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2 **INTERVIEW TRANSCRIPTS FOR THE EMALAHLENI MUNICIPALITY**  
3 **EMPLOYEES**

4 **INT: INTERVIEWER**

5 **RES: RESPONDENT**

6 **PQ: PROBING QUESTIONS**

7 **( ): ZULU WORDS TRANSLATED TO ENGLISH WORDS**

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9 **QUESTION: 1**

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11 **INT:** How long have you been working for the Emalahleni Local  
12 Municipality?

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14 **RES 1:** Uhm it's been 2 years.

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16 **RES 2:** Its now 26 years.

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18 **RES 3:** Okay I've been here since 2011 and I was an intern for a year and then I've  
19 been in internal auditing since 2012 up to now.

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21 **RES 4:** Uhm since 2008 October.

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23 **RES 5:** Uhm since 1999.

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25 **QUESTION: 2**

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27 **INT:** Are you happy working for the Emalahleni Local Municipality? Please motivate  
28 your response.

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30 **RES 1:** Yes I am happy because uhm I have been promoted as I have been a  
31 student here then I am uhm now a HR secretary.

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33 **RES 2:** Very happy. What makes me very happy is that we deal with the community  
34 on a daily base and the most interesting thing is that we make sure that the  
35 members of the community leave your office with a smile getting help even if I  
36 cannot help them immediately but I can try and ask someone else to assist them so  
37 what makes me happy is the direct impact that we them have on the people.

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39 **RES 3:** I am happy I am I think eh hh eh hh like okay you've mentioned before ukuthi  
40 (that) it's not easy to get a job into local government but once you are inside  
41 opportunities for growth akhona wona (are there).

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**RES 4:** Yes...giggles uhm happy means I know what I am doing I have a job description and uhm I'm not measured as per performance management but I do know what I'm supposed to do.

**RES 5:** Well 60/40 60 happy 40 not well for me the environment okay well the concept of municipality and the key performance indicators the deliverables that the municipality would like to do to the community is what keeps me going but the systems the municipalities are the ones which are disabling a person to be able to achieve fully what we would like to achieve what we would like to achieve yah but then I achieved that the 60 makes me happy yah but the 40 not.

**QUESTION: 3**

**INT:** What is your argument with all the assumptions being made regarding poor service delivery and poor leadership in your municipality?

**RES 1:** Hmmmm can you repeat the question?

**INT:** What is your argument with all the assumptions being made regarding poor service deliver and poor leadership in your municipality?

**RES 1:** Hmmmm it's a very bad thing because people want to see change happening in a very short period of time same time, but you know that these things take time.

**PQ:** Do you perhaps know how long the Emalahleni residents have been experiencing the water and electricity problem?

**RES 1:** Uhm I don't know, it's quite long but until then they have appointed the new Administrator things have changed. Because we are under Administrator we don't have a municipal manager.

**RES 2:** Eh I would say with poor service delivery you cannot satisfy uhm you cannot satisfy everyone and you cannot reach the major of their expectation but we are trying our best. I usually site an example that even though there can be assumptions I'm happy that Emalahleni has never gone uhm let's say uhm what do we call this uhm lights off for a month or people cannot access water for a month or three months. We see it in other areas, yes we do have our challenges but we try our best to sort them out within within a certain period of time because we have to keep our consumers happy at the same time so that they can also see the value of the money they are paying at the Municipality.

**RES 3:** Takes deep breath okay I'd say that uhm they are true and poor delivery it's

85 something that even umuntu nje (someone) like outside coming into Emalahleni can  
86 see ukuthi(that) there's like potholes on the roads. People are always striking for  
87 water and things like that and garbage collection you can see ukuthi(that) the city is  
88 not clean so e service delivery yona(it) it is poor and also.

89 **PQ:** But have you started working on that though? Any resolution on fixing the  
90 problems mentioned?

