

ARE SERVICE DELIVERY PROTESTS JUSTIFIABLE IN THE DEMOCRATIC SOUTH AFRICA?

Z. Mpehle*

Department of Public Administration and Management
University of South Africa

ABSTRACT

The introduction of democracy in South Africa brought some hope to millions who were previously marginalised. The new government transformed the public service by developing and enacting policies that would ensure fairness and equity in the provision of services. Notwithstanding the progress, government's failure to adequately meet communities' needs has led to recent service delivery protests. The empirical evidence has revealed that communities are unhappy because of, among other things, the deployment of unskilled, unqualified and inexperienced cadres to municipal management positions, the accumulation of wealth by a few individuals through the abuse of the tendering system, inadequate revenue due to centralisation of funding, and absence of proper systems of collecting revenue by municipalities, which have impacted negatively on service delivery.

INTRODUCTION

Clearly, the matter of service delivery is central to our freedom because we cannot enjoy this freedom while our fellow South Africans have no clean water, have no sanitation and are still using the bucket system. We cannot enjoy this freedom while many among us still have no electricity and other basic services. It is therefore very important that all spheres of government combine their efforts to ensure speedy implementation of programmes around these basic services. (President Thabo Mbeki, April 27, 2006)

The dawn of democracy in South Africa in 1994 finally brought freedom and many accompanying expectations to the masses. Every citizen looked forward to 'a better life for all' as espoused in the 1994 Election Manifesto of the African National Congress. The newly formed internationally recognised democratic government intended to be a people-centred one, with service delivery high on the agenda. In order for the promised quality service delivery to be realised, according to Kuye (2006:294), the public service had to be transformed. Such transformation

had to include the advancement of non-discriminatory policies and the reorganisation of structures. Maphunye (2002:3) says that such transformation of the South African public sector was necessary and obligatory as it would undo the systematic inequalities of the past in the provision of basic services.

The government not only introduced policies to promote equity and fairness, but also engaged in initiatives such as public–private partnerships that would see the private sector joining hands with the public sector in the delivery of services. As stated by Russel and Bvuma (2001:244), the idea was that such partnership would lead to community pilot projects that would enhance service delivery. Furthermore, the partnership would improve communication between government and communities through community consultation, and engage communities particularly in decision-making processes in matters that directly and indirectly affect them. However, Ashworth, Boyne and Entwistle (2010:21) argue that although the introduction of new processes, systems, policies, practices and structures in improving service delivery may provide an early marker of improved outputs and outcomes, that may not necessarily be an indicator of organisational efficiency and effectiveness. If not properly implemented, monitored and evaluated, these can yield undesired results. It is all about doing things in the right way.

Despite the government’s introduction of these policies to address the anomalies of the past, and change in certain communities being visible in some basic services, generally service delivery in a number of local municipalities throughout the nine provinces of the country is perceived to be proceeding at a snail’s pace, minimal and not adequately visible. It is worth mentioning that the South African government’s performance will always be judged by its own citizens and the international communities against its progressive policies in the delivery of basic services. Furthermore, people in a democratic country have the right to voice their opinions regarding issues that concern them.

OVERVIEW OF LEGISLATIVE FRAMEWORK

This section looks into three pieces of legislation that play a key role in the provision of services, namely, the *Constitution of the Republic of South Africa*, the White Paper on the Transformation of the Public Service and the *Batho Pele* White paper.

The Constitution of the Republic Of South Africa

The Constitution was enacted in 1996 as the supreme law of the country. It places emphasis on the rights of citizens to basic services such as health care, food, social security, housing, education, water and information in an equitable manner as clearly articulated in Sections 26 and 27 of the Act. Section 195, clauses d and e, further states that “services must be provided impartially, fairly, equitably

and without bias”, and that “people’s needs must be responded to, and the public must be encouraged to participate in policy-making”. Clause 32.1 emphatically mentions that it is also the duty of government to make information available to citizens on services they are supposed to be receiving. To entrench the values of democracy, Section 17 clearly states that it is the right of citizens to participate in peaceful demonstrations if they feel their rights are being violated or their needs not met (*Constitution of the Republic of South Africa, Act 108 of 1996*).

