather than rural villages, they moved into semi-skilled or white-collar, relatively unskilled employment (Lekalake, 2016). Exposed to radical political ideas, they resented apartheid restrictions on their education, their housing and urban services, and their political rights (Coetzee, 2001:27). Unlike their immigrant parents, and especially unlike their peasant grandparents, they could exert considerable pressure on the state through direct action and non-compliance (Pandeya,2015:93). Given the declining resistance to change among the dominant classes, the settled urban working class could successfully demand its inclusion in the political system of representative democracy (Pandeya, 2015:93).

In a nutshell, the political struggles of the 1980s that culminated in South Africa's democratic transition were driven by a settled urban working class that had not existed in earlier decades (Kaul, 1998:116). Capitalist development thus molded the classes that exerted growing pressure for democratization from below and the classes that put up diminishing resistance to social and political change from above (Robbins, 2001: 543). Economic development indeed led to democracy, mainly because it transformed the class structure (Pandeya, 2015:93). According to Babbie (2021:81), countries seeking to remake the structure of their societies place a strong emphasis on the development of a viable and effective system of local government. Democratic local government is assumed to be a prerequisite of national democracy (Lewis,1998:381). It is commonly argued that local solid government improves service delivery and restrains the excesses of national governments and the anti-democratic tendencies of centralized power (Robbins, 2001: 543). Its physical or spatial proximity compared to national and regional government affords citizens and communities more opportunities to engage officials and politicians (Kuczmarski, 2001:20). Across the globe, the establishment of strong local government is perceived to be a necessary condition for successful democratization, market-oriented economic policy frameworks, regional economic development, effective management of urbanization, and the establishment of environmentally sustainable planning and development systems (Kuczmarski, 2001:20).

The foundations for the local government system were laid in the aftermath of the Anglo-South African Boer War and the creation of the Union of South Africa in 1910. The South Africa Act of 1909 created a unitary state with a three-tier governmental structure comprising central, provincial, and local components (Schneider, 2001: 453). The nature of the South African political system was inextricably linked with the country's economy and the dominant role of gold mining (Holmes, 2001:3). The migrant labor system, introduced to guarantee a steady stream of cheap Black labor to the mines, was adapted to create a broader system of social, political, and economic control, which was later refined into the system of apartheid (Reddy,2016). As the economy developed, urbanization increased, and the government

began to seek ways in which Black people could provide labor in white towns and cities but be excluded from living there (Coetzee, 2001:26). It passed restrictive legislation designed to curb the movement of Black people, including the Native Trust and Land Act, 1936 and the Native Laws Amendment Act, 1937 (Reddy, 2016). This legislation failed to discourage Black people from migrating to urban areas, where municipalities had to provide essential services (Reddy, 2016).

The crisis in local government was a significant force that led to the national reform process, which began in 1990. The national debate about the future of local government took place in the Local Government Negotiating Forum alongside the national negotiating process (Reddy, 2016). The Local Government Negotiating Forum framed the Agreement on Finance and Services, writing off arrears to Black local authorities (Ismail, 1997:3). It also negotiated the Local Government Transition Act, 209 of 1993. The Local Government Transition Act, 209 of 1993, did not provide a blueprint for a new local government system but provided a framework for change. The process in the Local Government Transition Act 209 of 1993 was essentially a locally negotiated transition and resulted in a wide diversity of forms of non-racial local government (Reddy, 2016).

The Act provided for three-pronged phases. The first phase was the pre-interim phase, which covered the period from passing the Local Government Transition Act, 209 of 1993, to the first local government elections held in 1995/96. In 1993 a bilateral forum, the Local Government Negotiating Forum was established to negotiate the transition to the new form of local government (Ismail, 1997:3). The local government forum confirmed the bipolar division of membership in transitional local authorities (Ismail, 1997:3). Each transitional local council would have a non-statutory membership of 50% selected under the banner of the South African National Civics Organisation (SANCO) and a statutory 50% which consisted of representatives of existing segregated local government authorities, representatives of local government associations, the provinces and the National Party (Reddy, 1996:50).

The interim phase started with the first local government elections. It ended with the implementation of the final constitutional model of local government in 1997, although power-sharing arrangements remained in effect until 2000 (Reddy, 2016). The final phase began with the final constitutional model of local government in 1997, although some constitutional provisions only took effect after the 2000 local government elections (Robbins, 2001:543). The 1996 Constitution provided for strong, entrenched local government. It made provision for the different spheres of government to exercise exclusive powers and perform their functions so that there would be no encroachment on another sphere's geographical, functional, or institutional integrity (Robbins, 2001:543).

With the demise of the apartheid system and its concomitant replacement by a democratic form of local government, the challenge for the newly established structures and elected councilors were to transform deep-rooted socio-political aspirations, particularly those of the poor and marginalized, into tangible, material improvements in living and working conditions (Robbins, 2001:543). For these social groups, the struggle to dislodge the apartheid system and its practices and the promise for a better life for all could sound hollow were it not to be followed by the elimination of physical and economic discrimination, the creation of opportunities and consequent poverty eradication (Reddy, 1996:50).

The municipalities created during the transition phase were confronted with numerous complex problems. Many of these problems are related to overcoming the legacy of the past. Most municipalities have, to a greater or lesser extent, experienced various issues associated with their administrative staff (Du Toit, 1997:113). Many municipalities have reported skills shortages as some more skilled and experienced municipal managers have left council employment (Du Toit, 1997:113). The amalgamation of former white municipalities with their surrounding Black townships brought the challenge of creating a unified administration. The unification of administrative structures has frequently led to the over-staffing of municipalities, placing a severe burden on the council's finances. The other challenges that municipalities faced included inadequate training of municipal staff, lack of disciplinary measures, lack of performance management systems, and financial crises due to non-payment of services (Reddy, 1996:50).

2.4 DEVELOPMENTAL LOCAL GOVERNMENT IN SOUTH AFRICA

The White Paper on Local Government (1998:17) defines developmental local government as the 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 eventually improve their quality of life. Reddy (1996:50) further defines developmental local government as one that puts economic development as the top priority and can design effective instruments to promote such an objective.

According to Reddy (2016:20), the tremendous changes experienced by the South African municipal government since the 1990s have revealed themselves through strategic redesign and various modifications. According to Babbie (2021), the concept of developmental local government arose from the local government's strategic redesign and modifications. These changes were implemented in favor of institutions capable of producing, managing, and delivering services, particularly to people whom apartheid practices had excluded. According to Brynard and Hanekom (1997), there is a need to remove historical backlogs generated by apartheid policies through synergistic partnerships that include all stakeholders participating

in development initiatives. Local administration in South Africa has changed dramatically since 1995 (Brynard and Hanekom, 1997).

Section 152 (1) of the Constitution, 1996, local government is to provide a democratic and accountable government for local communities; to ensure the provision of services to communities in a sustainable manner; to promote social and economic development; to promote a safe and healthy environment; and to encourage the involvement of communities and community organizations in the matters of local government.

According to Section 153 (a) of the Constitution, 1996, A municipality must structure and manage its administration, budgeting, and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community; and participate in national and provincial development programs. As a result, local administration is no longer merely an extension of the provincial and national realms of government; it has evolved into an independent sector in its own right. Any intervention by any of the two domains indicated above may occur only by the constitutional principle of operative governance (Ackoff, 2019).

Because of the mandate given to it by the Constitution of 1996, local government is now required to play a vital role in development initiatives, hence the coining of the term developmental local government. Local government is expected to contribute to economic growth, job creation, social development, community participation within its jurisdiction, and its traditional service delivery role (Reddy, 2016). However, the White Paper on Local Government cautions that the current social and economic realities in South African cities, towns, and rural areas pose challenges to the visionary goals of the developmental local government of such a magnitude that its very survival is threatened and its developmental mandate is compromised (Coetzee, 2001:26).

This threatens the noble goal of a better life for all and also the ability of municipalities to address the dismal shame of poverty that afflicts a substantial proportion of the South African population (Coetzee, 2001:26). Section 152 of the Constitution, 1996, stipulates that local government should give priority to the basic needs of all people and promote the social and economic development of the community. The White Paper on Local Government (1998) states that developmental local government must find sustainable ways of addressing service delivery needs and improving the quality of residents' lives. This challenge still looms large, even in this second five-year term of developmental local government. According to Ismail (1997:3), the national government began to grasp the enormity of the challenges confronting the local government, partly because of the recent widespread protests against poor service delivery as communities lost patience with the slow pace of service delivery (Reddy, 2016).

Coetzee (2001:26) states that municipalities have expanded infrastructure and development over the last decade while absorbing essential changes to their management arrangements, internal governance, intergovernmental responsibilities, and financial administration. Reddy (2016) further states that the new local government system offers excellent potential for realizing a better life for all citizens, facilitated by a new generation of municipalities. However, there are still challenges, some of which can result from institutional fault lines. These include the challenges of large, all-inclusive municipalities, new executive systems, and the politically motivated appointments of senior officials (Robbins, 2001: 543). A decade since the beginning of democracy and seven years into the operation of a completely new local government era, local government in South Africa seems to be in a critical stage (Glanz, 2008:114).

Local government has not only survived a fundamental reformation but has also made significant steps towards spreading service delivery and development to disregarded and disadvantaged communities (Kuczmariski, 2001:20). In the last decade, local government has emerged from being an institution that was passive, xenophobic, and illegitimate to an institution with democratically elected leadership, constitutional status, and a developmental agenda (Schneider, 2001: 453) are expectations of local government service delivery have risen, it has become evident that the broader transformation of local government is by no means complete. Schwella (1996) states that for one to fully understand the concept of developmental local government, a brief explanation of the old local government system in South Africa will be given.

2.5 THE IMPORTANCE OF DEVELOPMENTAL LOCAL GOVERNMENT

An essential feature of developmental local government is local economic development (LED) policy based on the concept of mobilization of resources and communities to build convergence of interest in the competitive advantage of localities, thus creating the capacity of or empowering communities and individuals, including people with low incomes to access these opportunities (Schneider, 2001). Local economic development (LED) is defined as a process in which partnerships between municipalities, communities, civic groups, and the private sector are established to manage existing resources to create jobs and stimulate the economy of a well-defined area (Coetzee, 2001:26). It emphasizes local control, using the potential of human, institutional, and physical and area natural resources (Reddy,2016). Local economic development (LED) initiatives mobilize actors, organizations, and resources and develop new institutions and local systems through dialogue and strategic actions (Swartz, 2021).

According to Swartz (2021), local economic development is a sub-national action within a regional labour market context. It aims to increase and accelerate economic growth and

employment and achieve a more equitable distribution of development (Ismail, 1997:3). The policies and strategies followed by municipalities are considered additional and complementary to national economic growth and development goals (Robbins, 2001:543). The assumption is that the intervention by a city and its community and private sector partners can assist in creating an environment conducive to investment and providing seed funding. In this case, intervention is seen as a better option than leaving the development of the local economy purely to market forces. The critical areas of intervention municipalities select are often based partly on the perceived existence of market failures and the need to militate against them. Swartz (2011) identifies some of the market failures of concern as follows: physical site externalities (including environment, appearance, security, and desirability); physical infrastructure that covers utilities, transport, and communications; supportive economic and social environment and human capital.

Reddy (2016) provides some theoretical justifications or economic rationale for intervention to be any of the following: redistribution of benefits among areas (e.g., the spatial mismatch between areas of high poverty and unemployment and local economic growth nodes); redistribution of benefits within areas (e.g., addressing inequitable access to financial and social infrastructure between former white and Black areas); addressing market failures specific to a local area (e.g., lack of private sector participation in housing provision due to non-payment of bonds); market failure in the regional or national sphere which is inadequately corrected in those spheres (e.g., subsidy policies that prejudice the potential of a province or area to attract investments); and the stabilization of local, regional and national disequilibrium (e.g., plant or factory closures due to tariff or other changes in the structure of the national or regional economy).

Neuman (2011) provides three reasons why municipalities embark on the process of formulating a local economic development strategy. The first reason relates to developing the formal economy and regional markets. This motivation is more prevalent in Northern, developed nations and more immense centres in South Africa and is characterized by formal, structured LED strategies (Ndudula, 2013). Local economic development (LED) strategies originate in high-income and developed countries. They emerged in the last 30 to 40 years as a response to the social and economic problems they faced (Lekalake, 2016). The disappointing results of traditional top-down, supply-side sectoral development strategies in combating the resulting rise in unemployment and regional inequality prompted the search for alternative development strategies that would offer opportunities for growth to all areas (Lekalake, 2016).

The second reason arises from a motivation to develop the local community to address poverty and improve local people's access to employment and business opportunities (Reddy,2016). This motivation is more glaring in Southern developing nations where the LED is often initiated through community efforts and an empowered local government (Kuczmarski, 2001). The third motivation for embarking on LED initiatives is to fulfill municipalities' legislative and development mandates. Therefore, South Africa is a case in point (Coetzee, 2001:26). Kaul (1998) notes that LED means more than economic development in poverty alleviation as it connotes improving the economic dimensions of lives of communities in a municipal area. The purpose of local economic growth is to build up the economic capacity of a local area to improve its economic future. It is a process by which public, business, and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation (Ismail,1997:3). Local economic development offers a municipality, the private sector, the not-for-profit sectors, and the local community the opportunity to work together. It aims to enhance competitiveness and thus encourage sustainable and inclusive growth (Ismail,1997:3).

A central concern of LED is developing the local economic base of an area (Reddy,1996:50). The local economic base refers to activities that involve exporting their products and services outside the region (Reddy,2016). The destination of these exports can be in other parts of the same country or abroad. The local economic base may consist of one or several agricultural or manufacturing products or service activities, such as trading or tourism (Robbins, 2001:543). Other local economic activity mainly supplies the local market, so demand depends on the growth of the local economic base, which usually includes one or more geographical concentrations (clusters) of local producers (Robbins, 2001:543). Firms and clusters may grow and specialize in their activity. This specialization itself is a significant growth mechanism. Manufacturing clusters in Africa could be more developed (Ismail,1997:3).

The importance of LED for the reduction of poverty and inequality is captured in the following principles provided by the former Department of Provincial and Local Government (DPLG) (2001), now renamed Department of Co-operative Governance and Traditional Affairs:

- LED strategies must prioritize job creation and poverty alleviation;
- LED must target previously disadvantaged people, marginalized communities, and geographical regions to allow them to participate fully in the economic life of the country;
- LED must involve local, national, and international partnerships among communities, businesses, and government to create joint ventures and build up local areas and

- LED must be developed as an approach best suited to a local context involving integrating diverse economic initiatives in a comprehensive approach to regional development (Department of Provincial and Local Government 2001).

Currently, many municipalities are engaged in LED initiatives, particularly in the context of programs developed by the national government to promote developmental local government (Du Toit, 1997:113). During the transitional phase of municipalities, LED initiatives in rural areas were generally limited, as these areas needed more local capacity for such activities and had to rely on external support (Du Toit, 1997:113). Such support has been provided by community-based non-governmental organizations and religious organizations, which have initiated several rural local economic development projects. These initiatives have been to meet essential community needs (DBSA Development Report 2000:103).

Kuczarski (2001) argues that the objectives of the LED strategy will invariably vary depending on the motivation driving the formulation of the strategy. Comparative international research has shown that, while LED strategies in different global regions have some similarities, different emphases exist, particularly concerning the application of pro-business or market-led approaches on the one hand and of pro-poor or market-critical variants on the other (Kaul, 1998). Where business or market development is the primary motivation for LED, the strategy's objectives are to ensure business survival, attract investment, and increase local profits. The ultimate goal of a market development strategy is to stimulate additional economic growth in the locality. The private sector often leads the drafting and implementation of the LED strategy in market development strategies. Various goals are pursued, including cost-minimizing strategies and addressing failures in the local market (Kuczarski (2001).

Cost-minimizing strategies aim to attract new business to the area by reducing business costs (Glanz, 2008). However, smaller localities may need help competing with more immense centers' cost structures or developing countries may offer significantly reduced costs to actively attract business to the area (Coetzee, 2001). The strategies addressing market failures acknowledge that implementing a free-market system will only sometimes deliver the best economic system. Brynard (2009:29) points out that market failure is generally understood as a situation in which free markets fail to provide the most efficient allocation of resources. This may be a result of productive or allocative inefficiencies. It may also be caused by externalities, imperfect information, the public or quasi-public nature of goods, market power inequalities, factor immobility, and inequitable outcomes (Brynard, 2009:29).

2.6 LEGISLATIVE AND POLICY FRAMEWORKS FOR DEVELOPMENTAL LOCAL GOVERNMENT

Anney (2018) states that several statutes enacted following the democratic election 1994 provide for Developmental Local Government. The system of developing local government is incomplete without appropriate institutions and processes for public participation.

2.6.1 Constitution of the Republic of South Africa, 1996

The Constitution of 1996 requires the government to consult with individuals before making decisions that affect their lives. Section 19 gives everyone the right to vote for the government of their choice. Furthermore, the Constitution of 1996 grants citizens the right to engage in legislative and policy-making processes, which extends beyond the right to vote in periodic elections (Alexander, 2010:26).

Section 151 (3) of the Constitution, 1996 provides that a municipality has the right to govern, on its initiative, the local government affairs of its community, subject to national and provincial legislation. The Constitution, 1996, is the country's supreme law, and it advocates for community participation in local government. Section 152 (1) (f) of the Constitution, 1996, further mandates local government to structure and manage administration to prioritize the basic needs of communities by promoting social and economic development.

2.6.2 White Paper on Local Government, 1998

According to the 1998 White Paper on Local Government, municipalities must design mechanisms to guarantee citizens' participation in policy initiation and formulation. Citizens must also be encouraged to monitor and assess policymaking and implementation.

The White Paper on Local Government, 1998, puts forward a new developmental local government system and identifies performance management as a way to realize a developmental local government. Section B (1) of the White Paper on Local Government, 1998, defines developmental local government as one committed to working with citizens and groups within the community. In complying with the requirements therein, the basis for municipal service delivery is the role that municipalities must play in improving the living standards of communities through community participation.

2.6.3 Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000)

The Local Government: Municipal Systems Act 2000 (Act No.32 of 2000) mentions community involvement in local government concerns such as planning, service delivery, and performance. As a result, municipal governments will become more development-oriented. The Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000) was enacted to give effect to developmental local government.

2.6.4 Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)

According to section 4 of the Local Government: Municipal Structures Act 1998 (Act No.117 of 1998), councillors should carry out their duties with the assistance of appointed or elected ward committees drawn from the ranks of their respective communities. Ward committees are chaired by ward councillors and serve as a conduit between the ward councillors and the community, as well as between the community and their municipal council.

Section 16 (1) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) requires all municipalities to develop a culture of community participation and municipal governance that complements formal representative government with a participatory governance system. This must encourage and create conditions for local communities to participate in the municipality's affairs, including implementing and reviewing its IDPs. Section 73 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) further requires a municipality to give priority to the basic needs of the community, promote the development of the community, and ensure that all community members have access to, at least, the minimum level of essential services. Section 25 (1) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) mandates municipalities to adopt a single, inclusive, and strategic plan for their development, hence, IDPs for municipalities.