91 They are they are working on it but you know like e question yakho (yours) it was  
92 also e khuluma nge (it talks about) leadership, leadership it's a it's a huge challenge  
93 especially from the top we had like a whole lot of uhm within a year nje (like) there's  
94 been a whole lot of leadership changes we had two executive mayors so e stability  
95 se (of) management level it's not really it's not stable.

96 I'd say for mina (me) since ngi (I've) started working here the okay the challenges  
97 were still there you know like okay uhm I think it's something that over the years it  
98 continues to to get worse instead of getting better.

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100 **RES 4:** Uhm I think the only problem with that is that most of us we don't take our  
101 jobs seriously uhm there is that entitlement mentality that I must get this because I  
102 am related so whoever so it's not like and uhm it's not like you look for a job with  
103 uhm passion and so most people they just get their jobs and these people they just  
104 get promotions so because of the lack of performance management it's one of the  
105 problems that we are facing now these are the consequences of not having  
106 performance management in the workplace.

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108 **RES 5:** Well uhm poor service delivery I think for me depends on how a person  
109 understands it let me give you an example somebody may say the roads in  
110 Emalahleni are at a very bad state ne I joined the municipality in 1999 and I worked  
111 on roads and by that time with the predictions that I had that I made I told them that if  
112 the municipality goes on with the same budget or lesser with the same number of  
113 personal or lesser the road will deteriorate today they are at that stage so it is viewed  
114 as poor service delivery but on the other side the people who are supposed to do the  
115 work they don't have the tools of trade which is your budget and your human  
116 resource and that also stands from poor leadership because the leadership that is  
117 there cannot actually on paper is looking at the strategic level but with an operational  
118 mind you are looking at 5 years but you want to operate 5 years like one year  
119 because if by 5 years I want to see this desk cleaned and cleared I must have  
120 systems that says the first year I clear out that one even if somebody comes here  
121 and say what I must say hoooh I'm still busy with the papers only and then that  
122 would be the direction but if today somebody comes with this programme you take  
123 that programme and do what you'll never be able to achieve full service delivery.

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125 **QUESTION: 4**

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127 **INT:** What can you point out as the factors leading to slow service delivery at the  
128 Emalahleni Local Municipality?

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130 **RES 1:** I think the employees are not delivering.

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132 **RES 2:** Uhm in terms of the slow service delivery you know sometimes people lose  
133 passion in their work always. I believe that employees also they need to be  
134 motivated first people to motivate them is themselves and then their supervisors they  
135 are expected to do exactly the same thing make sure that everything is done  
136 correctly so that we can meet our target as per our SDIP the service delivery  
137 implemented plan yes.

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139 **RES 3:** People are not really committed to service delivery. You find that the  
140 manager or whoever I don't want to mention names like you can see that people are  
141 complaining about a particular thing but you are not prioritizing and it also has to do  
142 nama (with) departments wethu (ours). Let's take revenue and technical services.  
143 There's no communication if there is one thing that is a contributing factor for these  
144 things is lack of communication between the departments because department A  
145 would expect department B to do certain things but the information e buya ku ye o  
146 (from) department A but is not flowing to the relevant department so things end up  
147 not happening as they are supposed to. Even people nje (like) they don't know who  
148 to complain to let's say I'm experiencing problems with my water meter for example,  
149 I go to technical services technical services refer me to revenue revenue would say  
150 it's this person who should be assisting me. So there is no communication and  
151 commitment from management which inflows to your normal person working on the  
152 ground floor post naye (him/her) if the manager is not committed in serving the  
153 community nawe (you) you don't have that motivation to assist. Because you would  
154 find someone who's willing to help but if o manager is not really assisting you to do  
155 your job then people end up being reluctant to do their jobs they just come to work  
156 because they have to work.

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158 **RES 4:** Uhm it depends on which department. I think its lack of commitment that's 1  
159 point you cannot commit to anything if you do not have an understanding of it  
160 Lack of commitment coupled with lack of knowledge yes so I think that is the biggest  
161 problem  
162 Lack of skill.