The White Paper on the Transformation of the Public Service

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

The White Paper on the Transformation of Public Service (the *Batho Pele* White Paper)

The *Batho Pele* (Sotho word for ‘people fist’) Paper places emphasis on a people-centred public service. The White Paper sought to address two issues: putting people first, and viewing the recipients of services as customers. It is a policy framework that consists of eight service delivery principles that were seen as an appropriate approach to address service delivery challenges. The principles are: regular consultation with customers; setting of service standards; ensuring high levels of courtesy; providing accurate, up-to-date information about services; increasing openness and transparency about services; remedying failures and mistakes; increasing access to services; and giving the best possible value for money (*White Paper on the Transformation of Public Service: The Batho Pele White Paper, 1997*).

In summary, these three pieces of legislation sought to transform the public service by promoting democratic values such as fairness, community participation and transparency in decision making, and treating citizens as customers, and therefore putting them first in service delivery. Although these principles are encapsulated in South African legislation, there are challenges faced by government in the delivery of services and these lead to service delivery protests in various parts of the country. It therefore becomes imperative that when discussing the justifiability of protests, the concept of democracy is explored.

THE CONCEPTUAL FRAMEWORK

Democracy

The word 'democracy' comes from the original term *dēmokratía* which was coined between the 5th and 4th century BC by the Greeks from two words: *dēmos* which denotes 'people', and *kratos* denoting 'power'. The word *dēmokratía* means that the ruling power shall rest with the people. Although there is no universally accepted definition of the term 'democracy', it is, however, characterised by two dominant values: equality and freedom. (*American Heritage Dictionary*, 2000: online).

Democracy is about a government not run by a select class of people, but rather by representatives chosen by a majority. It is a political system that places emphasis on a government that is led by its people or citizens through representatives that are legitimately elected by their constituencies. In this system citizens have the supreme power. It considers a majority rule doctrine. The system is premised on social equality and aims at benefiting people at large. It emphasises, quite often through the constitution, that all citizens have equal access to power and are equal before the law, and therefore need to be treated as such. Democracy is about citizens voting for who they want to be in power, and in return having those they put in power guaranteeing all citizens the basic human rights. However, it is not only about casting votes, it is also about freedom of speech and participation in activities such as demonstrations and protests if citizens feel their rights have been violated, although these should be carried out within the rule of law

As also stated by Stromberg (1996:207), democracy is about equality of individuals and having the right to vote for whoever they choose to represent them. The system allows individual liberty to take centre stage. It means individuals or a group of citizens have the liberty to demand a redress of grievances in the form of a petition, or by protest of elected representatives. Gawthrop (1998:2) says that although democracy is about individuals exercising their freedom, it is equally important that freedom is exercised in a responsible manner. Politicians, high ranking officials in public institutions and ordinary public servants must take 'ultimate responsibility for the success or failure of government in its undertakings', and each should be willing to consider common good over self-interest. This can be accomplished by adhering to basic democratic ethical values such as trustworthiness, honesty, integrity, frugality and accountability.

A democratic government is guided by policies that uphold democratic values, and therefore it becomes necessary to briefly explore some of the policies enacted in South Africa that promote democratic values.

Government and service delivery

Any government has the responsibility of providing basic services to its citizens,

and such services should be provided "...at the highest possible level of responsiveness and efficiency" (Johnson, 2004:77). However, most governments in the world are faced with service delivery challenges, and South Africa is no exception. As stated by Manning (2006:23), "... (service) delivery troubles are not unique to South Africa. They occur worldwide, in both business and the public sector".

Although the public sector is not concerned with making profit on services rendered as its counterpart, the private sector, is, there is one common denominator: both include human resources that have to interact with clients who expect efficient delivery of particular services or products on a daily basis. It is therefore imperative that institutions have good recruitment and retention strategies put in place to ensure that the personnel employed in managerial positions perform to the optimum because managers play a pivotal role in fulfilling the objectives of an organisation. As stated by Nengwekhulu (2009:344), it is important that an organisation's recruitment, selection and appointment of public officials should be based on merit, and prospective employees should be subjected to 'competitive examinations and interviews'.

Nengwekhulu (2009:344) further says that in order for the public service to perform optimally, there needs to be neutrality in the employment and placement of public servants in higher echelons of public institutions. Political affiliation should not be used as the only criteria in such appointments. Using political party membership as a licence to climb the ladder may compromise service delivery, because those placed in such positions may be protected because of 'political patronage', and in South Africa 'the notion of political neutrality of the public service is a distant mirage in relation to senior public servants'. However, the argument raised by politicians that employment of public institution managers belonging to the ruling party will ensure that they support the ideologies of the party and steer government's delivery of services to the optimum level still has to be tested.