2.6.5 The White Paper on Transforming Public Service Delivery (1997) (Batho Pele Principles)

Batho Pele is a Sesotho word that means "People First." It is the name of the South African government's program to transform public service delivery from an inefficient bureaucracy with an overemphasis on rules to an efficient, streamlined organization with a culture of customer care, in which the needs of all South African citizens, regardless of race, gender, or creed, are truly served. This initiative is outlined in the White Paper on Transforming Public Service Delivery (Government Gazette No. 18340, published 1 October 1997), which states that the guiding concept of South African public service will be service to the people from now on. Batho Pele tries to accomplish this by urging public-sector entities to provide prompt and high-quality services by its eight national principles. These are the principles:

2.6.5.1 Consultation

All key stakeholders, particularly residents, should be consulted on how service delivery should occur and, whenever possible, given a choice over the services provided (Robinson, 2015). According to the White Paper on Local Government, 1998, all national and provincial ministries must consult their constituents on the services already offered and the provision of new essential services to communities in need regularly and systematically. Community members can influence public service decisions through consultation (Nkomo, 2017). This can

be accomplished by supplying objective evidence to decide service delivery priorities (Serpa and Ferreira, 2019). Consultations also aid in developing a more participative and cooperative relationship between service providers and users of public services (Lekalake, 2016). Citizens should be consulted about the degree, quality, and relevance of the public services they get and should have a say in which services they receive (Mahole, 2012:21).

2.6.5.2 Service standards

According to Mahole (2012:22), citizens should be informed about the degree and quality of public services they will receive from the municipality to know what to expect. Local governments must establish high standards for the services they will supply (Lekalake, 2016). This includes providing new services to people previously denied access to them (Mutymbizi, Mokhele, Ndinda, and Hongoro, 2020). Providers should establish criteria to serve as a baseline or benchmark for services such as health or education. This is a guiding idea for building local government,

2.6.5.3 Access

Citizens should have equitable access to government services to which they are entitled (Lekalake, 2016). Batho Pele attempts to provide a framework for making decisions on public service delivery to the many South African individuals who were formerly disadvantaged and are still denied access to services (Subban and Theron, 2016). While some South Africans have access to first-world public services, others live in third-world conditions (Subban and Theron 2016). Batho Pele aims to give a framework for making decisions on public service delivery within the framework of the government's Growth, Employment, and Redistribution (GEAR) agenda (Mahole 2012:21). Batho Pele also tries to address inequities in distribution within current services (Pandeya, 2015:93). All municipal, provincial, and national departments must describe and set goals for gradually improving access to services for previously disadvantaged people (Tufte, 2017:143). Institutions that promote the interests of historically marginalized groups, such as the Gender Commission and organizations representing the disabled, should be consulted in defining these aims (Tufte, 2017:143). Every citizen must have equitable access to the government services to which they are entitled (Tufte, 2017:143).

2.6.5.4 Courtesy

Citizens should be treated courteously, respectfully, and concerned (Cederberg Municipality, 2015:3). Civility extends beyond asking public servants to smile and say please and thank you (Herman, Wallace, and Tanja, 2018). Even while they are essential, the Public Service Commission's code of conduct for public officials makes it clear that civility and care for the public are one of the most important tasks of public servants (Pandeya, 2015:93). Citizens and members of the public must be treated as consumers who are entitled to the highest and

finest standards of service (Subban and Theron 2016). Other public servants do this instinctively (Lekalake, 2016). This is because they joined the public service. After all, they honestly desired to serve the public (Lekalake, 2016). The Principles of Batho Pele require that the behavior of all public servants at the workplace must be to the best of standards (Lekalake, 2016). Provincial and national departments must document the ideals for how the public should be treated (Mutymbizi, Mokhele, Ndinda, and Hongoro, 2020). Citizens should be treated courteously (Mutymbizi, Mokhele, Ndinda, and Hongoro, 2020).

2.6.5.5 Information

The general public must be informed about the services they are entitled to (Nkomo, 2017). Information is one of the most effective weapons available to people to exercise their right to decent service (Robinson 2015). Local, provincial, and national departments must give complete, precise, and timely information on their services (Serpa and Ferreira, 2019). The departments must also specify who is eligible for those services (Serpa and Ferreira, 2019). Local, provincial, and national departments must be proactive in carrying out these actions to guarantee that information is accessed equally by all community members, particularly those who have previously been disadvantaged (Serpa and Ferreira, 2019). The consultation process should also be utilized to determine what the community requires and how the information may be best communicated to the population. Citizens have the right to complete and accurate information about the public services they are entitled to (Lekalake, 2016).

2.6.5.6 Openness and Transparency

This is a no-secret policy in government service: Transparency and openness are crucial to a democratic administration and the development of public services (Subban and Theron, 2016). The importance of trust and confidence between the local government and its inhabitants in terms of public service delivery cannot be overstated (Pandeya, 2015:93). The public should be aware of how national and provincial departments are handled, as well as the costs involved (Tufte, 2017:143).

2.6.5.7 Redress

When public service providers undertake to provide a service they fail to deliver, an explanation must be given, and amends should be made where possible (Tufte, 2017:143). If the promised service is not delivered or delivered not to the agreed standard of the citizens, an explanation and apology must be given (Cederberg Municipality, 2015:3). The service providers must also come up with a speedy and effective remedy to mitigate the problem (Herman, Wallace and Tanja, 2018). In addition, when complaints are made, there is a need for the citizens to receive considerate, kind, and positive feedback (Cederberg Municipality,

2015:3). The skill and readiness to act when things don't go as planned is a critical phase in the standard-setting process (Herman, Wallace and Tanja, 2018). It is also a fundamental principle of the constitution (Cederberg Municipality, 2015:3). The Constitution, 1996 provides for a variety of institutions (Pandeya, 2015:93). The Human Rights Commission, the Public Protector, and the Auditor-General are among them (Tufte, 2017:143). The institutions described above were created to serve and protect the public against impropriety and maladministration by government departments (Subban and Theron 2016). However, it should be highlighted that individuals should view these organizations as a last choice after exhausting departmental procedures, and they are not a substitute for prompt, effective action by service providers when services fall short of the promised standard (Lekalake, 2016).

2.6.5.8 Value for money

This principle recognizes that residents fund services through taxes, so services should be provided efficiently and inexpensively to provide citizens with the best value for money (White Paper on Transforming Public Service Delivery, 1997). People should come first in developing local government since development is about people and for people (Nkomo, 2017). According to Mahole (2012:24), the Batho Pale principles commit all municipal officials to providing quality services, establishing and aiming for internationally recognized service standards, and maintaining honest and transparent contact with the country's population (Robinson, 2015).

2.6.6 Local Government: Municipal Finance Management Act, 2003 (Act No.56 of 2003)

The Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (from now on referred to as the MFMA) is intended to assist municipalities in effectively managing their finances and providing services to their citizens, clients, and investors. The MFMA encourages municipalities to manage their finances in an environmentally responsible manner. The MFMA requires each city to establish financial departments to carry out its supply chain management policy under the direct supervision of the chief financial officer. According to Reddy (2016), the accounting officer of a municipality is responsible for developing and implementing a functional and well-organized supply chain management system for purchasing goods and services. Section 2(a) of the MFMA contains provisions for adequately managing the government's assets, obligations, and revenue to establish proper municipal financial administration. Furthermore, the Act specifies specific obligations and responsibilities for accounting officers to achieve sound financial management.

2.7 THE ROLE OF DEVELOPMENTAL LOCAL GOVERNMENT

Section 23(1) of the Local Government: Municipal Systems Act 2000 (Act No.32 of 2000) outlines the concept of developmental local government envisioned in the Constitution, 1996. A municipality must engage in developmentally oriented planning to ensure that it seeks to meet the objectives of local government outlined in Section 152 of the Constitution, 1996.

2.7.1 Characteristics of developmental local government

In terms of the White Paper on Local Government (1998), developmental local government has four interrelated characteristics, namely:

- Maximising social development and economic growth;
- Integrating and co-ordinating.
- Democratising development; and
- Leading and learning.

2.7.1.1 Maximising social development and economic growth

Local government authorities and functions should maximize the impact on social development communities, notably in fulfilling the fundamental needs of low-income people and stimulating (White Paper on Local Government, 1998). Through its traditional responsibilities (service delivery and regulation), local government significantly influences local communities' social and economic well-being. The closeness of local government to the community makes it an ideal agent of social and economic growth. Local government is responsible for rendering quality services and should redistribute wealth through preferential supply chain policies and a progressive taxation policy. Furthermore, local government employs many people, thereby providing jobs as well. Local government is also strategically located to boost black economic empowerment and facilitate the development of small businesses. Aspects of Local Economic Development (LED) become essential for local government (White Paper on Local Government, 1998).

The local government exercises significant influence on local economics. It is expected to provide an environment conducive to investment, growth, and prosperity. In addition, it can initiate new policies and programs to alleviate poverty and enhance job creation. Municipalities, therefore, need to have a clear vision for the local economy and work in close partnership with local businesses to maximize job creation and investment (White Paper on Local Government, 1998). Local government can promote social development through arts and culture-related activities, providing recreational and community facilities, and delivering social welfare services. Empowering marginalized and disadvantaged groups is a critical contribution to social development. Municipalities should also seek to provide an accessible

environment for disabled people to facilitate their autonomy and independence. Several municipalities engage in cultural exchanges through their international relations programs as part of social development through art and culture. This assists local groups in obtaining exposure and developing their capacity. Some local artists exhibit at international exhibitions, competing and comparing favorably with international artists. This could also boost economic growth and tourism (RSA, 1998).

Local government must provide services in collaboration with other spheres of government. After all, all spheres of government operate within a specific regional area. Coordination is, therefore, essential to ensure integrated and joint planning to enhance the optimal utilization of resources. In addition to the spheres of government, parastatals, non-governmental organizations, and the private sector also operate within local spheres (RSA, 1998).

2.7.1.2 Integrating and coordinating

According to the White Paper on Local Government (1998), developmental local government must provide a vision and leadership for all people who create local prosperity (RSA, 1998). Poor coordination between service providers could severely affect developmental efforts. Municipalities should actively develop ways to leverage resource investment from both the public and private sectors to meet developmental targets. Integrated Development Plans can achieve coordination and integration, constituting potent tools for municipalities to facilitate integrated and coordinated delivery within their localities. Local government should, therefore, establish coordinating structures, systems, and processes to regulate joint planning. Sector departments from national and provincial departments, parastatals, the private sector, and other stakeholders can and should play a meaningful role in IDPs. Establishing sustainable and liveable settlements depends on coordinating various services and regulations, including land-use planning, household infrastructure, environmental management, transport, health and education, safety and security, and housing. Municipalities, therefore, need to work closely with other spheres of government and service providers and assume an active integrating and co-ordinating role (RSA, 1998).

2.7.1.3 Democratising development, empowering, and redistributing.

Municipal councils play a central role in promoting local democracy. In addition to representing community interests within the Council, municipal councillors should encourage the involvement of citizens and community groups in the design and delivery of municipal programs, with specific emphasis on the participation of marginalized and excluded community sectors in community processes. These marginalized sectors include residents who are not receiving services, women, youth, the aged, and the physically challenged.

Appropriate systems, structures, policies, strategies, and resources should be available (RSA, 1998).

2.7.1.4 Leading and Learning

Local government functions in an ever-changing global environment (Schneider, 2001: 453). New and distinct difficulties emerge from time to time, and they must be addressed (Kuczmarski, 2001:20). Furthermore, to fulfill the ideals of the development of local government (RSA, 1998), the local government must be sustainable. Local governments should, therefore, be innovative and become learning institutions. Social and economic growth and knowledge management must become critical issues. This should include investing in human capital, which also accommodates citizens. New ways should be found to create sustainable economies and preserve the environment. Internal human resources, ward committees, and councillors should be empowered to mobilize all stakeholders to build developmental institutions (White Paper on Local Government, 1998). Developmental local government requires municipalities to become more strategic, visionary, and influential. Municipalities are crucial as policymakers, thinkers, innovators, and institutions of local democracy. A developmental municipality should play a strategic policy-making and visionary role and seek to mobilize a range of resources to meet basic needs and achieve developmental goals (RSA, 1998).

2.7.2 Developmental outcomes of local government

In terms of the White Paper on Local Government (1998), the key outcomes that developmental local government seeks to achieve are as follows:

2.7.2.1 Provision of household infrastructure and services

Local government provides essential services for survival. This includes infrastructure supply such as roads, water, power, and sanitation (SALGA, 2015:75). Apart from the fact that essential services are a constitutional right, these services are needed to promote the well-being of individuals (Sithole and Mathons,2015:5). Basic services should be provided and extended to those people who were either denied these services before or who are still not receiving them (Coetzee, 2001:148). National government, job creation initiatives, and the establishment of community-based contractors to assist in service delivery can serve to expand and improve service delivery (Robbins, 2001:543).

2.7.2.2 Creation of Liveable, integrated cities, towns, and rural areas

Apartheid separated communities along racial lines, thereby creating segregated communities' Spatial structures in South Africa are characterized by townships being located far away from towns and places of work (Reddy,2016). This is why developing a new

integrated Spatial Development Framework is crucial (Robbins, 2001: 543). An integrated Spatial Development Framework enhances social and economic development and reduces community costs (Du Toit, 1997:113). Unfortunately, the poor and the previously disadvantaged are particularly affected by the existing spatial structures (Sithole and Mathons, 2015:5). Integration must ensure affordable mobility between work, home, and recreation; combat crime, pollution, and congestion; and promote participation of the previously disadvantaged in the social and economic life of a municipality (Brynard, 2009:29). Rural areas should benefit from rural development programs that seek to create liveable environments. Forced removals and the homeland policies of the apartheid government in these areas. Sustainability should include environmental sustainability as an integral part of integrated development plans (RSA, 1998).

2.7.2.3 Local Economic Development in South Africa

Local government plays a vital role in developing local economies and creating jobs (Du Toit 1997:113). Stimulating the local economy should start with rendering quality, cost-effective services and providing a favorable environment for investors (Schneider, 2001: 453). Regulations and policies should not be rigid but flexible (Kaul, 1998:116). Supply Chain Management Policies and the Expanded Public Works Programme can all assist in job creation (Subban and Theron, 2016). Municipalities should expedite and simplify processes and procedures around evaluating and approving tenders, building plans, and rezoning applications (Pandeya,2015:93). Furthermore, user-friendly one-stop shops for customers and investors should be established. Incentives can also be offered to attract investment and increase competitiveness (Tufte, 2017:143). Investment in human capital should be given priority because the availability of local skills plays a vital role in attracting potential investors (Subban and Theron, 2016).

2.7.3 Tools and approaches for developmental local government

The White Paper on Local Government (1998) puts forward three interrelated approaches to assist municipalities in becoming more developmental. These are to integrate developmental planning and budgeting, measure performance management, and work with local citizens and partners.

2.7.3.1 Integrated Development Planning in South Africa

The Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000) defines the IDP as a “single inclusive and strategic plan” that links, integrates, and co-ordinates a municipality’s sector-specific plans; aligns the resources and capacity of the city to the overall development objectives of the town; forms the policy framework on which annual budgets rest, and Informs and is informed by similar development plans at national and provincial developments plans.

The primary purpose of IDPs is to enhance service delivery and fight poverty through an integrated and aligned approach between different role players and stakeholders (Reddy, 2016). In addition, the IDP ensures horizontal and vertical coordination and integration across the three spheres of government and provides a platform for community and stakeholder participation in the planning processes of the Municipality (Coetzee, 2001:26). As the key guiding planning document of The Municipality; it is, therefore, essential that the IDP be credible and realistic. Hence, the IDP should have achievable targets and deliverables that can be periodically measured, most, and evaluated by implementing a credible Performance Management System.

Regarding the White Paper on Local Government (1998), IDPs are planning frameworks to help municipalities fulfill their developmental mandate. They ensure the alignment of resources with objectives, integration of planning, the prioritizing of essential aspects, sustainability, the prioritizing of poverty alleviation, and that scarce resources are utilized where they will make the most significant impact on improving the general welfare of society (Du Toit,1997:113). The fact that they are reviewed annually, during which process new priorities are identified, makes them incremental, relevant, and responsive to changing environments and circumstances (Babbie, 2021:81). According to Brynard (2009:29), Integrated Development Plans have been introduced to local government planning processes to encourage municipalities to develop plans to address their developmental role about community needs. Section 26 of the Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000) lists the core components of integrated development plans.

An Integrated development plan must reflect the municipal council's vision for the long term development of the municipality with particular emphasis on the municipality's most critical development and internal transformation needs; an assessment of the existing level of development in the city, which must include an identification of communities which do not have access to essential municipal services; the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs; the council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation; A spatial development framework which must include the provision of basic guidelines for a land use management system for the city; the council's operational strategies; Applicable disaster management plans; a financial plan, which must include a budget projection for at least the next three years and the key performance indicators and performance targets determined (Kotze, 1997:56).

Development has to be sustainable. Sustainable development reflects a process that meets the needs of present generations without compromising the ability of future generations to meet their own needs (Coetzee, 2001:149). It is multidimensional and encompasses complex interactions between economic, social, political, and environmental issues (Coetzee, 2001:148). It represents a development framework that reduces poverty, the goal of full employment, and the fostering of a stable, safe, and just society, the overriding objectives of developmental policy and interventions (Kotze, 1997:56). Based on the literature on sustainable development and relevant Trends in socio-economic development and policymaking in this country, the South African Human Development Report (2003) has identified and analyzed five central challenges facing sustainable development in South Africa. These are the eradication of poverty and extreme income and wealth inequalities; the provision of access to quality and affordable essential services to all South Africans; the promotion of environmental sustainability, a sustained reduction in the unemployment rate, and the attainment of sustainable high growth rates (Kotze, 1997:56). The IDP of a municipality should therefore respond to these and other challenges facing a city (Du Toit, 1997:113).

2.7.3.2 Integrated Development Plan

The Constitution, 1996, section 153 (a) (b) states that a municipality must structure and manage its administration budgeting and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community and must participate in national and provincial development programs. It is, therefore, imperative that IDPs prioritize critical community needs through an integrated approach. IDP hearings and engagements assist in integrating and aligning plans between the three government spheres and ensure that credible IDPs are developed. In terms of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), every municipality must develop and adopt a single, inclusive, and strategic plan for its development, which must be aligned with the plans of surrounding cities and other spheres of government.

2.7.3.3 Performance management

Regarding the White Paper on Local Government (1998), performance management is critical to ensure that plans are implemented and have the desired developmental impact. And that resources are being used efficiently. It is a strategic approach to management, which equips leaders, managers, workers, and stakeholders at different levels with a set of tools and techniques to regularly plan, implement, continuously monitor, periodically measure, and review the performance of an organization in terms of indicators and targets for efficiency, effectiveness, and impact (Kotze, 1997:56). Performance management is aimed at ensuring

that municipalities monitor their integrated development plans and thereby continuously improve their operations, performance, and accountability (Robbins, 2001:543). This means that the performance of IDPs is constantly assessed to ensure effective and efficient service delivery to local citizens and the effective participation of citizens in government processes (Robbins, 2001: 543).

Performance management for local government is part of a government-wide attempt to promote and develop a performance culture and ethos in the public service (Robbins, 2001: 543). This started with the Constitution of the Republic of South Africa, Act 108 of 1996, which outlines the basic principles that should underpin public service, and later, the *Batho Pele* principles (1997), developed by the Department of Public Service and Administration and contained in the White Paper on transforming public service delivery (1997). This White Paper requires national and provincial government departments to develop performance management systems that include setting service delivery indicators and performance measurement. The White Paper on Local Government (1998) extended the *Batho Pele* vision to local government by proposing developing a performance management system.

The Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998) and the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) were developed to further the vision of the White Paper on Local Government (1998), which includes the development and implementation of an effective performance management system (Du Toit, 1997:113). Section 19 of the Local Government Municipal Structures Act, 1998 (Act No. 117 of 1998) stipulates that a municipal council must review the community's needs annually. Its priorities are to meet those needs, Its processes for involving the community, Its organizational and delivery mechanisms for meeting the community's needs, and the overall performance in achieving the objectives set out in Section 152 of the Constitution, 1996.

The Local Government: Municipal Structures Act, 1998 (Act No 117 of 1998) provides the core principles, mechanisms, and processes necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and ensure overall access to affordable essential services. The Local Government: Municipal Systems Act 32 of 2000 also creates an enabling framework for planning, performance management, community participation, resource mobilization, and organization (Government Digest, September 2003).

Chapter Six of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) the core components of a performance management system as follows: A municipality terms of its Performance Management System, sets appropriate performance indicators as a yardstick for measuring performance, including outcomes and impact, concerning the municipality's

development priorities and objectives set out in its Integrated Development Plan; the city must set measurable performance targets about each of those development priorities and goals; monitor performance; and measure and review performance at least once a year. Establish a process of regular reporting to the Council, other political structures, political office bearers and staff of the Municipality, and the public and appropriate organs of state (Coetzee, 2001:26). Key performance indicators are statements that describe the dimensions of performance that are considered vital when assessments and reviews are undertaken (Coetzee, 2001:26).

2.8 PRINCIPLES OF LOCAL GOVERNMENT

Like any other sphere of government, local government in South Africa is governed by the principles and rules laid down in the Constitution of 1996. In addition, the Constitution 1996 describes the framework within which other spheres of government must adhere in dealing and interacting with local government. As the Constitution of 1996 is the supreme law of South Africa, this highlights the importance accorded to the local government sphere in this country. The broad principles underlying the local government system are as follows: The Constitution, 1996 grants local government original powers. Local government is no longer a function of the provincial or third-level government (Babbie, 2021:81). It has become a sphere in its own right (Staal, 2019:37).

It is part of a system of cooperative government and governance, which includes provincial and national spheres (Holmes, 2001:3). Local government is no longer a site for the delivery of services only but a crucial site for social and economic development (Schwella, 1996:19). It has become a sphere of government in its own right. It is part of a cooperative government and governance system, which includes provincial and national spheres (Staal, 2019:37). Local government is no longer a site for delivering services only. Still, it is a crucial site for social and economic development (Ismail, 1997:3). Local government, within its constraints, has to appropriately contribute to both economic growth and social distribution (Coetzee, 2001:27). Local government is a crucial arena for the democratic participation of ordinary citizens (Coetzee, 2001:27). Municipalities constituting the new local government system have to be financially viable and sustainable. Over time, through appropriate negotiations, more powers and functions can be developed for local government (Kaul, 1998:116).

2.8.1 Needs and Objects of Local Government

The most crucial value underlying local government is democracy. This value is best served in the local government sphere because of its closeness to the local community, both in a geographical sense and as far as its potential responsiveness is concerned (Du Toit, 1997:113). In the local government sphere, ordinary people have direct government access

(Babbie, 2021:81). The importance of local government cannot be underestimated, especially in the South African environment of pressing socio-economic demands and significant inequalities (Brynard, 2009:29).

The White Paper on Local Government (1998) states that local government has a critical role in rebuilding local communities and environments as the basis for a democratic, integrated, prosperous, and truly non-racial society. The nature and status of local government have, therefore, changed dramatically. In its new role, it is at the coal face of South African society in which substantial levels of impoverishment and poor standards of service delivery have persisted, perpetuating racial polarities and inequality. Section 152 (1) and (2) of the 1996 Constitution confers constitutional obligations on local government to provide democratic and accountable government for local communities. It must sustainably offer services to communities and promote social and economic development. It promotes a safe and healthy environment and encourages the involvement of communities and community organizations in local government matters. A municipality must, therefore, strive to achieve the objectives set out in subsection one within its financial and administrative capacity.

The preamble of the Local Government: Municipal Systems Act 2000 (Act No. 32 of 2000) confirms the importance of local government in ensuring universal access to essential services by citizens, specifically the poor and disadvantaged who were neglected or ignored mainly under the apartheid regime. It further recognizes local government's social and economic developmental orientation to ensure municipalities fulfill their obligations, as stated in the Constitution, 1996. Therefore, the success of the other two spheres of government depends on the success and survival of local government.

2.8.2 Categories and Types of Municipalities

The geographical areas covered by each municipality in the Republic of South Africa have been determined in the Local Government: Municipal Demarcation Act, 1998 (Act No. 27 of 1998). The dawn of South Africa's new dispensation in 1994 witnessed the establishment of the Municipal Demarcation Board (MDB). In executing their mandate, the board created a spatial design that would leave no part of the country outside the jurisdiction of a municipality. This definition of the politico-economic space eliminated the distinction between urban and rural areas, which historically were reported on. Statistics South Africa, therefore, cannot provide results for urban and rural populations. In establishing the municipalities, the board established three categories of jurisdiction, namely, Category A, which comprises six stand-alone metropolitan areas. These municipalities have exclusive executive and legislative authority in their areas—category B, comprising 231 local municipalities and 25 District Management Areas (DMAs). Category B municipality is defined as one that shares municipal

executive and legislative authority with a Category C municipality within its area and Category C, comprising 47 district municipalities. Each district municipality includes a group of local municipalities and DMAs. Category C municipalities have municipal executive and legislative authority in an area providing more than one municipality.

New municipal boundaries were released in December 2005. The December 2005 municipal boundaries dealt with cross-boundary municipality problems and some DMAs. An Independent Demarcation Board did the demarcation, responsible for re-evaluating and redrawing all municipal boundaries in the country (Brynard, 2009:1). In this regard, self-sustainability and financial viability were key determining factors. To achieve a degree of redistribution between the affluent urban areas and the poor rural areas, some rural areas have been incorporated into the expanded boundaries of towns (Kaul, 1998:116). Reducing the number of municipalities also affected the demarcation process (Robbins, 2001:543). It must be noted that the 2001 municipal boundaries had six district municipalities, eight local municipalities, four DMAs, and one metro (Tswane) straddling provincial boundaries (Kuczmarski, 2001:20). These were referred to as cross-boundary municipalities. Provincial boundaries were re-determined to realign the above district and local municipalities to a particular province. The Local Government: Municipal Structures Act (Act No. 117 of 1998), and the Organised Local Government Act (Act No. 52 of 1997).

Local Government: Municipal Structures Act 1998 (Act No. 117 of 1998) established new categories and types of municipalities. In terms of Chapter 1 of this Act, municipalities are now divided into three categories: A, B, and C. Category A is a metropolitan council for large urban areas with extensive business and industrial activity and a maximum of 270 councillors. Category B (local councils) is for smaller urban areas, while Category C is for district councils. There are no local councils but district management areas in sparsely settled areas. In addition, there are 241 local councils, 52 district councils, and 14 district management areas in South Africa. Chapter Four of the Local Government: Municipal Structures Act 117 of 1998 provides for various arrangements through which these categories of councils can be governed.

South Africa has six metropolitan municipalities: the Nelson Mandela Metropolitan Municipality, the City of Johannesburg, Cape Town Unicity, Tswane, Ethekeini, and Ekurhuleni. In councils with an executive committee system, executive authority is vested in the executive committee, which is elected by all councillors (Kuczmarski, 2001:20). Alternatively, councils may be governed through an executive mayoral system, in terms of which an executive may be elected (Coetzee, 2001:26). Mayors may appoint advisory mayoral committees, which resemble a cabinet in the national sphere of government. Typically,

mayoral committee members come from the ruling party (Reddy, 2016). The third type of government consists of plenary systems, in which all the councillors represent an executive authority. This government system suits smaller municipalities (Robbins, 2001: 543).

2.9 CHALLENGES FACING DEVELOPMENTAL LOCAL GOVERNMENT

Since 1994, South Africa has been progressing in achieving the developmental goals the democratic government has set. Despite improving the quality of life for its people and the political will to bring about positive change and develop the country, the government still needs to face severe challenges in pursuit of growth and development.

2.9.1 Inability of municipalities to financially sustain themselves.

The problem of financial sustenance is mainly caused by municipalities' failure to implement effective processes to ensure proper tax collection (Dlalisa, 2009). With appropriate funding, it becomes easier for local government to render services. The shortage of skills has been a concurrent theme in the public sector. According to Madue (2008:200), skills and capacity shortages have been identified as the single most significant impediment to the success of Developmental Local Government in South Africa. Adequate capacity in the form of appropriate structures with fully skilled and professional personnel is a crucial success factor for the success (Babbie, 2021:81). According to Ndletyana (2007:101) assert that many municipal officials in the South African public sphere have attended several training workshops on effective public management. However, they still need to gain the appropriate knowledge for proper implementation. There needs to be more capacity and expertise by the officials/actors to handle procurement processes, which has led to bad governance (Reddy, 2010:79). The South African government embarks on programs that educate practitioners. Still, implementing these programs always needs to catch up (Dzengwa, 2007:272).

2.9.2 The lack of capacity to deliver constant and regular services.

As a result, their ability to provide consistent and consistent services is jeopardized. Although money is a severe issue, unethical behaviors exacerbate the situation (Reddy, 2016). Politicians frequently affect the hiring of service providers in most municipalities, consequently influencing the accuracy of supply chain processes (David and Sutton, 2004).

2.9.3 Failure of officials to comply with regulations.

In some municipalities, the city council suspended municipal managers (accounting officers) for failing to appoint service providers that the politicians favoured (David and Sutton, 2004). This has been seen in issues involving procurement. Developmental Local Government is guided by several related policies and regulations (Ismail,1997:3). Compliance with procurement policies and regulations is a problem, and some of the practices relating to non-compliance with the rules and procedures related to the tendency not to utilize a competitive

process for both quotations and bids (van Niekerk, 2001: 34). And incorrect utilization of the preference points system. Ismail (1997:3) asserts that there is a lack of appropriate bid committees, use of unqualified suppliers, passing over of bids for incorrect reasons, utilization of the incorrect procurement process in respect of the thresholds, extensions of validity periods, and incorrect utilization of the limited bidding process. Furthermore, there are inadequate controls and procedures for the handling of bids, the appointment of bid committee members not aligned with policy requirements, and insufficient motivation for deviations from the procedures (Ismail, 1997:3). This has proved to be a challenge in Developmental Local Government (Madue, 2008:200).

2.9.4 Inadequate planning and the linking to the budget

According to Madue (2008:200), many government entities still need to face the challenges of improper planning and linking demand to budget. Cost-effective procurement depends on a specialist's skills to ensure that buying requirements are reliably determined, appropriate contract strategies are developed, contracts are well managed, and opportunities are seized to secure the best deals at the right time and the right price (Dzengwa, 2007:272). The importance of drawing up accurate and realistic strategic plans cannot be overestimated (Babbie, 2021:81). At times, coherent plans are absent. Some government entities cannot correctly quantify the needs of those requiring their services or correctly estimate costs, nor they accurately track, control, or report on expenditures (Reddy, 2010:79). According to Dzengwa (2007:272) indicates that there is a need to monitor the delivery of services properly to ensure that scarce resources are efficiently and effectively procured (Reddy, 2010:79). Poor planning and budgeting have also affected the implementation of Developmental Local Government.

2.9.5 Non-accountability, fraud, and corruption

Accountability is a critical component of Developmental Local Government (Mashigo, 2010:128). Open and accountable processes are necessary for the vast resources channelled through public procurement systems to avoid being entangled with increased corruption and misappropriation of funds (Du Toit, 1997). According to Coetzee (2001:148), fraud and corruption cost South African taxpayers hundreds of millions of rand each year. Over the last few years, the impact of fraud has led to the promulgation of particular legislation and improvement in existing legislation that led to the creation, among others, of the Directorate of Special Operations, commonly known as the Scorpions, the Asset Forfeiture Unit, the Public Protector, the Special Investigation Unit, Commercial Crime Units, Internal Audit Units, Special Investigation Units within departments, and the appoint of forensic consultants (Kotze, 1997:56).

According to SALGA (2015:75), since 1994, South Africa has enjoyed unprecedented social and infrastructural programs. Yet, the majority of people who had hoped freedom would bring with it relative socio-economic liberation and improvement are feeling increasingly bitter towards the government over issues that include a lack of perceived quality of governance, service delivery failure, fraud, and corruption in some spheres of the economy and disillusionment with empowerment policies.

2.9.6 Inadequate measures for monitoring and evaluation

Another issue confronting Developmental Local Government is the lack of evaluation (Brynard, 2009:1). Effective policymaking necessitates knowledge of whether governments are doing things correctly and achieving the desired effects (Swartz, 2021:22). Strong monitoring and evaluation systems provide the means to compile and integrate this valuable information into the policy cycle, thus providing the basis for sound governance and accountable public policies (Reddy, 2010:79). Inadequate monitoring and evaluation is linked to the absence or poor presence of a control environment. The government entities need help to give effect to or implement as required (Dzengwa, 2007:272).

2.9.7 Executive Mayors

As stated above, municipal solid executive leadership is a characteristic of the new generation of municipalities (Dzengwa, 2007:272). Many cities have 'executive mayors. This means that municipal executive powers are concentrated in one councillor elected by the council as its executive mayor (Municipal Structures Act 1998, Section 55 and Section 56). The executive mayor, in turn, chooses a mayoral committee (Municipal Structures Act 1998, Section 60). This system stands in contrast to the conventional collective executive system obtained in all municipalities before 2000 and is still practiced in those municipalities that do not have an executive mayor. The collective executive system entails the election by the council of an executive committee that broadly 'mirrors' the composition of the municipal council.

Introducing the indirectly elected executive mayor has been particularly successful in large cities, contributing to visible executive leadership. Stakeholders generally appear to be relatively satisfied with the system (Mbaku, 2008:427). There are, however, concerns around potential exclusionary effects. The executive mayor system seems to have created a wide gap between executive councillors, that is, councillors on the mayoral committee, and 'ordinary' councillors who are not part of the mayoral committee (Mbaku, 2008:427). These 'ordinary' councillors who are not part of the mayoral committee councillors feel increasingly disadvantaged due to the lack of access to documentation and information flows (Babbie, 2021:81). A report on the functioning of the mayoral executive system remarked that it is clear that the relationships between the mayoral executive committee and non-executive councillors

are not based on democratic values, but display a lack of transparency, autocratic decision-making, and accountability (Reddy, 2016). Stakeholders express this as a lack of respect for one another, a culture of secrecy, and perceptions of marginalization (Reddy, 2016).

2.9.8 Unclear Role Definitions

The division of responsibilities and powers among political office-bearers in a municipality has proved to be a persistent source of tension and contestation (Mashigo, 2010:128). As stated above, the speaker's office was a novelty when it was introduced in 2000. Generally, municipalities have not found it easy to adapt to this new political office-bearer (Mashigo, 2010:128). A persistent source of tension and conflict can be found in the role definition of the speaker vis-à-vis the municipal executive or the mayor (Ismail, 1997:3). An earlier study found the relationship between speakers and executive mayors to be poor. Self-defeating behavior patterns characterize the interaction between the executive mayor and the speaker (Reddy, 2016). Both act detrimentally to themselves and the municipality, and there is little understanding and concern about the consequences of the relationship between them and the negative impact this has on the city (Robbins, 2001: 543).

The Constitution of the Republic of South Africa 1993, Section 151) sets the scene for a possibly uneasy relationship between the speaker and the municipal executive. South Africa's national and provincial parliaments are configured in a Westminster style (Robbins, 2001: 543). Their speakers are responsible for managing the affairs of the legislature: they generally have no authority over the affairs of the executive save for the occasion when its members participate in the legislature (Reddy, 2016). In contrast, the speaker in a municipality occupies a different role simply because the municipal council is not a body that is exclusively tasked with passing laws and overseeing the executive (Coetzee, 2001:26). It is also tasked with discussing and disposing of a range of executive and administrative issues. The mere fact that the municipal speaker presides over and participates in meetings where administrative and executive matters are debated and discussed calls for a more nuanced role definition (Mashigo, 2010:128).

2.9.9 Lack of Community Participation

The involvement of communities in municipal affairs is not only a key objective of local government but also one of the main reasons for South Africa's choice of developmental local government (Van Niekerk, 2001: 34). Success in this area is thus of paramount importance. The government's recognition of this importance is evidenced by an elaborate and progressive legal framework for participatory governance at the municipal level (Madue, 2008:200). Municipalities are tasked to involve communities in the drafting of their integrated development

plan, their budget, and in the taking of decisions regarding service delivery and development (Dzengwa, 2007:272).

Furthermore, the law contains a legal framework for ward committees (Babbie, 2021:81). These committees generally comprise ten representatives of various sectors or geographical areas (Reddy, 2010:79). The voters elect them in the ward. The committee is chaired by the ward councillor (Ndletyana, 2007:101). Its role is to advance the community's participation in the municipality's affairs, particularly in development planning. The concept of a ward committee follows similar practices elsewhere (Dzengwa, 2007:272).

2.9.10 Low capacity for integrated development planning at the municipal level

The IDP has become a tightly regulated process that must absorb the input of many development actors toward adopting a document within tight deadlines (Dzengwa, 2007:272). Thus, This process has become a 'pressure cooker, which is incompatible with unwieldy community input and tends to disrupt intergovernmental cohesion and adherence to the intergovernmental deadlines (Mbaku, 2008:427). The capacity for integrated development planning at the municipal level is low. The dependency on consultants to realize an IDP is staggering (Babbie, 2021:81).

There is a considerable risk that communities and community organizations would become dissatisfied with the IDP, as they perceive the process to be inadequate in responding to their needs (Van Niekerk, 2001: 34). A more realistic approach to intergovernmental planning and alignment may be apposite (Mashigo, 2010:128). It may be worthwhile to consider the identification of a limited number of national vital priorities and insist on their alignment while relaxing the effort towards synchronization on other, less critical policy areas (Coetzee, 2001:26). This may provide the necessary room for municipalities to develop their planning capabilities, devise mechanisms for genuine interaction with communities, and display creativity (Coetzee, 2001:26). When the municipal capacity is set off against these expectations, however, the picture looks bleak for many municipal areas (Kotze, 1997:56). The intergovernmental aspiration, embedded in the planning framework, which envisages the IDP to be a reflection of the entire government's vision for the municipal area, maybe an ambitious attempt at cooperative planning across the three spheres (Du Toit, 1997:113). However, the insistence on this wholesale alignment of municipal budgets and plans with national and provincial budgets and plans may also be an offshoot of the distrust of municipalities as the custodians of local development (Du Toit, 1997:113). There is no doubt that pervasive trends of corruption, mismanagement, immature politics, and a skills deficit in many municipalities do little to dispel this distrust (Brynard, 2009:1). However, the solution that

is now imposed through legislation is, by all accounts, complicated to achieve and harbours significant dangers for the achievement of bottom-up development (Brynard,2009:1).

2.9.11 Lack of clarity about Intergovernmental Framework

More clarity about the intergovernmental framework is central to many problems besetting developmental local government (Lekalake, 2016). The Constitution, 1996 combines a strong expression of autonomy for municipalities with a weak definition of the areas that they are responsible for (Van Niekerk, 2001: 34). The precise demarcation of the functional responsibility of a municipality is dependent on a variety of processes and interventions, such as functional definitions in statutes, the outcome of judicial proceedings solving disputes over who does what, or the conclusion of intergovernmental agreements and protocols (Mashigo, 2010:128). The uncertainty over functional areas renders it difficult for municipalities to plan and budget for current and capital expenditures (Mashigo, 2010:128). There is a perception that the goalposts are changing continuously (van Niekerk, 2001: 34). The challenges of the mismatch between the constitutional allocation of powers and the realities of the developmental mandate are traversed in another contribution to this journal (Madumo, 2021:62).