163 **PQ:** ohky in that case would you say most employees are employed based on  
164 nepotism than merits?

165 **RES 4:** Ohky you know what happens our recruitment ne when you start from the  
166 bottom like level 15 then you start as a cleaner but maneuvering inside than that is

167 the problem, that's where the problem starts our recruitment policy is totally wrong  
168 because you start as a cleaner on between level 14 and level 4 they do their  
169 recruitment inside so you are starting as a cleaner you're on level 15 then you apply  
170 for a post and then you go to level 8 then you move from level 8 you move to level 6  
171 then you move from level 6 you go to level 4 do you understand? So there is that  
172 lack of knowledge of what is happening outside.

173 **PQ:** what is your take on graduates who studied PMG and are out there without  
174 jobs?

175 **RES 4:** The problem is that those people who are qualified they won't even be able  
176 to apply yes because from level 14 to level 4 you won't be accommodated then you  
177 will be accommodated on level 3 and level 3 is already managerial positions so you  
178 don't have experience you can't come here and be a manager . The policy itself, it  
179 doesn't accommodate you. So the only way you can be helped is if you know  
180 someone who is inside who can speak on your behalf and put you forward and then  
181 you come in as an intern not an intern but as a temp and then after 6 months they  
182 will absorb you.

183

184 **RES 5:** Well not No I don't think they are effective I don't think they are effective  
185 because the same, the same mistakes they happen each and every time to a point  
186 when sometimes you go to a strategic planning you are going to talk the same thing  
187 that you said last year you don't go there for reviewing and for putting forward a  
188 better systems or even a way of working so to me I don't think I don't think really it's  
189 it's progressive. Yah yah there must be a serious change in the leadership approach.

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#### 191 **QUESTION: 5**

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193 **INT:** What can you point out as the factors leading to poor leadership at the  
194 Emalahleni Local Municipality?

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196 **RES 1:** Some are leading well while others are not.

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198 **RES 2:** Eh in terms of poor leadership laughs uhm I have not seen poor leadership  
199 in fact there are those people who are lacking and most of them its due to  
200 demotivation there are a lot of people who are demotivated let me say make an  
201 example by Lydia is coming in she is appointed to work with Thandi, Thandi has  
202 been working in that position, acted in the position for about 5 to 7 years and Lydia  
203 just comes in and the person feels demotivated. We are not strong all of us there are  
204 those people that cannot take disappointment. Yes it is disappointing but at the end  
205 of the day, one needs to sit down and just reflect back. What is the reason am I  
206 here? Why am I still here? Who is the person that I am holding at heart? Who am I  
207 giving service to? Is it the person who's coming in or the community of Emalahleni  
208 because the community doesn't know and they don't care what is happening within  
209 the municipality so that's where your loyalties lie, you have to remind yourself why  
210 am I here? And once a person, I usually say with leadership or with non performing

211 employees once a person loses passion about what they are doing you are deemed  
212 to fail.

213 **PQ:** But are there any training programmes to improve on leadership?

214 **RES 2:** A lot as I said we are in training we do a lot of training.

215

216 **RES 3:** Okay with poor leadership, okay one of the things that people use to point  
217 out, is to say the current leadership they not people from the city. They employ  
218 someone who comes from let's say Limpopo of which that person doesn't really  
219 understand how things are done this side. I think that people are influenced by  
220 politics. You know politically influenced is also something that I don't know how to  
221 put it you have politicians who are getting involved in administrative issues so you  
222 find let's say the manager technically maybe he's an ANC person and there's an  
223 ANC mandate that says this and this so he can't do his job because the mandate  
224 clashes with whatever policies that are followed within the municipality.

225

226 **PQ:** Do managers/leaders go to development training to advance their knowledge  
227 and skills?