A public service that performs well has good policies for fighting corruption. However, having good policies do not guarantee good service delivery, but the successful implementation, monitoring and evaluation of such policies do. Sangweni and Balia (1999:11) emphasise that it is the prerogative of government to ensure that there are strategies in place, and that strategies are implemented successfully in order to prevent both officials (the corruptee) and some members of the public who are corrupt (the corruptor) from engaging in activities that undermine and eradicate ethics and values in the workplace. Corruption, if not promptly attended to, can soon become the culture of an organisation that will ultimately destroy its economic efficiency. As espoused by Lloyd and Mey (2005:1), corruption results in stagnation and institutional failure that can lead to poor service delivery. The failure of institutions may in turn lead to lower economic growth, a recipe for government's malfunction.

A successful public service also ensures that there are good strategies on how to raise revenues. A report released by the Economic Commission for Africa (2003)

identifies four elements of good governance that will bring about an efficient, accountable and dependable public service. They are:

- Accountability: making public officials responsible for their actions
- A predictable legal framework that ensures that rules are known in advance, and that reliable and independent judiciary and law enforcement mechanisms are in place
- Availability of information and transparency in order to enhance policy analysis, promote public debate and reduce the risk of corruption.

Citizens should not be perceived as mere consumers or recipients of services, but as an integral part of governance, and therefore need to be involved in decision-making processes on services that affect them. As mentioned by Pollit and Bouckaert (2000) and Hood (1995, in Dibben & Higgins, 2004:29) this approach is widely perceived to be one that will enable citizens to participate in the activities of government and have a say in the decision-making process, taking full control of their lives by exercising their rights in collective decision making. The revolution on public service has, to a great extent, been mobilised by the workers' unions which emphasise active participation of citizens in the decisions taken by government, as those decisions have direct bearing on the day-to-day lifestyle of citizens.

THE STATE OF SERVICE DELIVERY IN SOUTH AFRICA

The present South African government inherited service delivery backlogs from the apartheid era that disadvantaged millions of citizens, and the transformation task has proved to be a mammoth one. In 2001 it was estimated that 72% of the poor lived in rural areas and remained in abject poverty where there were fewer jobs, and that there were still 8 million people living in rural areas who did not have access to clean water and proper health care. The provinces identified as grossly lagging behind in services, were Limpopo, KwaZulu-Natal, Mpumalanga and the Eastern Cape. The latter was the worst: an estimated 65.5% and 70.4% of its residents did not have electricity and piped water, respectively (United Nations Survey, 2002). The disparity was further articulated by former President Mbeki in the National Council of Provinces which was held in KwaZulu-Natal on 5 November 2004, who mentioned that 226 municipalities have more than 50% of indigent households; 182 municipalities have less than 60% of their households with access to refuse removal; 203 municipalities have less than 60% of their households with access to sanitation (flush or chemical toilet or septic tank); 122 local government structures have less than 60% of their households with access to electricity; 155 municipalities have less than 60% of their households with access to clean water; and 116 municipalities have almost 40% of their households living in shacks. Furthermore, the survey conducted in 2008 revealed that millions still live in areas that lack basic shelter, clean drinking water, proper sanitation, electricity and transport that is safe and affordable (US Department of State, 2008).

According to Monyai (2007:33) recipients of services generally perceive the improvement as quite minimal and service delivery as being at a snail's pace, not visible enough to the majority of the people who still live in abject poverty. What exacerbates the situation as reported by Hlatshwayo (2005:1) is the allegation by residents of some communities that poor South Africans who need houses and have been on the waiting list since 1994 helplessly watch foreigners occupy houses meant for South Africans because of unscrupulous and corrupt officials. This culminated in protests around Musina in 2005. Fifty foreigners were chased out of Reconstruction and Development Plan (RDP) houses that were either rented out to or purchased by foreigners from corrupt and greedy councillors.

Manning (2006:20) asserts that the 2006 Democratic Alliance survey revealed that the ANC-led government has failed citizens in service delivery. The survey states that of the 284 municipalities, 71% were unable to offer sanitary services to 60% of their residents; 64% failed to remove refuse from 60% of homes; 55% could not provide water for 60% of properties; 13% could not provide free basic electricity as promised; 43% could not provide electricity for 60% of homes; and 41% could not provide housing for 60% of their residents.