2.10 STRATEGIC INTERVENTIONS TO ENHANCE DEVELOPMENTAL LOCAL GOVERNMENT

With new processes and structures at the local government level and throughout government development, strategic interventions became critical to complement these new systems and structures.

2.10.1 Implementation of Integrated Development Planning

The legal and policy framework for development planning in South Africa envisages that municipalities will play an essential role in realizing coherent planning across the three spheres of government (Staal, 2019:37). Each city is required by law to adopt an integrated development plan (IDP). Integrated Development Planning is a process through which a Municipality, its constituencies, various service providers, and interested and affected parties come together to identify development needs and outline clear objectives and strategies that serve to guide the allocation and management of resources within the Municipality's jurisdictional area (Coetzee, 2001:27).

The IDP must be adopted shortly after a municipal council's term begins and reviewed annually (Robbins, 2001: 543). The municipality's strategic plan is based on an intensive community participation process to gauge and prioritize the community's needs. The IDP is expected to integrate the planning of all municipal departments under the umbrella of a united strategy for the municipal area (Kuczmarski, 2001:20). Importantly, the IDP must go beyond

planning rhetoric and be the basis for the municipality's annual budgets and its spatial planning (Robbins, 2001: 543). Furthermore, the municipality's senior managers must be held accountable regularly through a performance management system to realize the IDP (Schneider, 2001: 453). If this configuration is not sufficiently ambitious, the IDP is expected to integrate the municipality's plans and the plans of all national and provincial departments and parastatals (such as electricity-generating and telecommunication utilities) in that municipal area (Holmes, 2001:3).

2.10.2 Stakeholder involvement

Stakeholder participation could improve the development of local government. Malpractices could be reduced by involving stakeholders such as civil society organizations in the service delivery process (Holmes, 2001:3). For example, the current status of the procurement system requires the creation of three bid committees, namely the bid specification: committee, the evaluation committee, and the adjudication committee. To comply and minimize unethical and corrupt practices, stakeholders should be involved in the evaluation and adjudication process (Reddy, 2016). This will ensure and support open governance (Reddy, 2010:79). Open governance creates the conditions for effective collaboration between governments and citizens, enhancing the legitimacy and accountability of public decision-making (Reddy, 2016).

2.10.3 Strategic sourcing

Another improvement strategy for developmental local governance in public procurement is the use of centralized and decentralized procurement strategies for different categories of goods and services (Holmes, 2001:3). There are many arguments for centralization, specifically better control, and expertise (Staal, 2019:37). However, the answer for poor public procurement practices should instead be sought in strategic sourcing (Madumo, 2021:62). An analysis of public procurement requirements at all levels of government should be done and high-risk-low-cost items (known as bottleneck items) and high-risk-high-cost items (strategic items) should be purchased on a centralized basis with longer-term contracts and high levels of contract and supplier management (Brynard, 2009:1). Leverage items that are low risk, but high cost can be purchased through one agency, for example, a procurement consortium (Staal, 2019:37). The different public institutions then order from the contractor/supplier against a contract, typically through e-procurement, and distribution takes place on a decentralized basis (Babbie, 2021:81). Here, contract management, and particularly feedback on supplier performance, is essential for this type of purchasing to be efficient (Kaul, 1998:116). Non-critical, low-risk-low-cost items (also known as routine items) can be purchased on a decentralized basis using quotations from local suppliers (Kuczmariski, 2001:20). Over and above the proposed recommendation, dep municipalities and municipal entities must engage with the employment of qualified proc (Staal, 2019:27). Practitioners,

training and employment of internship programs, development of effective monitoring and evaluation tools, creation of incentive programs to motivate good performance, tools and also good (Schneider, 2001: 453).

2.10.4 Developing skills and knowledge

Institutions of higher learning and other service providers have a critical role in equipping learners and practitioners with appropriate skills and knowledge (Hague, 1999:3). The capacity for qualified practitioners would only be available when educational institutions contribute to the challenge by way of developing a curriculum that meets the needs of the country (Hague,1999:3). Such programs should provide for an understanding of the knowledge of the South African public sector and its regulations (Hague,1999:3). For example, of a two-model curriculum where leaders have a choice to focus on the private or public sector. In this model, the skills required are general procurement skills and industry-specific skills. The private sector-oriented, program-specific skills require understanding the general business environment (enterprise management). In contrast, the public sector-oriented program concentrates on the legislative climate (to sensitize leaders to an integrated approach in the management of procurement within the highly regulated public sector environment) (Coetzee, 2001:26). Both programs require general procurement skills, which should include, among others, the knowledge of and insight into the purchasing and supply environment, sourcing strategies, purchasing and supply tasks, integrated supply management, globalization, and technological advancement (Coetzee, 2001:26).

2.10.5 Monitoring and Evaluation

Monitoring and evaluation (M&E) are an effective tool which is utilized to achieve good governance and effective service delivery (Schwella, 1996:19). Monitoring and evaluation (M&E) systems are adequate to help with the detection of early warning signs of corruption or any other forms of non-compliance (Staal, 2019:37). Ismail (1997:3), argues that the M&E system is widely recognized as being a crucial strategy for managing and implementing programs in both the public and private sector organizations. Performance, monitoring, and evaluation in community development management (CDM) address donor's concerns rather than local accountability related to broader development issues (Coetzee, 2001:27). CDM is a developmental local government, and this should ensure that its programs in the IDP are adequately planned, monitored and evaluated (Kaul, 1998:116).

Monitoring helps continual self-evaluation through both formal and informal systems and is the process of continuously collecting information about the progress of a program (Staal, 2019:27). Collecting the information should be a regular part of the day-to-day work of programs. The purpose is to help stakeholders decide whether activities are being

implemented as planned; the information obtained is then used to make decisions about improving the management and implementation of the program.

Robbins (2001: 543) states that evaluation, on the other hand, is a systematic exercise that assesses the results of a project's activities in terms of efficiency, effectiveness, relevance, sustainability, and impact. Robbins (2001:543) adds that in a project context, it is a process to measure the outcomes, consequences, and effectiveness of a program; in other words, to use the ongoing lessons learned to better the implementation process; this is done by determining the achievement of goals and objectives.

2.10.6 Community involvement

Section 152 (1) of the Constitution, 1996, states that one of the objectives of local government is to encourage the involvement of communities and community organizations in local government matters. There is a need for a partnership between local government and its community (Van Niekerk, 2001). The community should participate throughout the monitoring and evaluation process (Kuczmarski, 2001:20). The community should start participating in the planning phase (Robbins, 2001:453). This makes it easier for communities to participate in monitoring and evaluation from an informed viewpoint (Schneider, 2001: 453). Projects and programs that are implemented with community involvement usually require community support. Communities know their needs better than municipal officials (Staal, 2019:27).

2.11 CONCLUDING REMARKS

This chapter presented the current state of developmental local government and identified some of the already available literature on the challenges being faced by developmental local government. The chapter focused on issues such as the historical background of South African local government, developmental local government in South Africa, the importance of developmental local government, policy and legislative framework for developmental local government, the developmental role of local government, principles of local government, challenges facing developmental local government, and strategic interventions to enhance developmental government.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter discusses the methodology used to analyse the Municipal service delivery challenges in a developmental local government context: A case of Vhembe District Municipality. The methodology elaborated on instruments that supported the research. Such items presented include research paradigms, research design, study area, population of the study, sampling method and sampling size, data collection, data analysis methods, and ethical considerations.

3.2 RESEARCH PARADIGM

A research paradigm is a frame of mind that frames a research topic and influences how researchers think about it (Hughes, 2017:35). A research paradigm, according to Fraser and Robinson (2016:59), is a set of beliefs about how problems exist and a set of agreements about how such issues can be investigated. This study used a pragmatic research paradigm.

The pragmatic research paradigm is a piece of knowledge and reality based on socially constructed beliefs and behaviours (Yefimov, 2018:218). According to Howe (2017:117), contingent beliefs, routines, and experience cannot be completely detached from knowledge assertions. The study used a pragmatic paradigm because it is based on the idea that researchers should use the philosophical and methodological approach that is most effective for the research problem under investigation. Methods are less critical in a pragmatic paradigm than research outcomes and research questions. This is known as a mixed-methods or multiple-methods approach.

3.3 RESEARCH DESIGN

According to Ackoff (2019:119), a research design is a set of data collection and analysis guidelines that attempts to balance relevance to the research purpose with economy and technique. The concave plan, structure, method, and investigation will be used to collect search questions and control variation, referred to as the research design (Creswell, 2021:21). A descriptive research design will be adopted.

The goal of descriptive research is to correctly and methodically characterize the facts and traits of a particular population or region of interest (McMillan and Schumacher, 2016:30). The goal of descriptive study is to accurately depict or account the features of a specific person, circumstance, or group. These investigations are a way to uncover new meaning, describe what already exists, ascertain how frequently something occurs, and categorize information (Tashakkori and Creswell, 2017:2). This study used descriptive research since there was a

chance to combine qualitative and quantitative data collection techniques. Comparatively speaking, descriptive research takes less time than quantitative experiments.

3.4 RESEARCH METHODS

According to Swartz (2021:22), a research method is an overall plan for conducting a research study. A research method directs a researcher's study planning, execution, and monitoring (Doherty, 2019:21). This study, therefore, used mixed-method research.

Tashakkori and Creswell (2017:2) define mixed method research projects in more detail, emphasizing the importance of merging in every step: in a single study or program of inquiry, the researcher used both qualitative and quantitative methods to collect data, analyse it, integrate the results, and draw conclusions. Mixed methods research entails mixing all stages of the study, from phrasing research questions to sampling, to data collection, to analysis, and, finally, to interpretation (Johnson and Onwuegbuzie, 2018:112). Combining two methods may be preferable to just one because it provides richer insights into research phenomena that cannot be fully understood using only qualitative or quantitative methods. In mixed-methods research, multiple data sources can be integrated and synergized to aid in investigating complex problems.

Aliaga, and Gunderson (2022:202) describe quantitative research methods as explaining an issue or phenomenon by gathering data in numerical form and analysing it with the aid of mathematical techniques, particularly statistics. At the same time, Creswell (2018:18) and Williams (2021:18) argue that quantitative research employs inquiry strategies such as experiments and surveys to collect data on predetermined instruments that yield statistical data. Because it involves a larger sample that was chosen at random, the findings of this study are likely to be generalised to a whole population or a sub-population. Besides sampling, data analysis is less time-consuming as it uses statistical software such as SPSS. The study used the qualitative research method.

Qualitative research involves gathering and interpreting non-numerical data to understand the human and social environment (Morgan, 2021:201). According to Mohajan (2018:23), qualitative research methods can be linked to anthropology, philosophy, psychology, history, and sociology, with the main aim of focusing on the systematic explanation and analysis of the phenomenon, and it has been attracting more attention in the field of tourism and hospitality management. This study used the qualitative research method because it produces a thick, detailed description of participants' feelings, opinions, and experiences and interprets the meanings of their actions. Qualitative approaches were employed to achieve deeper insights into designing, administering, and analyzing language assessment issues.

3.5 STUDY AREA

A study area is where something is located (Bless, 2016:352). The study area was Vhembe District Municipality in the Limpopo Province of South Africa. Vhembe is situated in the northern portion of Limpopo Province, bordering Zimbabwe to the north, Mozambique to the east via Kruger National Park, and Botswana to the northwest. Vhembe District Municipality, with its seat in Thohoyandou, was founded in 2000 as part of the Local Government Transformation Process. It was formed as a distinct area of government under the Local Government: Municipal Structures Act 1998 (Act No.117 of 1998). It comprises four municipalities: Makhado, Musina, Thulamela, and Collins Chabane. It has a land area of 21,407 km², a population of approximately 1.1 million people living in 274,480 dwellings, and eight hospitals spread throughout the region. The Limpopo River is also known as the Vhembe in Venda.

3.6 POPULATION OF THE STUDY

Neuman (2021:217) defines population as the number of objects or subjects in a given area. Based on Joubert and Ehrlich (2017:221), a population is a group of humans who share characteristics such as gender, age, orientation, belief systems, and circumstances of the researcher's intent. The study's population comprised the District Manager, Monitoring and Evaluation (M&E) Manager, M&E staff, Finance Manager, Finance staff, community development worker (CDW), Traditional leader, Councillors, Civic chairperson, Civic members, and selected community members. The population of the Vhembe District Municipality consists of +- 1 402 779 with four municipalities. The population of the study, which is the topic of the study, has been selected from the Vhembe District Municipality.

3.7 SAMPLING

The methods used to choose study participants from a larger population are called sampling (Swartz, 2021:22). Babbie (2021:29) defines sampling as selecting a sample from a large group of people or individuals for a specific research purpose. The District Manager, Monitoring and Evaluation (M&E) Manager, Monitoring and Evaluation (M&E) staff, Finance Manager, Finance staff, community development worker (CDW), Traditional leader, Councillors, Civic chairperson, Civic members, and selected community members comprise the study's sample group. The sampled group of the survey represented the Vhembe District Municipality population.

3.7.1 SAMPLING METHOD

Non-probability sampling is a type in which each individual in the population has an unknown chance of being chosen for the sample. Most non-probability sampling methods rely on discretion (Daniel, 2022:103). Participants are selected due to their accessibility rather than

randomization (Doherty, 2019:21). In this study; judgmental sampling will be used. The judgmental sampling method will be chosen for this study because it requires the least time to complete. It enables researchers to speak directly to their target audience.

3.7.2 SAMPLING SIZE

The sample drawn from the study population consisted of 45 respondents. The sampling size of the study was categorized as follows: District Manager (01), M&E Manager (01), M&E staff (03), Finance Manager (01), Finance staff (04), LED manager (01), LED staff (01), community development worker (CDW) (04), Traditional leaders (04), Councillors (04), Civic chairperson (01), and selected community members (20).

3.8 DATA COLLECTION

Data collection is gathering facts about a population, typically quantitative measurements (Daniel, 2022:103). Data collection entails using a measuring instrument on the sample or cases chosen for investigation (Mouton, 2021). This study used questionnaires and interviews as data collection instruments.

Babbie (2021:29) defines a questionnaire as a document with questions and other things intended to elicit information appropriate for analysis. Doherty (2019:21) considers a questionnaire a series of structured, focused questions in a self-reporting format. The study used a structured questionnaire to obtain a high response rate and detailed and in-depth information. Neuman (2021:323) defines a structured questionnaire as one in which questions are predetermined in advance. The five Likert scales of strongly agree, agree, not sure, disagree, and strongly disagree will be used in conjunction with structured questions.

An interview is a data collection technique in which research participants respond to questions about the research topic (Bless, 2016:183). A questionnaire-style interview schedule includes instructions for interviewees, specific questions to be asked in a particular order, and transition phases for the interviewer (Doherty, 2019:21). The study will use an open-ended interview. According to Neuman (2021:323), an open-ended interview is a type of survey question that allows respondents to respond in any way they see fit. Following up on questions is possible in this style, and interviewees can explain their responses thoroughly. The following participants participated in the research study by answering the interview guide: District Manager, M&E Manager, M&E staff, Finance Manager, Finance staff, community development workers (CDW), Traditional leader, Councillors, Civic chairperson, selected community members.

3.9 DATA ANALYSIS

According to De Vos, Strydom, Fouche, and Delport (2021:27), data analysis adds order, structure, and meaning to a significant amount of data. Data analysis is a technique for

addressing a research problem using numbers and facts (Anney, 2018:21), And statistical and thematic analysis is used in this study.

Statistical Product and Service Solutions (SPSS) Version 25.0 from IBM was used to analyze the data gathered through questionnaires. The results were presented tabularly with frequencies and percentages following a brief information synthesis.

Thematic analysis was used to analyse data collected through interviews, and the information was presented in narrative form. The researcher used the nine steps suggested by Cresswell (2019:191) for qualitative data analysis for this study, and the phases follow next:

3.9.1 Phase 1: Planning for recording data

Before collecting data, the researcher planned for the systematic capture of data appropriate to the setting of participants or both, which will facilitate analysis. The researcher's usage of tape recorders, cameras, and other devices should be specified in the research proposal.

3.9.2 Phase 2: Data collection and preliminary analysis

Data was examined after being collected and recorded by the researcher. The first entailed data analysis at the research site as data is being collected. The second included data analysis performed away from the site. Data collection and analysis must work in tandem to create a meaningful interpretation of the data.

3.9.3 Phase 3: Managing or organizing data.

This is the first loop in the spiral: the researcher properly organized material into file folders and studied it orderly. The data was organized and saved in file folders. The researcher appropriately labelled data using a notation system that made retrieval easier. The data generated by qualitative approaches was massive. Organizing and analyzing a mountain of narrative is an insurmountable endeavor.

3.9.4 Phase 4: Reading and writing memos.

The researcher read the obtained data to determine whether it was ordered and grouped information. Rereading the data forced the researcher to become intimately acquainted with it. After organizing and converting the data, the researcher analysed it to gain a sense of the entire database. Reading through the data again forces the researcher to become acquainted with it. People, events, and quotes always pass through the researcher's thoughts.

3.9.5 Phase 5: Generating categories: themes and patterns.

The process of category generation entailed observing patterns in the environment or persons chosen for the research. The researcher looked for those who have internal and exterior divergence. The researcher distilled the information into a reasonable set of topics to

incorporate into the final story. The analytic process necessitated heightened data awareness, focused attention to data, and receptivity to social life's subtle, unspoken undercurrents.

3.9.6 Phase 6: Coding the data.

The data was presented analytically. The researcher then applied some coding schemes to those categories and delinquent and thoroughly marked passages in the data using codes. The researcher selected the form which he applied when coding the data. The researcher used abbreviations, keywords, colors, dots, and numbers. Codes may take several forms: abbreviations of keywords, colored dots, and numbers.

3.9.7 Phase 7: Testing emergent understanding.

As categories and themes were created and coding began, the researcher evaluated the plausibility of his emerging understanding and investigated it through sufficient data. Part of this statement involved assessing the data for usefulness and significance. This comprised a data search in which the researcher challenged existing understandings, looked for negative instances of patterns, and incorporated these into more enormous constructs as needed.

3.9.8 Phase 8: Searching for alternative explanations.

Alternative explanations are always available; the researcher searched for them, described them, and then showed why the answer was the most reasonable. The researcher discovered categories and patterns in the data while also critically challenging the patterns that appeared to be noticeable. The researcher looked for other reasonable explanations for the data and the relationships between them.

3.9.9 Phase 9: Representing and visualizing.

Finally, the researcher presented the data in text, tabular, or figure form. Information is sometimes represented by hypotheses or propositions that specify the relationship between kinds of information.

The researcher analyzed data for this study by planning and capturing data, reviewing and composing memos, and representing and visualizing. The researcher collected data and wrote down everything the respondents said. Following data collection, the researcher read all the information received from respondents to ensure it was ordered and then aggregated all the material. The data subsequently was presented in a narrative format.