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229 **RES 3:** I think that's another thing qualifications of management you would find that  
230 a person in employed based on it also goes back to the political influence a person  
231 does not have the proper qualifications to fill a position but because of political  
232 influence other parties push that this person be appointed for the particular position.  
233 Most management positions are based on political influence.

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235 **RES 4:** They don't have qualifications our managers are deployed I know I love the  
236 ANC did that record? Giggles I love the ANC no it's this deployment thing the  
237 deployment is killing the whole country not even just our municipality because they  
238 bring somebody who is supposed to be on internship programme to run the  
239 municipality. You don't even have a plan that's when they will have five people doing  
240 one person's job I mean if you are from other companies you will just see that here I  
241 am not doing anything really.

242

243 **RES 5:** Not having the right qualification is a contributing factor. And also working  
244 without passion. Like I mentioned before you find that a person is a specialist in  
245 engineering but is a manager for a different specialisation, this sometimes  
246 demoralises an individual at some point.

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## 248 **QUESTION: 6**

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250 **INT:** What are your thoughts about the leadership styles and attributes followed at  
251 the Emalahleni Local Municipality? Do you think that they are effective for the  
252 development and growth of the leadership practiced at the Emalahleni Local  
253 Municipality?

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255 **RES 1:** They are beneficial.

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257 **RES 2:** Laughs...I would say like our municipality because I have started working at  
258 this municipality while I was still very young I'd say our municipality it's a  
259 transformative one and judging about the leaders that we have they are strong willed  
260 people even though as I said that people are not the same there are those who are  
261 slugging behind and there are those who are fully committed yes so they want  
262 transformation and there are those who are driven so much by transformation. That  
263 even if there are changes people they can easily adapt to the changes so they also  
264 try to put into action or into effect the change management within the municipality  
265 because if people don't embrace change nothing is going to change.

266

267 **RES 3:** I think the leadership style lana (here) its changing especially since we are  
268 coming from the administration process. We were put under administration because  
269 we couldn't handle our financials. So this simply means that they take the powers  
270 from the municipal manager and then they appoint someone whom they call him the  
271 administrator who's now in charge of everything. The guy who was appointed as the  
272 administrator is now the municipal manage. Since he came in the municipal climate  
273 has changed for the better. His leadership is great it is what the municipality needed.  
274 He tried to stabilize everything like made sure that all the key positions must be filled  
275 such a person should be in this position for certain years. And also understanding  
276 the needs of the people working at the municipality trying to meet some of them so I  
277 think he has stabilized the municipality. Management is now concerned on what is  
278 happening within the departments and also on what services need to be delivered.  
279 There's transformation happening.

280

281 **RES 4:** There is no leadership style everybody is running the municipality the way  
282 they want to run it. Its okay we can just say that it's a laisses fair then it would be at  
283 much better because we have a leadership style but as you can pin point what they  
284 are doing no you won't.

285

286 **RES 5:** Everyone seems to be doing what they think is right not all policies are  
287 followed thus I can't really comment on the leadership style followed.

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289 **QUESTION: 7**

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291 **INT:** According, to your opinion based on the experience which you have been with  
292 the Municipality, what challenges have you come across as an employee of the  
293 Municipality? Would you say those challenges have been addressed or that they are  
294 in the process of being addressed with?

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296 **RES 1:** Uhm so far no challenges that I've come across, my side no.

297

298 **RES 2:** Yah I will say earlier on especially like in the training and everything I will site  
299 an example with what I am doing currently. What we used to have a challenge with  
300 was e lack of funding to send every person that we have identified a need or  
301 identified a skills gap on for training so that we can enhance service delivery. But as  
302 time went by and as I said earlier all about the transformative municipality and the  
303 leaders that see that people need to be up skilled in order for them to perform much  
304 better. Uhm up until now it has changed traumatically ah ah ah uhm we can say we  
305 don't have a person who cannot read or write in this municipality so we attend to  
306 each and every person whether it's a manager down to a general worker so those  
307 who cannot read and write we also have a programme for them the adult education  
308 training so we also take them through we have people who have started with ABET  
309 eh eh AET it's called AET now not ABET anymore and some of them are foreman  
310 today some of them are even artisans so that that that's the transformation that is  
311 happening with them so we usually look at the bad side of things and yet there are  
312 so many good things that are happening and that are ah a profound truth or proof  
313 that there is transformation within the municipality.