According to Mkhabela, Mafela and Harper (2009:13), the recent Provincial Report reveals that service delivery is still an issue in almost all provinces. They give a brief analysis as depicted in Table 1.

Table 1: Service delivery challenges per province

PROVINCE	SERVICE DELIVERY CHALLENGES
Eastern Cape	<ul style="list-style-type: none"> • The province has failed in service delivery, and blamed the private sector for not delivering textbooks in schools, drugs in hospitals and for not playing an active part in the building of houses. • Scopa revealed that there was gross financial mismanagement in the 2007/2008 financial year. • Corruption was in abundance in the tendering and procurement processes, which robbed citizens of quality services.
Free State	<ul style="list-style-type: none"> • The problematic area is the delivery of housing as some municipalities did not have housing plans. • There was poor provisioning in proper sanitation: a large number of households were still using the 'bucket-system toilets' and pit latrines. • There was poor collection of refuse.
Gauteng	<ul style="list-style-type: none"> • The Departments of Health and of Education were identified as having financial mismanagement.

KwaZulu- Natal	<ul style="list-style-type: none"> • There was a lack of rural development • In 2004 in more than half of the 61 municipalities, less than 60% of households had access to formal housing, water and electricity • Only 45% of municipalities had the capacity to provide refuse removal and sanitation services.
Limpopo	<ul style="list-style-type: none"> • Decline in the standards of education: in 2007 it was revealed that • 8 000 children of school-going age were not attending school, and approximately 600 000 of the population above the age of 15 were illiterate. • The number of matriculation exemptions produced has given rise to incompetence of civil servants in the delivery of services. • The lack of service delivery is compounded by the fact that there is no proper mechanism for monitoring their performance.
Mpumalanga	<ul style="list-style-type: none"> • Provincial Government does not know how people feel about the services rendered because of the lack of follow up on the implementation of <i>Batho Pele</i> principles by government institutions. • Regarding the Government's output, it seemed the thing that matters is the quantity rather than the quality of services rendered. • The illiteracy level is quite high. • Poor planning plagues the Provincial Government, and as a result there has been a lack of focus, which led to change of programmes time and again.
Northern Cape	<ul style="list-style-type: none"> • The lack of qualified staff in the healthcare service has adversely affected the quality of service despite Northern Cape being one of the provinces that received a substantial amount of money. The budget was doubled from R836m in 2004/2005 to R1.77b in 2008/2009.
North West	<ul style="list-style-type: none"> • There are huge backlogs in service delivery in informal and rural areas. • Education and illiteracy still remain a challenge, although the province is better than Limpopo, Eastern Cape and Mpumalanga.

Western Cape	<ul style="list-style-type: none"> • Poor financial management • Lack of funds • Lack of staff: there are many vacancies but no people filling them because of lack of funds. A great deal of money is spent on consultants, marketing strategies and parties. Top management positions are in abundance but there are few people in service delivery positions.
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Source: Mkhabela, Mafela and Harper 2009.

According to Laganparsad (2009:4) the newly launched Blue Drop system which looks at the quality of drinking water served to the public – the first of its kind – made public that more than 50 municipalities are under investigation regarding the quality of drinking water supplied to the people. Out of 402 municipalities, only 22 achieved Blue Dot status. Among the 22 were Johannesburg, Cape Town, Durban, Pretoria and Bloemfontein, while Pietermaritzburg, Knysna and Margate missed it by a few points. Polokwane and Grahamstown were not even close, and 12 municipalities in the Free State were rated zero.

As mentioned by Chuenyane (2009:6), there have been violent service delivery protests in eight provinces of South Africa since May 2009, and these later spread to the ninth province, namely, the Northern Cape. These protests came as a result of lack of service delivery, corruption in general, lack of leadership, poor financial controls, corruption on allocation of houses, lack of proper water and sanitation, unavailability of land, unemployment, and lack of electricity.

METHODOLOGY

The research was of an exploratory nature, which necessitated that qualitative and quantitative approaches be used in gathering information. The research was conducted in three provinces, namely KwaZulu-Natal, Gauteng and North West in 2009 and 2010. The identified municipalities in each province were classified as rural (semi-town areas with villages and/or tribal authority), semi-urban (area with mainly informal dwellings) and urban (areas with formal structures such as houses, blocks of flats and businesses). Stratified random sampling was used to cater for the different populations, which were divided into relevant strata based on one or more attributes.