3.10 ETHICAL CONSIDERATIONS

Ethics, according to Hlalukana (2017:16), is a set of moral principles proposed by an individual or group that is then widely accepted and offers rules and behavioral expectations about the most appropriate conduct toward experimental subjects and respondents, employers,

sponsors, and other researchers, assistants, and students. During the investigation, the following research ethics was followed:

3.10.1 Permission to conduct the study.

Rubin (2017:217) considers obtaining ethical approval before the start of a research project as crucial to ensuring that the study's activities follow research norms and regulations. Both internal and external institutions addressed ethics. The Research Ethics Committee of the University of Venda gave institutional ethics approval (including renewals and amendments). Authorization from the Vhembe District Municipality was required before any data gathering commenced. The Traditional leader was asked to publicize the study to the community. The letter authorizing the collection of data is attached as Annexure C.

3.10.2 Informed consent

Before data collection, a written informed consent form providing information on the project was provided to the chosen participants for signature. Respondents were informed about the general nature of the study, including the expected duration of their participation time, the interview process, potential benefits and drawbacks, and potential dangers to which the participants may be exposed, for them to make an informed decision about whether or not to participate in the study.

3.10.3 Voluntary participation

The researcher determined voluntary participation by ensuring voluntary, non-coerced involvement. This was used during sampling to obtain consent for participation from respondents if desired (Rubin, Wright, 2017). Respondents were free to withdraw from the survey at any time, and there were no repercussions.

3.10.4 Confidentiality

Respondents have a right to privacy regarding their personal information; the researcher ensured that the information provided would not be disclosed to anyone other than the right (Swartz, 2021:29). The researcher ensured that all information obtained through the study remained private. The participants were guaranteed that the information provided to the researcher would not be disclosed to anyone else. Participants' names would not be divulged; instead, the study employed coded names, such as responders, to protect the participants' identities. Confidentiality implies that the researcher must always carefully treat the respondents' information.

3.10.5 Anonymity

Anonymity refers to the ethical safeguard that respondents stay nameless; their identities are protected from disclosure and remain unknown (Neuman, 2011:139). For example, the study kept respondents' names and identities anonymous by referring them to participants A and B.

According to Royse (2018:65), anonymity means that the researcher ensured that the respondents remained anonymous and would not be able to identify one another as respondents.

3.10.6 No harm to participants

According to Babbie and Mouton (2021:221), social research should never cause harm to the individuals being investigated, whether they volunteer to participate or not. Participants were given assurance and shielded from bodily and emotional damage. The respondents would not be harmed or punished during the interview. The researcher ensured that all respondents stayed as they were before the research was completed.

3.11 CONCLUDING REMARKS

This chapter was based on the research methodologies used to gather information when researching municipal service delivery challenges in a developmental local government context: the case of Vhembe District Municipality. Mixed methods (qualitative and quantitative research methods) were used. The chapter also discussed the research paradigm, research design and methodology, data collection methods, data instruments, data analysis, and ethical considerations.

CHAPTER 4

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 INTRODUCTION

This chapter presents the findings of data collected from the respondents. The study used mixed techniques, including quantitative and qualitative research methodologies. Research questionnaires and interviews were used as data collection instruments. The responses to the questionnaire's items are presented graphically in tabular form and are followed by a brief synthesis of the findings. The responses to the interview schedule are presented in a narrative form and are followed by a brief interpretation of the findings.

4.2 ANALYSIS OF DATA COLLECTED THROUGH QUESTIONNAIRES

The study presented the data collected through research questionnaires, and the information was presented in graphic tables with frequencies and percentages as well as a synthesis of the findings. This part consists of two sections: Section A, which presents the personal details of respondents, and Section B, which presents municipal service delivery challenges in a developmental local government context, such as the case of Vhembe District Municipality.

4.2.1 SECTION A: PERSONAL DETAILS OF RESPONDENTS

The study presented the personal details of the respondents who participated in the survey. The information is presented in graphical tables with frequencies and percentages and a synthesis of the findings. The following personal details of respondents are presented: gender, age, position, number of years in the position, educational background, and occupation status.

Table 4.1: Gender of respondents

No.	Responses	Frequency	Percentage
1.	Male	11	33%
2.	Female	22	67%
	Total	33	100%

The above table presents the personal details of respondents regarding their gender and most respondents at 22, which constitutes 67%, were females, whereas 11, which constitutes 33%, were males. The researcher had planned that there would be a balance of gender as far as respondents' numbers were concerned, but during the data collection, it was found that there

were more males than females. From the above information, it can be deduced that there were more females than males among the sampled respondents.

Table 4.2: Age of respondents

No.	Responses	Frequency	Percentage
1.	18 – 29 years	17	52%
2.	30 – 49 years	12	36,3%
3.	50 – 64 years	4	12,1%
4.	65 years and older	0	0%
	Total	3	100%

Table 4.2 above indicates respondents' details regarding age, and it was revealed that 17 (52%) took part in the research study at 18 to 29 years old. There were 12 at 36,3% of the respondents who were 30 to 49 years while there 04 at 12,1% who were 50 to 64 years. Zero (0) respondents, at 0%, who participated in the research study were 65 years and older. The study revealed that most of the respondents who participated in the research study were mainly youth aged 18 to 29 years old. With the above table, it can be stated that a few older people in the municipality of Vhembe hold positions related to community development. Older people need to involve themselves in development programs actively.

Table 4.3: Position of the respondents

No.	Responses	Frequency	Percentage
1.	M&E staff	02	6,0%
2.	Finance staff	03	9,0%
3.	LED staff	01	3,0%

4.	Community development workers	03	9,0%
5.	Traditional leaders	03	9,0%
6	Councillors	03	9,0%
7	Selected community members	18	54,5%
	Total	33	100%

From the above statistics, most of the population participating in this study were selected community members, who constituted 18 (54,5%) and stayed in the Vhembe district municipality. Three (03) at 9,0% of Finance staff participated in the study. There were 03, or 9,0% of community development workers, who participated in the study. Three (03) at 9,0% of the Traditional leaders took part in the study, while there were also 03, constituting 9,0% who took part.

Table 4.4: Number of years in the position of the respondents

No.	Responses	Frequency	Percentages
1.	1 to 5 years	04	12,1%
2.	6 to 10 years	14	42,4%
3.	11 to 15 years	06	18,2%
4.	16 to 20 years	08	24,2%
5.	21 years and above	01	3,0%
	Total	33	100%

Table 4.4 above indicates that the majority of the respondents at, 14 (42,4%) who took part in the study, have 6 to 10 years in the position, while 08 (24,2%) of the respondents have 16 to

20 years in the position. Six (06), 18,2% of the respondents have 11 to 15 years in the position. There were 04 (12,1%) who have 1 to 5 years in the position who took part in the study, while there were also 01 who constitutes 3,0% who have 21 years and above who took part in the survey.

Table 4.5: Educational Background of Respondent

No.	Responses	Frequency	Percentages
1.	Primary	0	0,0%
2.	Secondary	06	18%
3.	Tertiary	27	82%
	Total	33	100%

Table 4.5 above indicates that the majority of the respondents, 27 (82%), who took part in the study have completed the Tertiary level, while 06 (18%) of the respondents completed the secondary level. Zero (0) at 0,0% is the primary level for the study participants. The figures above indicate that most of the respondents who participated in the survey have furthered their studies as they have completed the tertiary level. There is a need for people who occupy positions in the Vhembe district municipality to put more effort into ensuring that many of them further their studies by acquiring postgraduate degrees to understand how the city operates and how they should deliver services to the community.

Table 4.6: Occupation status of Respondent

No.	Responses	Frequency	Percentages
1.	Student	19	58%
2.	Unemployed	03	9%
3.	Employed	11	33%

4.	Other	0	0,0%
	Total	33	100%

From the above statistics, the majority of the population who took part in this study were students who constituted 19 (58%). Eleven (11) 33% are employed in this study. There were 03, 9% unemployed, who participated in this study, while there were 0, constituting 0,0%.

4.2.2 SECTION B: MUNICIPAL SERVICE DELIVERY CHALLENGES IN A DEVELOPMENTAL LOCAL GOVERNMENT CONTEXT: THE CASE OF VHEMBE DISTRICT MUNICIPALITY

This section contains four themes, and the data is presented in tabular form with frequencies and percentages, followed by a synthesis of findings. The four themes stemmed from the study's objectives, which were the importance of developmental local government, the municipal service delivery challenges in the context of a developmental local government, the assess the resources for developmental local government within the Vhembe district Municipality and the possible strategies that can be used to overcome the challenges of developmental local government on service delivery, within the Vhembe District Municipality.

4.2.2.1 The importance of developmental local government

The sub-section presents the importance of developmental local government. The data collected are presented as follows:

Table 4.7: The Vhembe District Municipality participates in ensuring there is developmental local government on service delivery.

No.	Responses	Frequency	Percentage
1.	Strongly Agree	04	12%
2.	Agree	26	79%
3.	Not sure	01	3,0%
4.	Disagree	02	6,0%

5.	Strongly Disagree	0	0,0%
	Total	33	100%

Table 4.7 indicates that the majority of respondents, 26, who constitute 79%, agreed that Vhembe District Municipality participates in ensuring developmental local government on service delivery, while 02 who constitutes 6,0%, disagreed with the statement. One 01 respondent, who constitutes 3,0%, was still determining whether Vhembe District Municipality participates in ensuring developmental local government on service delivery. Four (04), comprising 12% of respondents, strongly agreed that the Vhembe District Municipality ensures developmental local government on service delivery, while 0 at 0,0% strongly disagreed. Thirty-30, who constitute 90,9%, agreed that the Vhembe District Municipality participates in ensuring there is developmental local government on service delivery. From the above information, it can be concluded that there is a need for the District Municipality to ensure that there is developmental local government on service delivery.

Table 4.8: A good relationship exists between the Vhembe District Municipality and the surrounding community members.

No.	Responses	Frequency	Percentage
1.	Strongly Agree	05	15,1%
2.	Agree	14	42,4%
3.	Not sure	09	27,2%
4.	Disagree	05	15,1%
5.	Strongly Disagree	0	0,0%
	Total	33	100%

The data presented in Table 4.8 above indicates that the majority of the respondents, 14, who constitute 42,4%, agreed with the statement that there is a good relationship between the

Vhembe District Municipality and the surrounding community members, and only 05, who constitute 15,1%, disagreed with the statement. A total of 09, constituting 27,2%, were still determining whether there is a good relationship between the Vhembe District Municipality and the surrounding community members. The results show that 05, who constitute 15,1%, strongly agreed with the statement that there is a good relationship between the Vhembe District Municipality and the surrounding community members. In contrast, 0, who constitute 0,0% of respondents, strongly disagreed. With the information provided above, the figures indicate that there is a good relationship between the Vhembe District Municipality and the surrounding community members.

Table 4.9: The Vhembe District Municipality plays an important role in the provision of municipal services

No.	Responses	Frequency	Percentages
1.	Strongly Agree	07	21,2%
2.	Agree	19	57,5%
3.	Not sure	04	12,1%
4.	Disagree	02	6,0%
5.	Strongly Disagree	01	3,0%
	Total	33	100

From the table above, the majority of the respondents, 19, constituting 57,5%, agreed that the Vhembe District Municipality plays an important role in the provision of municipal services. In contrast, 02, who constitute 6,0%, disagreed with the statement. Four-four of the respondents, who constitute 12,1%, were wondering whether the Vhembe District Municipality plays an important role in the provision of municipal services or not. Seven 07 of the respondents, who constitute 21,2%, strongly agreed that the Vhembe District Municipality plays an important role in the provision of municipal services. In contrast, 01, who constitute 3,0%, strongly disagreed with the statement. Based on the above statistics, it can be confirmed that most of the

respondents agreed that the Vhembe District Municipality plays an essential role in the provision of municipal services.

Table 4.10: The Vhembe District Municipality encourages the community to participate in public meetings

No.	Responses	Frequency	Percentages
1.	Strongly Agree	03	9,0%
2.	Agree	20	60,6%
3.	Not sure	09	27,2%
4.	Disagree	0	0%
5.	Strongly Disagree	01	3,0%
	Total	33	100

Table 4.10 indicates that most respondents, 20 (60,6%), agreed that the Vhembe District Municipality encourages the community to participate in public meetings. In comparison, none 0 (0%) of the respondents disagreed with the statement. Nine 09 (27,2%) of the respondents were still determining whether the Vhembe District Municipality encourages the community to participate in public meetings. Three 03 (9,0%) respondents strongly agreed that the Vhembe District Municipality encourages the community to participate in public meetings. In contrast, none 0, who constitute 0,0% of the respondents, strongly disagreed with the statement. Based on the above statistics, it can be confirmed that most of the respondents agreed that the Vhembe District Municipality encourages the community to participate in public meetings.

4.2.2.2 The municipal service delivery challenges in the context of a developmental local government

The study presents data regarding the municipal service delivery challenges in a developmental local government context. The data in this theme is presented in a graphic, tabular format with frequencies and percentages followed by a brief synthesis of the findings.

Table 4.11: The Vhembe District Municipality has the capacity to implement developmental local government service delivery

No.	Responses	Frequency	Percentages
1.	Strongly Agree	02	6,0%
2.	Agree	24	72,7%
3.	Not sure	05	15,1%
4.	Disagree	02	6,0%
5.	Strongly Disagree	0	0,0%
	Total	33	100

Table 4.11 indicates that the majority of the respondents, 24 (72,7%), agreed that the Vhembe District Municipality has the capacity to implement developmental local government on service delivery. In comparison, 02 (6,0%) of the respondents disagreed with the statement. Five 05 (15,1%) respondents were curious to know whether the Vhembe District Municipality can implement developmental local government on service delivery. Two 02 (6,0%) of the respondents strongly agreed that the Vhembe District Municipality has the capacity to implement developmental local government on service delivery. In comparison, none 0 (0,0%) of the respondents strongly disagreed with the statement. The information provided shows that the Vhembe District Municipality has the capacity to implement developmental local government service delivery.

Table 4.12: The Vhembe District Municipality regards developmental local government as an important element in the provision of municipal services

No.	Responses	Frequency	Percentages
1.	Strongly Agree	10	30,3%
2.	Agree	16	48,4%

3.	Not sure	04	12,1%
4.	Disagree	03	9,0%
5.	Strongly Disagree	0	0,0%
Total		33	100

Table 4.12 above indicates that the Vhembe District Municipality regards developmental local government as essential in providing municipal services. The majority of respondents, 16 (48,4%), agreed with the statement, and only 03 (9,0%) disagreed. Another 04 respondents, constituting 12,1%, were curious whether the Vhembe District Municipality regards developmental local government as an important element in the provision of municipal services. Ten respondents, who constitute 30,3%, strongly agreed that the Vhembe District regards developmental local government as an important element in providing municipal services. In contrast, 03 (9,0%) of respondents strongly disagreed with the statement. The above information indicates that the Vhembe District Municipality regards developmental local government as necessary in providing municipal services.

Table 4.13: There is an awareness program that aims to engage with the community on municipal services

No.	Responses	Frequency	Percentages
1.	Strongly Agree	04	12,1%
2.	Agree	24	72,7%
3.	Not sure	04	12,1%
4.	Disagree	01	3,0%
5.	Strongly Disagree	0	0,0%
Total		33	100

Table 4.13 above indicates an awareness program that aims to engage with the community on municipal services, and the majority of the respondents, 24 (72,7%), agreed with the statement. In comparison, 04 (12,1%) respondents strongly agreed with the statement. Four (04) respondents, constituting 12,1% of respondents, were curious whether there is an awareness program that aims to engage with the community on municipal services. One 01 (3,0%) of respondents disagreed with the statement that an awareness program aims to engage with the community on municipal services. In comparison, none 0 of the respondents who constitute 0,0% strongly disagreed. The above information indicates an awareness program that aims to engage with the community on municipal services.

Table 4.14: The Vhembe District Municipality attends to the needs of the people regarding the provision of municipal services

No.	Responses	Frequency	Percentages
1.	Strongly Agree	10	30,3%
2.	Agree	18	54,5%
3.	Not sure	03	9,0%
4.	Disagree	01	3,0%
5.	Strongly Disagree	01	3,0%
	Total	33	100

The study reveals that the majority of the respondents, 18, who constitute 54,5%, agreed that the Vhembe District Municipality attends to the needs of the people regarding the provision of municipal services. In comparison, 01 (3,0%) of the respondents disagreed with the statement. However, 03 needed to find out whether the Vhembe District Municipality attends to the needs of the people regarding the provision of municipal services. Ten (10) of the respondents strongly agreed that the Vhembe District Municipality attends to the needs of the people regarding the provision of municipal services. In contrast, 01 of the respondents, who constitute 3,0%, strongly disagreed with the statement. From the above information, the

researcher can conclude that the Vhembe District Municipality attends to the needs of the people regarding the provision of municipal services.

4.2.2.3 They assess the resources for developmental local government within the Vhembe District Municipality

The study presents the data regarding the assess the resources for developmental local government within the Vhembe District Municipality. The data in this theme is presented in a graphic, tabular format with frequencies and percentages followed by a brief synthesis of the findings.

Table 4.15: The senior officials receive regular training on performance management systems

No.	Responses	Frequency	Percentage
1.	Strongly Agree	04	12,1%
2.	Agree	25	75,7%
3.	Not sure	02	6,0%
4.	Disagree	02	6,0%
5.	Strongly Disagree	0	0,0%
	Total	33	100%

Concerning the senior officials receive regular training on performance management systems, the study found that the majority of the respondents who took part in the survey, 25, who constitute 75,5%, agreed with the statement. In comparison, 02 (6,0%) disagreed with the statement that the senior officials receive regular training on performance management systems. Two (02) constituting (6,0%) of the respondents indicated that they needed clarification on whether the senior officials receive regular training on performance management systems. Four (04) respondents, constituting 12,1%, strongly agreed that the senior officials receive regular training on performance management systems, while none 0 of the respondents, constituting 0,0%, strongly disagreed with the statement. The information

provided above indicates that most respondents agreed that senior officials receive regular training on performance management systems.

Table 4.16: The Vhembe District Municipality effectively provides municipal services

No.	Responses	Frequency	Percentage
1.	Strongly Agree	05	15,1%
2.	Agree	15	45,4%
3.	Not sure	07	21,2%
4.	Disagree	06	18,1%
5.	Strongly Disagree	0	0,0%
	Total	33	100%

Table 4.16 above indicates that the Vhembe District Municipality effectively provides municipal services, and most respondents, 15 (45,4%), agreed with the statement. In comparison, 06 (18,1%) disagreed with the statement that the Vhembe District Municipality effectively provides municipal services. Seven respondents, constituting 21,2%, were curious whether the Vhembe District Municipality effectively provides municipal services. Five respondents, who constitute 15,1%, strongly agreed with the statement that the Vhembe District Municipality effectively offers municipal services, while none strongly disagreed. From the above statistics, a conclusion can be drawn that most of the respondents, 20, who constitute 60,6%, agreed that the Vhembe District Municipality effectively provides municipal services.

Table 4.17: The Vhembe District Municipality provides an oversight role to municipality departments to develop local government on service delivery

No.	Responses	Frequency	Percentage
1.	Strongly Agree	08	24,2%

2.	Agree	17	51,5%
3.	Not sure	04	12,1%
4.	Disagree	04	12,1%
5.	Strongly Disagree	0	0,0%
	Total	33	100%

Table 4.15 above indicates that the Vhembe District Municipality oversees municipality departments to develop local government on service delivery. Most respondents, 17 (51,5%), agreed with the statement, while 08 (24,2%) strongly agreed that the Vhembe District Municipality provides oversight to municipality departments in developing local government service delivery. Four respondents, constituting 12,1%, were curious whether the Vhembe District Municipality oversees municipality departments to establish local government on service delivery. Four respondents, 12,1%, disagreed with the statement that the Vhembe District Municipality provides oversight to municipality departments in developing local government on service delivery. In contrast, none of the respondents strongly disagreed. From the above statistics, a conclusion can be drawn that most of the respondents, 25, who constitute 75,7%, agreed that the Vhembe District Municipality provides an oversight role to municipality departments to develop local government on service delivery. With the above information, figures indicate that the Vhembe District Municipality should continue to oversee municipality departments to establish local government on service delivery.