314

315 **RES 3:** I think one of the challenges working as an auditor because what you do is  
316 before you go and audit a certain department you have to meet with the  
317 management explain that I'm here as an auditor and this is what I am here to do and  
318 this is what I am going to look at. One of the challenges was cooperation you don't  
319 get cooperation from management you try to set up a meeting with a certain  
320 manager they are forever not available or and when you auditing there are certain  
321 documents that you need to go through but you requested information and that  
322 information is not available because it is not made available to you or you don't get it  
323 on time or its not there at all. So it makes your job sort of challenging but as I've said  
324 now with this change there is change in the environment so management are now  
325 more understanding of the role the internal auditing and they are more cooperative  
326 they even because before they people didn't know that there is an internal auditing  
327 department and what do we do because when they see us in their departments they  
328 would say here are the police. But I think for now management are more  
329 understanding of what our roles are as the internal auditing team.

330

331 **RES 4:** The challenges that okay me as an individual uhm not everyone in this  
332 municipality has got a job description and you find that they adhere to and some  
333 people don't even know what they supposed to do that's when hence you find  
334 municipal employees at the streets going up and down it's not their fault it's our fault  
335 as leadership it's not their fault yah they take me and put me in a position and don't  
336 tell me what to do obviously I would have to figure myself out and if I don't even have  
337 school in my mind and I have that position who am I going to what am I supposed to  
338 figure out because they just took me and poured me inside a hole?

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**RES 5:** Well some of the challenges have been but I think the other thing which I would also understand about municipalities which I think the they our our new government did not do correctly appointing people for a certain time period also limits people's ability to exercise their full leadership because this person knows that well I will be here anyway for 5 years from there I go then so it does not really bring out this thing motivation and also the matter of we want to outshine each other as a PME manager I want to outshine LED, LED wats to outshine technical, technical that's not to say me and technical are one to fail I fail if I win you win so to me if that can be how people could yes there is a will in talking but in doing it is contrary.

**QUESTION: 8**

**INT:** What is your comment about the professionalism, ethics, transparency and effectiveness of the public officials of the Emalahleni Local Municipality?

**RES 1:** Ah I can say from the officials of the municipality it should be.....trained and learned seriously we should be professional. There are people who are professional and some are not

**RES 2:** Comments about the first one was professionalism I would say most of our professionals they really know how to deal with people in a professional way I'm saying that proudly so because I'm the one as well who is responsible for induction in this municipality it's our unit in fact the training unit that is responsible for that so we also touch on that we not just looking on the we also taking cognizant of what is enshrined at the constitution of South Africa when it comes to professionalism that it's not what us as a municipality has have policies on but we are responding to the needs that are in the constitution of south Africa. So we are we are obliged to do that to be professional as well as ethics people can do their things but we enforce ethics to to as a proof that we do and force ethics even the guys that are found to be you know maladministration is always there you will find some of the officials that are corrupt who are stealing for no apparent reason we we our disciplinary action is taken seriously and it is implemented yes yes.

**PQ:** Would you say you are transparent to the community?

**RES 2:** Definitely we are we are transparent to the community I will say like we have izimbizo where the community is we have councillors they are representatives of the community they are part of all the structures within the Emalahleni they are the ones who are supposed to tell but {laughs} funny enough the community knows so much about the municipality that even us as the employees are not even aware so that simply means that there is that transparency yes yes yes to me I usually say that there is soo much transparency in this government that even the person that you have never thought they would know this such of thing they will come in and tell you that ooh that's very interesting.