The instruments used in acquiring primary data were 180 questionnaires (20 in each municipality) directed to recipients of services (citizens), and were designed to obtain information relevant to the objectives of the research. Of the 180 questionnaires administered, 153 were returned, which provided a response rate of 85%. Face-to-face interviews with two municipality officials who held manage-

ment positions in each municipality were also conducted. The secondary data was obtained from relevant literature: books, journals, Internet sources and official documents such as Acts, policies and official reports on service delivery.

RESEARCH FINDINGS

The research findings follow.

Lack of qualified and skilled managers

One of the underlying causes of lack of service delivery by municipalities in South Africa is the inadequate human capacity. The common perception held by 71% of community respondents is that municipal officials, particularly those in key positions, had not been put there because of their qualifications, competence and experience, but rather on political affiliation and nepotism. The redeployment of cadres into senior municipal positions, as admitted by President Jacob Zuma (*Times Live*, 08 August 2010), has affected the performance of certain municipalities. This is a major concern as it adversely affects service delivery. Furthermore, South Africa, like any developing country, is faced with the challenge of attracting professionals at all levels of government, and the most affected are provincial and local governments.

Funding

One of the defining features of a government able to run itself successfully is the ability to effectively and efficiently collect revenue, and use that revenue appropriately and economically for the delivery of services. Out of the nine municipalities visited, six officials asserted that they did not have sufficient funding to take care of all the service delivery needs of citizens. One of the causes was the unpaid services by residents that ran into millions, as expressed by one official. Again, six municipality officials interviewed raised a concern over limited financial resources in municipalities and the allocation of funds by central government. Although South Africa has partly adopted a federal system of government, there is little autonomy given to municipalities to raise their own revenue. The distribution of funds to local municipalities is still highly centralised, mainly coming from the national level of government. The provinces that have limited revenue sources are mostly disadvantaged, and therefore cannot deliver services effectively and efficiently.

Lack of proper financial and record-keeping skills

About 65% of the respondents alleged that the officials put in charge of financial management did not have the necessary basic skills and abilities, and therefore cannot manage even the limited resources available to them. This concurs with the

report that was released by the Accountant-General and the Auditor-General in the 2006/2007 financial year: only 56 municipalities out of 284 countrywide received Unqualified Audit Reports. In 2007/2008 only 23% municipalities received an unqualified report, the main reason being that some municipalities were unable to keep financial records, and that made it difficult for auditors to effectively conduct proper auditing (Annual Report 2007-08).

Political infighting

About 85% of respondents from the nine municipalities expressed concern about the level of the political and power struggles that persists within municipalities. As expressed by one municipal official, the unabated infighting is crippling service delivery as the focus has shifted from service delivery to job positions in municipalities. He further said that the infighting among the ruling party's councillors is driving a wedge between the ranks of the party, thereby bringing service delivery to a halt. This is often due to intolerance within the ruling party which undermines the electoral process of councillors and interferes with their duties. As long as councillors see leadership and management positions as a means of enriching themselves, the present service delivery crisis will continue.

Corruption

About 91% of respondents accused municipal officials and politicians, especially those who play a role in the recruiting of personnel, of corruption and nepotism. They also allege that substantial amounts of money within municipalities have been reported missing. The services cannot be met because some officials are only concerned about enriching themselves through tenders and awarding themselves high salaries at the expense of service delivery. The view expressed by questionnaire respondents of the present emergence of classes and status-concerned public officials who perceive the State as a vehicle to enrichment is of primary concern. Official A indicated that the Black Economic Empowerment strategy is being abused by a few elite who are associated, one way or the other, with politicians, to accumulate personal wealth.

Of the 18 officials interviewed, 10 expressed concern at the abuse of the procurement system by certain officials, particularly at the municipal level where there are no records of goods and services that have been procured, and at fraudulent practices such as kickbacks and nepotism which are manifested in the growing number of court cases against officials, and at the lack of accountability that is left unattended. Despite initiatives by government that show a political will to combat corruption, there is still a challenge in the implementation of policies that intend to fight corruption.