Table 4.18: The Vhembe District Municipality officials are competent to perform their duties

No.	Responses	Frequency	Percentage
1.	Strongly Agree	07	21,2%
2.	Agree	16	48,4%
3.	Not sure	04	12,1%

4.	Disagree	04	12,1%
5.	Strongly Disagree	02	6,0%
	Total	33	100%

The results presented in Table 4.18 above indicate that the majority of the respondents, 16, who constitute 48,4%, agreed that the Vhembe District Municipality officials are competent to perform their duties. In comparison, 07 21,2% of the respondents strongly agreed with the statement. Four (04), 12,1% of respondents, were still determining whether the Vhembe District Municipality officials were competent to perform their duties. Four of the respondents, 12,1%, disagreed with the statement that the respondents agreed that the Vhembe District Municipality officials are competent to perform their duties. In comparison, 02 respondents, who constitute 6,0%, strongly disagreed. From the above information, figures indicate that the Vhembe District Municipality officials are competent to perform their duties.

4.2.2.4 The possible strategies that can be used to overcome the challenges of developmental local government on service delivery, within the Vhembe District Municipality

The study presents data regarding the possible strategies that can be used to overcome the challenges of developmental local government on service delivery, within the Vhembe District Municipality. The data in this theme is presented in a graphic, tabular format with frequencies and percentages followed by a brief synthesis of the findings.

Table 4.19: Training on developmental local government is given to improve municipal service delivery

No.	Responses	Frequency	Percentage
1.	Strongly Agree	04	12,1%
2.	Agree	28	84,8%
3.	Not sure	01	3,0%

4.	Disagree	0	0,0%
5.	Strongly Disagree	0	0,0%
	Total	33	100%

Regarding the fact that the training on developmental local government is given to improve municipal service delivery, the majority of the respondents, 28, who constitute 84,8%, agreed that the training on developmental local government is given to enhance municipal service delivery. In comparison, 04 respondents, who constitute 12,1%, strongly agreed with the statement. One respondent, who constituted 3,0%, was still determining whether the training on developmental local government is given to improve municipal service delivery. Zero of the respondents who constitute 0,0% disagreed or strongly disagreed with the statement that the training on developmental local government is given to improve municipal service delivery. From the above information, figures indicate that the training on developmental local government is given to enhance municipal service delivery.

Table 4.20: The availability of resources makes it easier to provide municipal services

No.	Responses	Frequency	Percentage
1.	Strongly Agree	11	33,3%
2.	Agree	12	36,3%
3.	Not sure	05	15,1%
4.	Disagree	05	15,1%
5.	Strongly Disagree	0	0,0%
	Total	33	100%

Regarding the fact that the availability of resources makes it easier to provide municipal services, the majority of respondents, 12, who constitute 36,3%, agreed that the availability of

resources makes it easier to provide municipal services. In contrast, 11 of the respondents, who constitute 33,3%, strongly agreed with the statement. Five 05 respondents, who constitute 15,1%, were wondering whether the availability of resources makes it easier to provide municipal services. Five respondents, who constitute 15,1% of the respondents, disagreed with the statement, while none of the respondents strongly disagreed with the statement. From the data presented above, a conclusion can be drawn that most of the respondents, 23 of whom constitute 69,6%, agreed that the availability of resources makes it easier to provide municipal services. The figures indicate that resource availability makes it easier to provide municipal services.

Table 4.21: There are proper procedures to be followed when there are complaints about the provision of municipal services.

No.	Responses	Frequency	Percentage
1.	Strongly Agree	10	30,3%
2.	Agree	17	51,5%
3.	Not sure	04	12,1%
4.	Disagree	01	3,0%
5.	Strongly Disagree	01	3,0%
	Total	33	100%

Data presented on whether there are proper procedures to be followed when there are complaints about the provision of municipal services, the majority of the respondents 17, who constitute 51,5%, agreed that there are proper procedures to be followed when there are complaints about the provision of municipal services. At the same time, ten respondents, who constitute 30,3%, strongly agreed with the statement. Four 04 of the respondents, who constitute 12,1%, were wondering whether there are proper procedures to be followed when there are complaints about the provision of municipal services. One 01 of the respondents, who constitute 3,0%, disagreed with the statement that there are proper procedures to be followed when there are complaints about the provision of municipal services. In comparison,

01, who constitute 3,0%, strongly disagreed with the statement. From the information above, a conclusion can be drawn that most of the respondents, 27 of whom constitute 81,8%, agreed that there are proper procedures to be followed when there are complaints about municipal services. The figures indicate adequate procedures to be followed when there are complaints about the provision of municipal services.

Table 4.22: The officials in the Vhembe District Municipality attend workshops related to service delivery

No.	Responses	Frequency	Percentage
1.	Strongly Agree	06	18,1%
2.	Agree	17	51,5%
3.	Not sure	05	15,1%
4.	Disagree	05	15,1%
5.	Strongly Disagree	0	0,0%
	Total	33	100%

Table 4.22 above shows that most of the respondents, 17 (51,5%), agreed that the Vhembe District Municipality officials attend service delivery workshops. In comparison, 06 (18,1%) respondents strongly agreed that the Vhembe District Municipality officials attend service delivery workshops. About 05 out of 33 respondents were still determining whether the Vhembe District Municipality officials attended service delivery workshops. Five, who constitute 15,1%, disagreed that the officials in the Vhembe District Municipality attend workshops related to service delivery, while none of the respondents strongly disagreed with the statement. These figures indicate that the officials in Vhembe District Municipality attend service delivery workshops.

Table 4.23: The Vhembe District Municipality promotes ethical practices to improve service delivery

No.	Responses	Frequency	Percentage
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1.	Strongly Agree	07	21,2%
2.	Agree	18	54,5%
3.	Not sure	04	12,1%
4.	Disagree	03	9,0%
5.	Strongly Disagree	01	3,0%
	Total	33	100%

Table 4.23 indicates that 18 (54,5%) respondents agreed that the Vhembe District Municipality promotes ethical practices to improve service delivery, while 07 (21,2%) strongly agreed. A total of 04 (12,1%) respondents were still determining whether the Vhembe District Municipality promotes ethical practices to improve service delivery. A further 03 (9,0%) of respondents disagreed that the Vhembe District Municipality promotes ethical practices to improve service delivery, while 01 of the respondents, who constitute 3,0%, strongly disagreed with the statement. The study findings suggest that people must know the ethical practices that improve service delivery. Therefore, there is a need for Vhembe District Municipality to encourage public meetings so that people can be aware of their political roles.

4.3 ANALYSIS OF DATA COLLECTED THROUGH INTERVIEWS

The researcher took notes during interview sessions with the participants. This study was conducted to answer the research questions that arose from the research objectives: the importance of developmental local government, the municipal service delivery challenges in a developmental local government, and whether Vhembe District has the resources for developmental local government service delivery. Strategies can be used to overcome the challenges of developmental local government on service delivery within the Vhembe District Municipality. In this section, the researcher presents the data collected through interviews, and the information is presented in a narrative format with synthesis of the findings. This section is divided into two sub-sections: section A and section B.

4.3.1 Section A: Personal Details of Participants

In this section, the researcher presents the personal details of the participants who took part in the study. The information is presented in tables with frequencies and percentages and a

brief synthesis of the findings. The following personal details of respondents are presented: gender, age, position, number of years in the position, educational background, and occupation status.

Table 4.24: Personal details of participants

Participant	Gender	Age	Position	Number of years in the position	Educational background	Occupation status
A	Male	50 - 64 years	Civic chairperson	11 to 15 years	Secondary	Unemployed
B	Male	65 years and older	Traditional Leader	16 to 20 years	Secondary	Unemployed
C	Female	18 - 29 years	Finance staff	1 to 5 years	Tertiary	Employed
D	Male	18 - 29 years	M&E staff	1 to 5 years	Tertiary	Employed
E	Female	30 - 49 years	Finance manager	11 to 15 years	Tertiary	Employed
F	Female	30 - 49 years	LED manager	6 to 10 years	Tertiary	Employed
G	Male	50 - 64 years	M&E manager	11 to 15 years	Tertiary	Employed
H	Male	30 - 49 years	Councillor	1 to 5 years	Secondary	Employed
I	Male	30 - 49 years	Community development worker	11 to 15 years	Tertiary	Employed
J	Female	18 - 29 years	Selected community member	6 to 10 years	Tertiary	Student
K	Female	18 - 29 years	Selected community member	1 to 5 years	Tertiary	Student

L	Male	30 – 49 years	District Manager	11 to 15 years	Tertiary	Employed
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From Table 4:24 above, the personal details of the participants are indicated. The researcher interviewed the 12 participants who were purposefully sampled to participate in the study face to face. Many of the participants were males, and a few were females. The researcher's original intention was to have a sample representative of males and females in equal proportions.

The Table above focuses on the age of the participants. It was revealed that from the twelve participants who participated in the study, many were 30 – 49 years old. There are few participants aged 18 – 29, 50 – 64, and 65 years and older. Few youths in the municipality hold positions related to community development. The table also shows the personal details of the participants, focusing on the positions they have in the workplace. Of the 12 participants sampled in the study, one participant was a District Manager, one M&E Manager, one M&E staff, and one Finance Manager; one participant was a finance staff, one LED Manager, one councillor, one civic chairperson, one participant Community development worker, and Traditional leader. The study also included two selected community members from the participants. The researcher interviewed the participants face-to-face in a quiet environment. The table also indicates the personal details of the participants, focusing on the number of years they have been in the position. Of the twelve participants sampled in the study, five have 11 to 15 years in the position, four have 1 to 5 years in the position, two have 6 to 10 years, and one has 16 to 20 years in the position. The table above focuses on the educational background of the participants. It was revealed that among the twelve participants who participated in the study, many had tertiary education, and few had secondary education. The table also shows the personal details of the participants, focusing on their occupation status. Of the twelve participants sampled in the study, eight participants are employed, two are unemployed, and two are students.

4.3.2 Section B: Municipal service delivery challenges in a developmental local government context: a case of Vhembe District Municipality

This section presented themes and the main questions that participants were asked during the interviews.

Table 4.25: Themes of the municipal service delivery challenges in a developmental local government context: a case of Vhembe District Municipality

Item No.	Themes
1.	What is the importance of developmental local government?
2.	What are the municipal service delivery challenges in a developmental local government?
3.	Does Vhembe District have resources for developmental local government on service delivery?
4.	What strategies can be used to overcome the challenges of developmental local government on service delivery within the Vhembe District Municipality?

The Table above represents the main questions, which are the study's research questions. The questions above were referred to as themes.

4.3.3 Question 1: What is the importance of developmental local government?

The first question was asked to determine the importance of developmental local government. During the interview, participants indicated that developmental local government is essential.

Participant A

In response to the above question, Participant A said that it ensures the sustainability of services to communities, promotes social and economic development, and provides household infrastructure and services.

Participant B

“To ensure that all South Africans have access to adequate housing, health care, education, food, water, and social security.”

Participant C

“It brings about the kind of developmental that puts the interest of the community at the centre.”

Participant D

“To offer financial and capacity support in service delivery, and to engage local communities in municipal planning implementation.”

Participant E

“To aid the municipalities in achieving or enhancing the socio-economic and political needs of the communities.”

Participant F

“To ensure the provision of capacity to municipalities to cater the service delivery and ensure inclusive local government.”

Participant G

“To equip the leaders with skills and knowledge to deliver the required services, to promote the socio-economic and political needs of the society.”

Participant H

“Developmental local government plays a crucial role in driving sustainable development and improving the quality of life for all citizens at a local level.”

Participant I

“It will bring economic development. A proper environment may encourage people to develop their businesses (environment determines the kind of business people may want to start.”

Participant J

Participant J replied, "At the municipal level, developmental local governance is essential for advancing socio-economic growth and raising inhabitants' living standards. Developmental local government can assist in addressing problems like poverty, inequality, and unemployment.”

Participant K

“It contributes to the empowerment of local authorities to design and carry out initiatives specifically suited to the requirements of their community, recruiting in enhanced service provision and general quality of life.”

Participant L

“Promoting job creation and boosting local economy can be done through participation and good communication between the municipality and community members.”

Participants A, B, F, and H mentioned that they sustain services to communities, Promote social and economic development, and provide household infrastructure and services. Participants C, D, and J indicated that It brings about the kind of development that puts the community's interest at the centre. Participants E and G indicated that to aid the municipalities in achieving or enhancing the socio-economic and political needs of the communities. Participants J and L indicated that job creation and boosting the local economy can be promoted through participation and good communication between the municipality and community members. Participant J mentioned that developmental local government can assist in addressing problems like poverty, inequality, and unemployment. Participant K indicated that It contributes to the empowerment of local authorities to design and carry out initiatives specifically suited to their community's requirements, recruiting in enhanced service provision and general quality of life. Regarding the importance of developmental local government, it can be concluded that the municipality must ensure developmental local government.

4.3.4. Question 2: What are the municipal service delivery challenges in a developmental local government?

The second question was determining the municipal service delivery challenges in a developmental local government.

Participant A

With the above question, Participant A indicated that municipal capacity constraints, financial viability problems, service delivery protests, convoluted political processes, corruption, and poor planning were the reasons for this.

Participant B

“Lack of financial budget and shortage of funds, the existence of a local municipality with poor service delivery. Municipal capacity constraints, financial viability problems, service delivery protests, corruption, and poor planning”.

Participant C

“Lack of proper consultation process by the relevant.”

Participant D

“The use of external contractors to deliver service instead of utilizing the local resources, too much power vested on politicians than administrations.”

Participant E

“Greedy, the spirit of being greedy where officials use the state money for personal gain.”

Participant F

“Mal administration includes corruption and nepotism, political meddling, illiterate officials, and poor participation.”

Participant G

“Political battles”.

Participant H

“Common challenges that hinder service delivery include corruption and lack of accountability as well as lack of communication between the municipalities and the citizens they serve.”

Participant I

“Challenges may be poor infrastructure, e.g., roads are unsuitable for facilitating deliveries.”

Participant J

“Limited funding, capacity, and opposition to change from powerful interests are a few of the difficulties associated with municipal service in local government settings.”

Participant K

“Some municipal service delivery challenges in the context of a developmental local government include political interference, limited community engagement, political interference, and corruption.”

Participant L

“Corruption, lack of accountability by councillors and municipal officials, lack of public participation in governance issues, lack transparency, dysfunctional ward committees, and institutional capacity relating to appropriate skills and staff.”

Participants A, B, E, H, and L stated that the municipal service delivery challenges in a developmental local government were municipal capacity constraints, financial viability problems, service delivery protests, convoluted political processes, corruption, and poor planning. Participants D, F, J, and K indicated that some of the municipal service delivery

challenges in the context of a developmental local government include political interference, limited community engagement, political interference, and corruption. Participant C stated that there is a need for a proper consultation process by the relevant. Participant G indicated political battles, whereas Participant I stated that challenges may be poor infrastructure, e.g., roads are unsuitable for deliveries. From the above information, a conclusion can be drawn that most respondents indicated that municipal service delivery challenges in a developmental local government are municipal capacity constraints, financial viability problems, and corruption. Therefore, it is suggested that the municipality improve control measures to ensure no corruption or ineffective use of funds.

4.3.5 Question 3: Does Vhembe District have the resources for developmental local government on service delivery?

The third question was to find out that the Vhembe District has the resources for developmental local government on service delivery.

Participant A

“There are no adequate or enough resources to deliver municipal services to the local communities within the Vhembe district municipality.”

Participant B

“There are no adequate or enough resources to deliver municipal services to the local communities within the Vhembe district municipality. For that reason, it leads to late municipal services service delivery not to be rendered at all”.

Participant C

Participant C said that is not precisely because it requires officials with equable skills.

Participant D

“No, due to the diverse needs of the communities, it does not have enough capacity to deliver services.”

Participant E

“Yes, Vhembe district has enough funds to render services.”

Participant F

“Yes, all the municipalities in South Africa are provided with resources to deliver adequate services.”

Participant G

“No, there is a lack of capacity to deliver the services.”

Participant H

“The Vhembe district does have the resources for developmental local government on service delivery, but they are not being utilized effectively and efficiently.”

Participant I

“Vhembe district does have resources, but the problem is that they focus more on semi-developed areas and not local communities.”

Participant J

“As is typical in many areas, the Vhembe district may encounter resource constraints when implementing developmental local government on service delivery.”

Participant K

“Vhembe district may have the financial means, trained workforce, and physical facilities to support the local government’s progress in providing services. Vhembe district have the resources for developmental local government on service delivery”.

Participant L

“The resources are there, but they are not enough. Because it consists of rural areas, corruption also plays a part.”

In response to the question on does Vhembe District has the resources for developmental local government on service delivery, participants A, B, D, G, I, and L mentioned that there are no adequate or enough resources to deliver municipal services to the local communities within the Vhembe district municipality, participant B they indicated that for that reason, it leads to late municipal services service delivery not to be rendered at all. Participant C stated that it is different because it requires people officials with equable skills. Participants E, F, and H indicated that Vhembe district has enough funds to render services. Participant G stated there is a lack of capacity to deliver the services. Participant J mentioned that, as is typical in many areas, the Vhembe district may encounter resource constraints when implementing developmental local government on service delivery. Participant K indicated that Vhembe district may have the financial means, trained workforce, and physical facilities to support the local government’s progress in providing services. Vhembe district have the resources for developmental local government on service delivery. The responses given by the participants reveal that the municipality should train municipal officials to have the skills and abilities to

deliver and use municipal resources efficiently and effectively. They also suggest that the city should implement skills development for municipal officials.

4.3.6 Question 4: What strategies can be used to overcome the challenges of developmental local government on service delivery within the Vhembe District Municipality?

The last question was to find out the strategies that can be used to overcome the challenges of developmental local government on service delivery within the Vhembe District Municipality.

Participant A

With the above question participant, A was very excited to share her ideas about strategies that can be used to overcome the challenges of developmental local government on service delivery. Participant A said municipalities must ensure improved accountability mechanisms, infrastructures should always be maintained, and municipal officials should be equipped with skills and technical know-how to implement policy framework effectively.

Participant B

“Municipalities must ensure that there are improved accountability mechanisms, infrastructures should always be maintained, and municipal officials should be equipped with skills and technical know-how to implement policy framework effectively.”

Participant C

“It requires the municipality to have the requisite skills to strengthen the local economic development unit.”

Participant D

“Community stakeholders participation.”

Participant E

“Utilisation of local resources to advance the local economy”

Participant F

“Public-private partnership to help the public sector or institution to deliver seeks public accountability.”

Participant G

“Capacity building”.

Participant H

“I strongly believe that promoting citizen engagement, strengthening measures against corruption, monitoring and evaluation, and ensuring regulatory compliance can be some of the strategies that can be used to overcome these challenges.”

Participant I

“Using the people-centered approach considering the community engagement may bring understanding to what should be done. Institutions and community leaders may fail to communicate what is needed properly”.

Participant J

“Strengthen partnerships and collaborations with other stakeholders such as the private sector entities to pool resources and engage with the community to ensure that their needs and priorities are reflected in the service delivery strategy.”