383 **PQ:** So you are clearly following the Batho Pele Principles?

384 **RES 2:** Definitely definitely that's one of our highlights in our inductions that and we  
385 don't just do it just we have exercises so that people can understand what batho pele  
386 is when they go to the work stations even the new ones will come back and tell you  
387 you know what those guys are all there but they don't know what they are doing  
388 because I am from an induction and I know and it's me who has brought I said but  
389 that's why what we training you for that's why we recruited you as a new person  
390 because we need innovation.

391  
392 **RES 3:** Okay in terms of professionalism we do lack professionalism I mean when  
393 you see people interact with the public like when someone is coming to enquire  
394 about their statements or whatever you know you would find someone on the phone  
395 personal things you can here that the conversation is personal and not work related  
396 while the customer is here ever the way the employees speak to the customers it's  
397 really not professional they shout at them and things like that even the physical  
398 appearance we don't dress appropriately we don't we just rock up. There is a lack of  
399 professionalism.

400 **PQ:** Would you say the problem arises from the lower or top management of the  
401 hierarchy?

402 **RES 3:** I'd say from the top I'll make an example with our department, you come into  
403 the municipality you adapt this culture you know before I came here I was from the  
404 bank you know high heels uniform and then you come here you see people any day  
405 they wearing jeans your sloppies whatever. But you end up being like you adopt that  
406 culture so we adopted a new CA chief executive officer he was from the AG and the  
407 AG you know they very professional strict whatever so now in our department he  
408 makes sure that he says okay this is what you must wear from Monday to Friday this  
409 is our dress code this is how we appear to our clients and also the municipality  
410 they've recently adopted e dress code policy that Monday to Thursday this is the  
411 dress code and Friday you can wear your casual but it must also be smart casual but  
412 still people are not complying because you find that from the top the manage still  
413 dresses casual all the time but expects his team to wear formal. But with us we know  
414 that our CA is always wearing smart and formal so we should also follow his  
415 example. We have a very strict dress code in our department so professionalism is  
416 practiced first of all your physical appearance this is how you must look.

417 Yes we are very transparent in our department. I mean our department is a very  
418 sensitive department so I mean auditing is like me saying I'm going to check if you  
419 are doing the right thing so I must also not adopt the wrong culture whereby  
420 professionalism is not practiced. So I cannot go tell someone that no you can't wear  
421 this while I am also not complying so I must first do before I can actually tell  
422 someone do so we must be seen as doing the right thing before we can convince  
423 someone to do the right thing. So we are transparent in that manner. However, it not  
424 all the departments which are transparent for example corporate services like your  
425 HR department they have a very good manager who follows the right procedures  
426 and always ensures transparency. The manager always emphasise that they are the

427 face of the municipality and that policies must be followed. Professionalism is  
428 practiced here. But unfortunately the departments which deals with the public are the  
429 ones which do not practice professionalism and which are not transparent.

430

431 **RES 4:** Don't mention municipality and ethics in the same sentence {laughs} just  
432 don't. I don't even think people know what ethics are. They know the Batho Pele  
433 Principles for the interview but they don't practice them.

434

435 **RES 5:** Well there are managers who are professional in their way of working and  
436 there are those who are not professional but the thing is those ones who are  
437 professional are less than those who are unprofessional. And those who are  
438 effective as well are lesser than those who are ineffective actually a lot of people  
439 come here looking forward towards making a better municipality at the end of the  
440 day they end up going back backwards because they can't be able to fit because  
441 somebody would come for 1st month 2nd month, 3rd month yah you feel like you  
442 should just leave. The support structure the challenge is the challenges can be  
443 mounted.

444

445 **QUESTION: 9**

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447 **INT:** What would you like to improve as an employee of the Emalahleni Local  
448 Municipality?

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450 **RES 1:** Ya the professionalism.