Lack of community engagement in decision-making processes

A communication gap exists between the elected and the electorate, as expressed by 72% of respondents. The view expressed is that politicians usually think they know what communities need, and therefore bring programmes that are irrelevant. Official B alluded to the system that often fails people, of electing parliamentarians, and said,

For instance, the South African election system is not a constituency-based one; members of parliament are chosen from the political party list. This has caused serious problems as far as representation of constituencies and their views in parliament [are] concerned. It has given rise to politicians, particularly members of parliament, not really serving the communities they say they represent, [but] instead serving their own interests. Members of Parliament who claim to represent us are rarely seen and heard in their constituencies, and some constituencies do not know who their representatives are. This has caused a gap in communication between parliament and ordinary citizens. (Official B)

Although the South African Broadcasting Corporation has introduced a parliamentary service station in order for citizens to hear what is said in parliament during the debates, some citizens do not have access to electronic media and cannot access the information. Even those who can afford televisions cannot fully follow debates because the language that is used is often English. Therefore members of parliament are detached from their own communities.

CONCLUSION

The provision of services as the basic right of citizens remains the core business of government, and it requires efficiency and effectiveness in order to satisfy citizens. The transformation of the public service by the present government from a racially based one to an all-inclusive one has been accomplished through the enactment of legislation that promotes equity and fair treatment of all citizens. Although certain services have improved, the research findings reveal that the improvement has been minimal in a number of municipalities that were and still are affected by service delivery protests. The question, however, remains: are these protests justifiable? In an attempt to answer the question the following facts need to be taken into consideration: while millions still live under appalling conditions and do not enjoy the fruits of democracy, the chosen few reap the benefit of Black Economic Empowerment, which was supposed to do good to ordinary citizens who were previously disadvantaged, while others who are in power involve themselves in corruption and nepotism which manifests in the abuse of the tender system and the appointment of friends and relatives, respectively, which robs millions of citizens of their right to quality service delivery. A case in hand is the demolition of the hundreds of the shoddily-built houses by the Minister of Human

Settlements, which serves as evidence of the abuse of the tender system. In a similar vein, the deployment of unskilled, unqualified and inexperienced cadres, who are only concerned with holding prominent portfolios without being accountable, has detrimental effects on the provision of quality service delivery.

The inability of government to have adequate community consultation and engagement in decision-making processes, particularly in matters that affect communities, limits the voice of communities on the type, standard and quality of services they need. Against this background and the fact that the country is almost seventeen years into democracy, and has a Constitution that upholds the right of citizens to receive quality public services and to protest when they are dissatisfied with the services they receive, the answer to the question that this article raised is in the affirmative. It is imperative, therefore, that the government takes full cognisance of the need to improve the socio-economic conditions of the public through effective and efficient delivery of public services, and takes appropriate steps to address the pertinent issues raised by communities.

RECOMMENDATIONS

The following are proposed recommendations that may assist in the improvement of service delivery:

- Qualifications and experience should serve as the primary criteria when recruiting managers in municipalities. Qualifications provide a theoretical base for the job, and experience, when rightly employed, enhances performance. For productivity to increase the two need to complement each other.
 - Municipalities must devise effective revenue enhancement and collection strategies. One of the revenue enhancement strategies is to form strong partnerships with the private sector, and be able to raise funds through this partnership. As far as collection of revenue is concerned, the following can be employed:
 - The municipalities have policies on how to recover debt from consumers. The policies need to be vigorously implemented, rather than waiting until customers' accounts become overdue. They need to act swiftly on those who owe, thereby promoting the culture of speedy payments of services.
 - Collection management must ensure optimum use of collection personnel, and there should be collector availability and visibility in communities where non-payment is prevalent.
 - The department responsible for collection must ensure that there is an error-free and fully functional cash flow management system that will immediately help identify defaulters.
- For public institutions to survive the suicide brought about by political infighting and corruption, it is advisable that the ruling party should enforce strict adherence to ethics and professionalism, and take decisive action against cor-

rupt officials without fear or favour. Politicians should know that they are in those positions because they have been voted for by the people, and therefore need to serve the people without fail, and put self-interest last. Corruption, if not properly controlled, has far reaching effects that damage trust between citizens and politicians, constrain the economic development of the country and adversely impact on good governance, which may lead to instability in the country.

The representation of communities at both national and provincial levels needs to be reviewed. The current system is flawed, and therefore does not address service delivery issues in the country. Masses need to elect their own persons who will represent them, and stringent measures must be put in place if the person seems not to deliver. It is very important that a representative of a community communicates time and again with the community in order to know if the needs of that community are met.

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***Dr Zwelibanzi Mpehle** is a Senior Lecturer in the Department of Public Administration and Management at the University of South Africa. He is one of the Honours programme coordinators in the Department and has several other responsibilities in different departmental committees. mpehlezw@unisa.ac.za