Participant K

“The local government must, nevertheless, make good use of these resources and put appropriate plans into place. Enhancing service delivery in the Vhembe area can also be aided by collaborations with other stakeholders and ongoing service monitoring and assessment”.

Participant L

“To understand customer base update the indigent register, community outreach (imbizos and magotia). Improvement on revenue collection set out clear service standard and customer care”.

Participants A and B mentioned that municipalities must ensure improved accountability mechanisms, infrastructures should always be maintained, and municipal officials should have the skills and technical know-how to implement policy frameworks effectively. Participant C stated that the municipality must have the skills to strengthen the local economic development unit. Participants D and J mentioned that Strengthening partnerships and collaborations with other stakeholders, such as the private sector, entitles them to pool resources and engage with the community to ensure that their needs and priorities are reflected in the service delivery strategy. Participant E stated that utilizing local resources is needed to advance the local economy. Participant F indicated that public-private partnerships help the public sector or institution to deliver and seek public accountability. Participant G stated that capacity building. Participant H and I mentioned that promoting citizen engagement, strengthening measures against corruption, monitoring and evaluation, and ensuring regulatory compliance can be some of the strategies that can be used to overcome these challenges. Participant K indicated that the local government must make good use of these resources and implement appropriate

plans. Enhancing service delivery in the Vhembe area can also be aided by collaborations with other stakeholders and ongoing service monitoring and assessment. Participant L stated that the indigent register and community outreach (imbizos and magotia) should be updated to understand the customer base. Improvement in revenue collection set out clear service standards and customer care. From the above information, a conclusion can be drawn that the municipality should consult the community members about the services to be rendered. It must also train municipal officials regularly.

5 CONCLUDING REMARKS

The researcher discusses and analyses the collected data in this chapter. The chapter was divided into two sections: data analysis and data collection via questionnaires and interviews. Data on municipal service delivery challenges in a developmental local government was gathered using quantitative and qualitative methods. The data collected from participants was tabulated and narratively presented, analysed, and interpreted. The data revealed that the senior officials receive regular training on performance management systems. The following chapter discusses the findings, conclusions, and recommendations on municipal service delivery challenges in a developmental local government and future research recommendations.

CHAPTER 5

FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.1 INTRODUCTION

The previous chapter discussed the sampled population's responses to provide an understanding of the nature of the research findings about municipal service delivery challenges in the developmental local government context: a case of Vhembe District Municipality. Significant findings, recommendations for municipal service delivery challenges in a developmental local government context: a case of Vhembe District Municipality, and recommendations for future research studies on a related subject will be documented in this chapter.

5.2 MAJOR FINDINGS OF THE STUDY

Significant findings arose from the study's specific objectives. The following specific objectives of the survey benchmarked the realisation of the study's primary aim. They sought to describe the challenges facing municipal service delivery challenges in a developmental local government context: a case of Vhembe District Municipality, to determine the importance of developmental local government, to examine municipal service delivery challenges in the context of a developmental local government, to assess the resources for developmental local government within the Vhembe District Municipality, and to recommend the strategies that can be used to overcome the challenges of developmental local government on service delivery, within the Vhembe District Municipality. From the interview schedule, the researcher posed a question seeking to determine the importance of developmental local government.

5.2.1 MAJOR FINDINGS ON THE IMPORTANCE OF DEVELOPMENTAL LOCAL GOVERNMENT

The study's first objective sought to determine the importance of developmental local government. The study found that 26 (79%) out of 33 respondents mentioned that Vhembe District Municipality ensures developmental local government on service delivery. The study also found a good relationship between the Vhembe District Municipality and the surrounding community members, of which 14 (42,4%) agreed with the statement. The study findings revealed that the Vhembe District Municipality plays an important role in the provision of municipal services; the majority of the respondents, 19 respondents, 57,5%, agreed with the statement. The researcher found that 20 respondents, 60,6%, pointed out that the Vhembe District Municipality encourages the community to participate in public meetings; others needed to be sure.

The study findings revealed that they ensure that services to communities are provided sustainably, promote social and economic development, and provide household infrastructure

and services. The study findings revealed that It brings about the development that puts the community's interest at the centre. The study found that to aid the municipalities in achieving or enhancing the socio-economic and political needs of the communities. The study found that promoting job creation and boosting the local economy can be done through participation and good communication between the municipality and community members. The findings attest that developmental local government can assist in addressing problems like poverty, inequality, and unemployment. It is further revealed that It contributes to the empowerment of local authorities to design and carry out initiatives specifically suited to their community's requirements, recruiting in enhanced service provision and general quality of life.

5.2.2 MAJOR FINDINGS ON THE MUNICIPAL SERVICE DELIVERY CHALLENGES IN THE CONTEXT OF A DEVELOPMENTAL LOCAL GOVERNMENT

The second objective of the research study sought to examine municipal service delivery challenges in the context of a developmental local government. The findings reveal that most of the respondents, 24, who constitute 72,7%, agreed that the Vhembe District Municipality has the capacity to implement developmental local government on service delivery. The researcher found that most respondents, 16, who constitute 48,4%, agreed that the Vhembe District Municipality regards developmental local government as an important element in the provision of municipal services. It was revealed that most of the respondents, 24 of whom constitute 72,7%, responded that an awareness program aims to engage with the community on municipal services. Furthermore, 18 (54,5%) of the respondents agreed that Vhembe District Municipality attends to the needs of the people regarding the provision of municipal services.

The researcher found that the municipal service delivery challenges in a developmental local government were municipal capacity constraints, financial viability problems, service delivery protests, convoluted political processes, corruption, and poor planning. The study findings added that some of the municipal service delivery challenges in the context of a developmental local government include political interference, limited community engagement, political interference, and corruption. The study found a need for a proper consultation process by the relevant. The researcher found political battles, whereas they stated that challenges may be poor infrastructure, e.g., roads are unsuitable for facilitating deliveries.

5.2.3 MAJOR FINDINGS ON THE ASSESS THE RESOURCES FOR DEVELOPMENTAL LOCAL GOVERNMENT WITHIN THE VHEMBE DISTRICT MUNICIPALITY

The third objective of the research study sought to assess the resources for developmental local government within the Vhembe District Municipality, and the data collected revealed that

the majority of respondents, 25, who constitute 75,5%, confirm that the senior officials receive regular training on performance management systems. The study findings discovered that most respondents, 15 of whom constitute 45,4%, agreed that the Vhembe District Municipality effectively provides municipal services. Another 17 respondents, who constitute 51,5%, agreed with the statement that the Vhembe District Municipality provides oversight to municipality departments to develop local government on service delivery. The study findings revealed that most of the respondents, 16, who constitute 48,4%, agreed that the Vhembe District Municipality officials are competent to perform their duties.

The study further revealed that there needs to be adequate and more resources to deliver municipal services to the local communities within the Vhembe district municipality, leading to late municipal services service delivery not being rendered. The study found that not precisely because it requires people officials with equable skills. The research study found that Vhembe district has enough funds to render services. The researcher found that there needs to be more capacity to deliver the services. The study also revealed that, as is typical in many areas, the Vhembe district may encounter resource constraints when implementing developmental local government on service delivery. The study further revealed that Vhembe district may have the financial means, trained workforce, and physical facilities to support the local government's progress in providing services.

5.2.4 MAJOR FINDINGS ON THE STRATEGIES THAT CAN BE USED TO OVERCOME THE CHALLENGES OF DEVELOPMENTAL LOCAL GOVERNMENT ON SERVICE DELIVERY, WITHIN THE VHEMBE DISTRICT MUNICIPALITY

The last objective of the study sought to recommend the strategies that can be used to overcome the challenges of developmental local government on service delivery, within the Vhembe District Municipality. The study found that more than a quarter of the respondents, 28 (84,8%), indicated that the training on developmental local government is given to improve municipal service delivery. The further findings revealed that the majority of the respondents, 12 (36,3%), indicated that the availability of resources makes it easier to provide municipal services. The researcher found that most of the respondents, 17, who constitute 51,5%, agreed that there are proper procedures to be followed when there are complaints about the provision of municipal services. About 17 (51,5%) respondents agreed that the Vhembe District Municipality officials attend service delivery workshops. In the last category, 18 (54,5%) agreed that the Vhembe District Municipality promotes ethical practices to improve service delivery.

5.3 SYNTHESIS OF THE STUDY

The essential findings of this study from the research questionnaires can be summarised as follows:

- Most respondents revealed that Vhembe District Municipality ensures developmental local government on service delivery.
- Many of them revealed that there is a good relationship between the Vhembe District Municipality and the surrounding community members.
- Vhembe District Municipality plays an important role in providing municipal services.
- The majority of the respondents discovered that Vhembe District Municipality encourages the community to participate in public meetings.
- Vhembe District Municipality has the capacity to implement developmental local government on service delivery.
- Most respondents alluded that the Vhembe District Municipality regards developmental local government as necessary in providing municipal services.
- Most of the respondents discovered that there is an awareness program that aims to engage with the community on municipal services.
- Vhembe District Municipality attends to the needs of the people regarding the provision of municipal services.
- Respondents revealed that the senior officials receive regular training on performance management systems.
- Many agreed that the Vhembe District Municipality effectively provides municipal services, and most respondents.
- Vhembe District Municipality oversees municipality departments to develop local government on service delivery.

- Most respondents alluded that Vhembe District Municipality officials are competent to perform their duties.
- The training on developmental local government is given to improve municipal service delivery.
- The availability of resources makes it easier to provide municipal services.
- There are proper procedures to be followed when complaints about the provision of municipal services.
- The officials in the Vhembe District Municipality attend workshops related to service delivery.
- The Vhembe District Municipality promotes ethical practices to improve service delivery.

The essential findings of this study from the research interviews can be summarised as follows:

- Regarding the importance of developmental local government, it ensures the provision of services to communities sustainably, Promotes social and economic development, and provides household infrastructure and services. Promoting job creation and boosting the local economy can be done through participation and good communication between the municipality and community members. It is therefore suggested that the city ensure the development of local government.
- A developmental local government's municipal service delivery challenges were municipal capacity constraints, financial viability problems, service delivery protests, convoluted political processes, corruption, and poor planning.
- Participants suggested that the municipality should train municipal officials to develop the skills and abilities to deliver and use municipal resources efficiently and effectively.
- It is suggested that the municipality should consult the community members about the services to be rendered.

5.4 RECOMMENDATIONS OF THE STUDY

In this section, the researcher recommends the strategies that can be used to overcome the challenges of developmental local government on service delivery, within the Vhembe District Municipality. The research is based on the research questions of the study, which are: what the importance of developmental local government is, the municipal service delivery challenges in a developmental local government, the Vhembe District has the resources for developmental local government on service delivery, the strategies can be used to overcome the challenges of developmental local government on service delivery within the Vhembe District Municipality.

5.4.1 Recommendations on the importance of developmental local government

The study findings show that Vhembe District Municipality ensures that local government is developmental in service delivery. The researcher suggests that Vhembe District Municipality should provide effective and efficient development of local government on service delivery. It was found that there is a good relationship between the Vhembe District Municipality and the surrounding community members. The study recommends that Vhembe District Municipality should always maintain good relations with the surrounding community members. The research study found that Vhembe District Municipality is essential in providing municipal services. The researcher suggests that Vhembe District Municipality should ensure the provision of municipal services. It was found that Vhembe District Municipality encourages the community to participate in public meetings. The researcher recommends that Vhembe District Municipality encourage the community to attend and participate in public meetings.

The research study recommends that the municipality follow policies and strategies to provide services to communities sustainably, promote social and economic development, and provide household infrastructure and services. It was found that the municipality brings about the development that puts the community's interest at the centre. The researcher, therefore, suggests that the city is required by law to adopt an integrated development plan (IDP). To aid the municipalities in achieving or enhancing the socio-economic and political needs of the communities, the researcher recommends stakeholder participation, which could improve the development of local government. The study shows that promoting job creation and boosting the local economy can be done through involvement and good communication between the municipality and community members. The researcher suggests that the municipality's strategic plan is based on an intensive community participation process to gauge and prioritize the municipal community's needs. The developmental local government can assist in addressing problems like poverty, inequality, and unemployment. The research study recommends that the municipality strategy for developmental local governance in public procurement uses centralized and decentralized procurement strategies for different

categories of goods and services. It was found that it contributes to the empowerment of local authorities to design and carry out initiatives specifically suited to their community's requirements, recruiting in enhanced service provision and general quality of life. The researcher suggests that the municipality should have open governance, which creates the conditions for effective collaboration between governments and citizens, enhancing the legitimacy and accountability of public decision-making.

5.4.2 Recommendations on the municipal service delivery challenges in a developmental local government

The study found that the Vhembe District Municipality can implement developmental local government on service delivery. The researcher recommends that the municipality ensure that they use their capacity to implement developmental local government on service delivery. The researcher found that the Vhembe District Municipality regards developmental local government as necessary in providing municipal services. The researcher suggests that the municipality should use a strategy for developmental local governance in public procurement, such as centralized and decentralized procurement strategies for different categories of goods and services. The study found an awareness program that aims to engage with the community on municipal services. The study recommends that the municipality continue hosting awareness programs to engage with the community. It is clear that the Vhembe District Municipality attends to the needs of the people regarding the provision of municipal services; the researcher suggests that the municipality should continue to attend to the needs regarding the provision of municipal services.

It was also discovered that the municipal service delivery challenges in a developmental local government were municipal capacity constraints, financial viability problems, service delivery protests, convoluted political processes, corruption, and poor planning. Therefore, the researcher suggests that corrupt politicians must be accountable for their corrupt activities, as the municipality should implement skills development for incompetent staff. On the issue of the municipal service delivery challenges in the context of a developmental local government include political interference, limited community engagement, political interference, and corruption, the researcher recommends that the municipality should implement skills development to train municipal officials regularly, politicians should put aside political differences and focus on the same goal which is to deliver efficient municipal services and the municipality should be transparent at all times and treat all community members fairly. The study found a need for a proper consultation process by the relevant. The researcher recommends that the municipality should have a proper consultation. It was found that political battles, whereas challenges may be poor infrastructure, e.g., roads, need to be more suitable

for delivery. The research study recommends that the municipality be accountable for its actions, and it must always maintain the poor infrastructure and install new infrastructures.

5.4.3 Recommendations on assessing the resources for developmental local government within the Vhembe District Municipality

The study findings show that the senior officials receive regular training on performance management systems. The researcher suggests that the municipality should work with institutions of higher learning and other service providers to have a critical role in equipping senior officials with appropriate skills and knowledge. It was found that the Vhembe District Municipality effectively provides municipal service, and the researcher recommends that the municipality continue to deliver municipal services effectively and efficiently. The study found that Vhembe District Municipality oversees municipality departments to develop local government on service delivery. The researcher suggests that the municipality should have the legal and policy framework for development planning in South Africa and envisages that municipalities will play an essential role in realizing coherent planning across the three spheres of government. The Vhembe District Municipality officials are competent in performing their duties. The study recommends that municipal officials improve their capacity to render municipal services.

The study found that more resources must be needed to deliver municipal services to the local communities within the Vhembe district municipality, leading to late service delivery not being rendered. The research study recommends that the city deliver services implemented in IDP; if they fail, they should inform community members with valid reasons. It shows that not precisely because it requires people officials with equable skills; therefore, the researcher suggests that municipal officials should have skills and qualities to perform their daily duties. The study found that Vhembe district has enough funds to render services. The researcher recommends that the municipality use its funds according to IDP to avoid misusing funds. It was found that there needs to be more capacity in delivering the services. The researcher suggests that the municipality should improve the capacity of its officials to deliver the services. The study found that, as typical in many areas, the Vhembe district may encounter resource constraints when implementing developmental local government on service delivery. The researcher recommends that the municipality use the resources efficiently and effectively. The study found that Vhembe district may have the financial means, trained workforce, and physical facilities to support the local government's progress in providing services. The researcher recommends that the municipality train the municipal officials regularly to avoid the inefficiency of financial means, and trained officials can deliver services according to the IDP. It was found that Vhembe district have the resources for developmental local government on service delivery. Therefore, the researcher suggests that the municipality should train

municipal officials on skills and abilities to deliver and use municipal resources efficiently and effectively, and the city should implement skills development for municipal officials.

5.4.4 Recommendation on the strategies that can be used to overcome the challenges of developmental local government on service delivery, within the Vhembe District Municipality

The study found that the training on developmental local government is given to improve municipal service delivery. The researcher noted a need for training on developmental local government to improve municipal service delivery. It was found that the availability of resources makes it easier to provide municipal services. The researcher suggests that the officials should utilize resources according to IDP. The researcher discovered that there are proper procedures to be followed when there are complaints about the provision of municipal services. The researcher recommends that the municipality implement appropriate procedures and policies to provide municipal services. The study found that the officials in the Vhembe District Municipality attend workshops related to service delivery. The study suggests that the municipality should always ensure that its municipal officials attend workshops to improve their capacity for service delivery. The study found that the Vhembe District Municipality promotes ethical practices to improve service delivery. The researcher recommends that the municipality always promote ethical practices to avoid misconduct and the misuse of financial means for their benefit.

The study found that the strategies to overcome the challenges of developmental local government on service delivery are to ensure improved accountability mechanisms, infrastructures should always be maintained, and municipal officials should be equipped with skills and technical know-how to implement policy framework effectively. The study recommends that the municipality ensure that corrupt politicians are accountable for their corrupt activities, and for incompetent staff, the city should implement skills development. The study revealed that a town with the requisite skills is required to strengthen its local economic development unit. The researcher recommends that the municipality implement skills and knowledge development so that municipal officials can clearly understand local economic development.

It was found that strengthening partnerships and collaborations with other stakeholders, such as the private sector, entitles them to pool resources and engage with the community to ensure that their needs and priorities are reflected in the service delivery strategy. The study recommends that stakeholder participation could improve the developmental of local government. The study found that the utilization of local resources advances the local economy. The researcher suggests that the municipality should utilize resources efficiently

and effectively. The study revealed that public-private partnerships help the public sector or institutions to deliver and seek public accountability. The researcher recommends that open governance creates the conditions for effective collaboration between governments and citizens, enhancing the legitimacy and accountability of public decision-making.

The study found that promoting citizen engagement, strengthening measures against corruption, monitoring and evaluation, and ensuring regulatory compliance can be some of the strategies that can be used to overcome these challenges. The researcher recommends that for developmental local government to be effective, there is a need for robust monitoring and evaluation systems; monitoring and evaluation provide the means to compile and integrate this valuable information into the policy cycle, thus providing the basis for sound governance and accountable public policies. The study revealed that the local government must make good use of these resources and put appropriate plans into place; enhancing service delivery in the Vhembe area can also be aided by collaborations with other stakeholders and ongoing service monitoring and assessment. The study recommends that the legal and policy framework for development planning in South Africa envisages that municipalities will play an essential role in realizing coherent planning across the three spheres of government; each city is required by law to adopt an integrated development plan (IDP). The study found that to understand the customer base, update the indigent register, and community outreach (imbizos and magotia), improvement in revenue collection set out clear service standards and customer care. The study suggests that the municipality should always involve the community in decision-making and IDP meetings.

5.5 RECOMMENDATIONS FOR FUTURE RESEARCH STUDIES

This study aims to critically analyse the municipal service delivery challenges in a developmental local government context, A case of Vhembe District Municipality, to recommend measures to address and improve municipal service delivery in a developmental local government. The research study was conducted in Vhembe District in Limpopo Province. The following are recommendations for further research studies based on the findings. It is recommended that the municipality provide community awareness about its role in the community so that community members can understand the city's role. This study suggests that further research should be conducted to explore the provision of municipal services more. Municipalities and responsible stakeholders still need to pay attention to providing good governance. It was discovered that there needs to be better consultation and communication in municipalities; therefore, it is recommended that the city have effective and efficient involvement of community members and other stakeholders. The researcher suggests that the same research should be conducted in different municipalities with the same topic to get

more information about the challenges facing municipalities in the municipal service delivery challenges in a Developmental Local Government.

5.6 LIMITATIONS OF THE STUDY

The study's commencement time has been delayed due to Ethical clearance considerations from the University's Higher Degrees Committee and a letter requesting permission to conduct research from the Vhembe District Municipality. An additional delay resulted from suspicions of foul play from some responses refused to be interviewed. This has affected the validity of the information that had been provided. Furthermore, some respondents were constantly busy and unavailable, thus affecting the time planned for the study.

5.7 CONCLUSION

The study was about the municipal service delivery challenges in a Developmental Local Government context: A case of Vhembe District Municipality. This study consists of five chapters; the first chapter provided the introduction and the background of the study. The background of the study indicated the Developmental Local Government in South Africa. This chapter also focused on the study's aim and specific objectives with critical questions. The study's significance, delimitation, and definitions of operational concepts were also discussed. The organisation of the study was provided in the chapter.

The second chapter reviewed the literature relevant to the municipal service delivery challenges in a Developmental Local Government context: A case of Vhembe District Municipality. The chapter presented the following themes: Theoretical framework on municipal service and new public management theory. Further, the researcher discussed the historical background of the South African Local Government. The researcher presented the developmental local government in South Africa. The specific emphasis in this chapter was the policy framework for developmental local government. The researcher further presented the developmental role of local government. The researcher presented principles of local government. This chapter also presented challenges being faced by developmental local government. The chapter concludes by providing strategic interventions to enhance the development of local government.

The third chapter presented the research methodology. The researcher discussed the research methodologies followed when investigating the municipal service delivery challenges in a Developmental Local Government context: A case of Vhembe District Municipality. The researcher used a descriptive study as a research design and a mixed research method. This study focused on Limpopo province and was conducted in the municipality of Vhembe district. A non-probability sampling technique and its sub-type of purposive sampling method were

used. The researcher used two data-collecting methods: a questionnaire and an interview. The ethics in the research were considered.

In the fourth chapter, the researcher presented the data, followed by the interpretation and analysis of data collected from the sampled group. The chapter is divided into two sections: analysis of data collected through questionnaires and analysis of collected through interviews. The data was collected using quantitative and qualitative methods, including questionnaires and respondent interviews. The data collected from responses were presented in a tabular form, followed by a brief synthesis of the findings, and the responses to the interview items were presented in a narrative form, followed by a brief synthesis of the findings.

The last chapter presented the significant research findings, recommendations of the study, recommendations for future research studies, limitations, and conclusion. The researcher presented the study's essential findings, focusing on four specific objectives. The study revealed that the municipality has the resources to deliver vital services. It was found that they have capacitated officials to implement basic service policies at the municipality. The study found that the community does have a good working relationship with the municipality. It can be concluded that there is still a need to improve service delivery in the provision of municipal services.

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ANNEXURE A: ETHICAL CERTIFICATE

ETHICS APPROVAL CERTIFICATE

RESEARCH AND INNOVATION
OFFICE OF THE DIRECTOR

NAME OF RESEARCHER/INVESTIGATOR:
Mr. G Nghonyama

STUDENT NO:
18021845

PROJECT TITLE: **Municipal service delivery challenges in a developmental local government context: the case of Vhembe District Municipality.**

ETHICAL CLEARANCE NO: **FMCL/23/PDN/38/2202**

SUPERVISORS/ CO-RESEARCHERS/ CO-INVESTIGATORS

NAME	INSTITUTION & DEPARTMENT	ROLE
DR. MJ Sethu	Public and Development administration	Supervisor
Prof. MJ Mafunisa	Public and Development administration	Co-supervisor
Mr G Nghonyama	Public and Development administration	Investigator – Student

Type: **Masters Research**

Risk: **Straightforward research without ethical problems (Category 1)**

Approval Period: **February 2024 – February 2025**

The Research Ethics Social Sciences Committee (RESSC) hereby approves your project as indicated above.

General Conditions

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, please note the following.

- The project leader (principal investigator) must report in the prescribed format to the REC:
 - Annually (or as otherwise requested) on the progress of the project, and upon completion of the project.
 - Within 48hrs in case of any adverse event (or any matter that interrupts sound ethical principles) during the course of the project.
 - Annually a number of projects may be randomly selected for an external audit.
- The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the REC. Would there be deviated from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.
- The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date; a new application must be made to the REC and new approval received before or on the expiry date.
- In the interest of ethical responsibility, the REC retains the right to:
 - Request access to any information or data at any time during the course or after completion of the project,
 - To ask further questions; Seek additional information; Require further modification or monitor the conduct of your research or the informed consent process.
 - withdraw or postpone approval if:
 - Any unethical principles or practices of the project are revealed or suspected.
 - It becomes apparent that any relevant information was withheld from the REC or that information has been false or misrepresented.
 - The required annual report and reporting of adverse events was not done timely and accurately,
 - New institutional rules, national legislation or international conventions A it necessary

ISSUED BY:

UNIVERSITY OF VENDA, RESEARCH ETHICS COMMITTEE

Date Considered: February 2024

Name of the RESSC Chairperson of the Committee: **Prof TS Mashau**

Signature 



ANNEXURE B: PERMISSION LETTER TO CONDUCT THE STUDY FROM UNIVERSITY OF VENDA



University of Venda

Private Bag X5050

THOHOYANDOU

Inquiry: Dr. M.J. Sethu
Tel.: 015 9629216
E-mail: joyce.sethu@univen.ac.za

29 January 2024

TO WHOM IT MAY CONCERN

Dear Sir/Madam

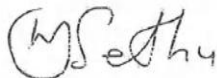
It is a standing policy in the Department of Public and Development Administration at the University of Venda to give the opportunity to postgraduate candidates to conduct research as part of their studies towards the completion of their degree.

I want to introduce to you the student, Mr. Goodman Nghonyama Student number 18021845, who is researching to complete his master's degree in public administration under the topic "MUNICIPAL SERVICE DELIVERY CHALLENGES IN A DEVELOPMENTAL LOCAL GOVERNMENT CONTEXT: THE CASE OF VHEMBE DISTRICT MUNICIPALITY" during this academic year 2024. On behalf of the Department, you are humbly requested to assist him as your institution has been earmarked for being interviewed.

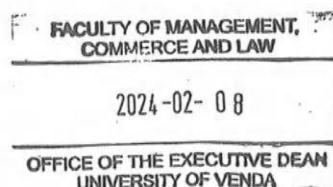
The data collected will be treated with a very high delicacy and shall not be disclosed to any other person or institution either for a gain or no gain as this will be an infringement of the Department policy and valuable research ethics.

Your cooperation in this matter will be appreciated. In case of anything that needs our attention or clarity, please do not hesitate to contact the undersigned as responsible for this exercise.

Your cooperation and support will be highly appreciated.



M J SETHU: SUPERVISOR
UNIVERSITY OF VENDA



Themoni H
received by:
Date: 08/02/24

ANNEXURE C: PERMISSION LETTER TO CONDUCT THE STUDY FROM VHEMBE DISTRICT MUNICIPALITY

VHEMBE DISTRICT MUNICIPALITY

PRIVATE BAG X5006, THOHOYANDOU, 0950
TEL: 015 960 2000, FAX: 015 962 1017
Website: www.vhembe.gov.za



Ref: 4/2/1
Enq: Tshikovha N.C
Date: 29 February 2024

Attention: Mr. Goodman Nghonyama, 18021845

RE: APPLICATION TO CONDUCT ACADEMIC RESEARCH: YOURSELF

1. Your application dated 29 January 2024 refers.
2. It is with pleasure to inform you that your application to conduct research on "**Municipal Service Delivery challenges In A Developmental Local Government Context: The case of Vhembe District Municipality**" within the Vhembe District Municipality is hereby granted to you.
3. Please contact General Manager: Corporate at 015 960 2034 in order to arrange the starting date.
4. Should there be anything you need clarity on, feel free to call our office at 015 964 4610/015 964 4627

Kind Regards



MUNICIPAL MANAGER
KUTAMA Z.N

01-03-2024

DATE

"A developmental municipality focusing on sustainable service delivery and socio-economic development towards an equal society"

ANNEXURE D: WORKPLAN

EXPECTED DATE OF COMPLETION												
	J	F	M	A	M	J	J	A	S	O	N	D
2023												
Proposal writing												
Proposal corrections												
2023												
Proposal Development and Presentations to the Department												
Submission of proposal to the faculty board												
Submission of Research Proposal to the University Higher Degrees Committee												
Literature review												
2023-2024												
Data collection												
Data Analysis and Interpretation												
Submission of First Draft Dissertation												
Submission of Second Draft Dissertation												
Proof Reading												
2024												
Submission of final Draft of Dissertation												
Incorporation of external examiner's comments												
Submission of final research												
2024-2025												
Graduation												

ANNEXURE E: BUDGET PLAN

The preliminary budget is as follows:

Item	Description	Amount	Motivation
Assistance (<i>Type</i>) Research Assistant	Two (2) Research assistants (master's level).	20 000	Data collection and transcriptions.
Editing	Proposal and Thesis (200 pages).	5 000	Clarity, credibility, and professionalism.
Consumables (<i>specify</i>) Telephones (airtime/data)	Communication with the respondents.	2 000	Contact with both stakeholders and respondents
External hard drive	Data storage.	1 600	
Voice recorder MD 650	Voice recorder.	3 000	
Traveling Expenses (<i>specify</i>) (<i>Approved tariffs = 3.61</i>) Distribution of questionnaires.	Traveling from UNIVEN to Vhembe District Municipality (15 trips): - Tshisaulu; - Shayandima; - Thohoyandou; - Sibasa; and Traditional and community members.	20 000	Permission to conduct research. Questionnaire distribution. We are conducting interviews. Data collection.
Interviews.			
Transport.			
Subsistence (<i>specify</i>) Accommodation and meals	Traveling from UNIVEN to Vhembe District Municipality (10 trips for 20 people)	10 000	Conducting interviews. Data collection.
Printing (<i>specify</i>) Printing.	Questionnaires. Consent forms. Proposals. Thesis.	10 000	Interviews preparation. Respondents ease. Proposal copies to FHDC and UHDC. External examination. Final copies.
Binding.	Spiral binding. Hard copy binding. CD.	2 000	
Other (<i>specify</i>) Supporting equipments	Writing pads. Pens. Files. Interview schedule.	2 000	Record keeping. Filing system. References.
Total		75 600	

ANNEXURE F: LETTER TO PARTICIPANTS

Dear participant

I now invite you to participate in a research study that partially fulfills the requirements for my Master of Administration at the University of Venda. The research topic is “**Municipal Service Delivery Challenges in a Developmental Local Government Context: A Case of Vhembe District Municipality.**” Taking part in this study is entirely voluntary, and participants will remain anonymous.

I wish to confirm that:

- The information obtained from the participants will be treated strictly confidentially.
- Participants have the right to privacy; therefore, the responses will only be used for research.
- No personal or intrusive information will be requested from participants.
- There will be no negative impact on the career or job of any participant participating in this study.
- Completing the questionnaires will take approximately 20 minutes of your time.
- When completing the questionnaires, please be completely honest, as there are no right or wrong answers.
- By signing the Consent Form, you are giving informed consent to partake in this research.

Should you have any queries concerning the nature of the research or if you have any questions, please get in touch with me at goodmannghonyama56@gmail.com or [18021845@mvula.univen.co.za](tel:18021845).

Finally, I thank you for taking the time to assist with my research.

Yours sincerely

GOODMAN NGHONYAMA
STUDENT NUMBER: 18021845

ANNEXURE G: CONSENT FORM

I,, at this moment, agree to participate in the research study titled **“Municipal Service Delivery Challenges in a Developmental Local Government Context: A Case of Vhembe District Municipality.”** By signing this consent form, you indicate that you understand the information provided by the researcher regarding the study, your questions about the research have been answered to your satisfaction, and you voluntarily agree to participate in this research study. A copy of this signed consent form can be provided upon request.

- The study aims to critically analyse the Municipal service delivery challenges in a Developmental Local Government context: A case of Vhembe District Municipality.
- The participants' information will only be used for the study.
- Participation is voluntary, and you can withdraw anytime, so you will not be penalized for such a thing.
- All questionnaire and interview information will be handled with confidentiality.
- Participants can refuse to answer specific questions if they feel uncomfortable while collecting information.

I understand that the information I give will not be used for any purpose other than to help the researcher with the information required. For more information, the participants can contact Dr. M. J Sethu, 071 154 7427, my supervisor, or at joyce.sethu@univen.ac.za

.....

SIGNATURE

.....

DATE

ANNEXURE H: QUESTIONNAIRE INSTRUMENT

“MUNICIPAL SERVICE DELIVERY CHALLENGES IN A DEVELOPMENTAL LOCAL GOVERNMENT CONTEXT: A CASE OF VHEMBE DISTRICT MUNICIPALITY”

The purpose of this study is to critically analyse the Municipal service delivery challenges IN a Developmental Local Government context: The case of Vhembe District Municipality. Please be part of the study by providing your perspective on the subject matter. Note that there is no right or wrong answer. Please answer the following questions and mark them with **X** where applicable.

SECTION A: BIOGRAPHICAL DETAILS

1. Gender of participant

Male	1
Female	2

2. Age of participant

18 - 29 years	1
30 - 49 years	2
50 - 64 years	3
65 years and older	4

3. Position of participant

District Manager	1
M&E manager	2
M&E staff	3
Finance manager	4
Finance staff	5
LED manager	6
LED staff	7
Community development worker	8
Traditional Leader	9
Councillors	10
Civic Chairperson	11
Selected community member	12
Other (specify):	13

4. Number of years in the position

1 to 5 years	1
6 to 10 years	2
11 to 15 years	3
16 to 20 years	4
21 years and above	5

5. Educational Background

Primary	1
Secondary	2
Tertiary	3
Others	4

6. Occupation status

Student	1
Unemployed	2
Employed	3
Other	4

ANNEXURE I: INTERVIEW INSTRUMENT
“MUNICIPAL SERVICE DELIVERY CHALLENGES IN A DEVELOPMENTAL LOCAL GOVERNMENT CONTEXT: A CASE OF VHEMBE DISTRICT MUNICIPALITY”

The purpose of this study is to critically analyse the Municipal service delivery challenges in a Developmental Local Government context: A case of Vhembe District Municipality. Please be part of the study by providing your perspective on the subject matter. Note that there is no right or wrong answer. Please answer the following questions and mark them with **X** where applicable.

Item No.	The importance of developmental local government	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
7.	The Vhembe District Municipality participates in ensuring there is developmental local government on service delivery.	1	2	3	4	5
8.	There is a good relationship between the Vhembe District Municipality and the surrounding community members.	1	2	3	4	5
9.	The Vhembe District Municipality plays an important role in the provision of municipal services.	1	2	3	4	5
10.	The Vhembe District Municipality encourages the community to participate in public meetings.	1	2	3	4	5

Item No.	What are the municipal service delivery challenges in the context of a developmental local government??	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
11.	The Vhembe District Municipality has the capacity to implement developmental local government on service delivery.	1	2	3	4	5
12.	The Vhembe District Municipality regards developmental local government as an important element in the provision of municipal services.	1	2	3	4	5
13.	There is an awareness program that aims to engage with the community on municipal services.	1	2	3	4	5
14.	The Vhembe District Municipality attends to the needs of the people regarding the provision of municipal services.	1	2	3	4	5

Item No.	They assess the resources for developmental local government within the Vhembe District Municipality.	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
15.	The senior officials receive regular training on performance management systems.	1	2	3	4	5
16.	The Vhembe District Municipality effectively provides municipal services.	1	2	3	4	5
17.	The Vhembe District Municipality provides an oversight role to municipality departments to develop local government on service delivery.	1	2	3	4	5
18	The Vhembe District Municipality officials are competent to perform their duties.	1	2	3	4	5

Item No.	What are the possible strategies that can be used to overcome the challenges of developmental local government on service delivery, within the Vhembe District Municipality?	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
19.	Training on developmental local government is given to improve municipal service delivery.	1	2	3	4	5
20.	The availability of resources makes it easier to provide municipal services.	1	2	3	4	5
21.	There are proper procedures to be followed when there are complaints about the provision of municipal services.	1	2	3	4	5
22.	The officials in the Vhembe District Municipality attend workshops related to service delivery.	1	2	3	4	5
23.	The Vhembe District Municipality promotes ethical practices to improve service delivery.	1	2	3	4	5

Thank you for your time and contribution.

ANNEXURE F: INTERVIEW INSTRUMENT

“MUNICIPAL SERVICE DELIVERY CHALLENGES IN A DEVELOPMENTAL LOCAL GOVERNMENT CONTEXT: A CASE OF VHEMBE DISTRICT MUNICIPALITY”

The purpose of this study about to critically analyse the Municipal service delivery challenges in a Developmental Local Government context: A case of Vhembe District Municipality. I humbly request you to be part of the study by providing your perspective on the subject matter. Note that there is no right or wrong answer.

1. What is the importance of developmental local government?

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2. What are the municipal service delivery challenges in the context of a developmental local government?

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3. Does Vhembe District have the resources for developmental local government on service delivery?

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4. What strategies can be used to overcome the challenges of developmental local government on service delivery within the Vhembe District Municipality?

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Thank you for your time and contribution.

ANNEXURE J: TURNITIN REPORT

MUNICIPAL SERVICE DELIVERY CHALLENGES IN A DEVELOPMENTAL LOCAL GOVERNMENT CONTEXT: THE CASE OF VHEMBE DISTRICT MUNICIPALITY

by Goodman Nghonyama

Submission date: 03-Apr-2024 11:35AM (UTC+0200)

Submission ID: 2302396800

File name: Nghonyama_Goodman_Masters_dissertation_March_2024.docx (260.44K)

Word count: 37713

Character count: 224022

Ngonyama Research Submission

ORIGINALITY REPORT



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ANNEXURE K: EDITORIAL LETTER

FACULTY OF HUMANITIES, SOCIAL SCIENCES AND EDUCATION
DEPARTMENT OF ENGLISH, MEDIA STUDIES AND LINGUISTICS

Enquiries: Dr MJ Maluleke

03 April 2024

To whom it may concern

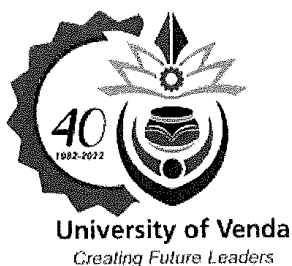
This serves to certify that I have edited a dissertation for Goodman Nghonyama (student number 18021845). He is a student registered in the Department of Public and Development Administration, in the Faculty of Management, Commerce, and Law Sciences. The editing entails correcting grammatical errors, rephrasing sentences, ensuring consistency in the use of British spelling, and improving readability.

The title of the study is: **Municipal Service Delivery Challenges in a Developmental Local Government Context: The Case of Vhembe District Municipality**. I have read the whole document and made suggestions reflected through track changes, as well as correcting some minor errors.

Yours Sincerely



Mzamani J. Maluleke



PRIVATE BAG X5050, THOHOYANDOU, 0950, SOUTH AFRICA
TEL +27 15 962 8291