451

452 **RES 2:** Mmmmm I'm trying to think holistically now {silence} maybe is because when  
453 I started working at this municipality I was very small {laughs} I've seen so much  
454 improvements I've seen so much improvements now the improvements that I can  
455 say is to make sure when we appoint people that we appoint people who have the  
456 interests of the people at heart people who are really ready to serve the community  
457 because if a person is not ready to serve the community I don't think that we going to  
458 change much the change that I can really bring about is to make sure that we  
459 appoint the correct people at the correct time for the correct positions that will take  
460 the municipality far.

461 **PQ:** So would you then say that most of your employees are employed based on  
462 merits and not on nepotism?

463 **RES 2:** No no no not most ne there are those few that they are the ones that are  
464 causing friction the instability the ones that comes in on merit or some are even  
465 deployed and when we know very well that the requirements of the positions are  
466 clearly stated and because of political pressure that's where that's were  
467 municipalities are suffering as well it's one of our challenges when politics is uhm  
468 infringing the administrative part of doing our day to day activities there are those  
469 that you know who are willing to work and can be promoted within the municipality  
470 rather than taking someone from outside a person who will still need guidance from

471 these people and training on so it causes a lot of instability but most of our people  
472 we try by all means even though there is political pressure so there are those  
473 external factors yes yes you will indicate it by the external factors on the political  
474 ones.

475

476 **RES 3:** For me I'm an internal auditor what we do is check if we have proper internal  
477 control and mitigate our risks so we have a risk of not collecting enough revenue my  
478 job is to check what is wrong with the system and how can we improve on that so my  
479 contribution is to actually go look at those controls and check if do we actually have  
480 those controls in placement management and if not you recommend that okay let's  
481 put this and see if we can't improve our situation so sometimes is a bit difficult for us  
482 auditors because when you talk about service delivery you talking to your water and  
483 electricity like your basic whatever and unfortunately we don't have those technical  
484 skills to go and actually audit like let me go and actually see water quality of the  
485 municipality do people actually drink our water because I can't personally go I will be  
486 lost because it is too technical but what I can do is go to because we have the  
487 department of water affairs because every month or quarterly I'm not sure they have  
488 this quality what do they call it like your blue drop whatever they check the quality of  
489 the water to see if does it comply to their requirements mine is to see if are we  
490 actually meeting the requirements of the department of water affairs can people  
491 actually drink the water and what can we do management what are the challenges to  
492 actually get this water to get to be at the required stage or level. Are we having  
493 challenges in buying the right equipment to purify our water or you know things like  
494 that yah.

495 **PQ:** So do you think that it is true that people have been experiencing water and  
496 electricity problem for the past 10 years?

497 **RES 3:** 10 years I'm not sure but I'd say yes there have been electricity and water  
498 problems in the municipal jurisdictions I think one of the contributing factors would be  
499 our infrastructure we have very old infrastructure and one of the challenges that we  
500 identified like you remember like I was talking about controls about what controls is  
501 management putting to make sure so you'd find that there is no plan to make sure  
502 that this pipe is supposed to last us five years during this five years we don't do  
503 anything to ensure that by the end of the useful life of this pipe are we buying a new  
504 one or are we replacing it so you know there are those things to say okay so that is  
505 why we having these problems of electricity the main problem is infrastructure.

506

507 **RES 4:** I think you know we used to have this other lady who was a manager here  
508 she was the acting municipal manager she was so committed she knew that people  
509 are not committed but she was so committed to such an extent that we started  
510 feeling that we must start moving she made us stand up she didn't make us walk but  
511 at least we stood up unfortunately she left and we sat down again {giggles}. We've  
512 been sitting for so long so for you to make me stand up I must see that you have  
513 stood up and that you are running before I can even attempt to stand up. Yah we've  
514 been sitting for quite too long I always say that if I were to be appointed as a

515 municipal manager I would have been left with only ten percent of the municipal  
516 employees who are still working all these other ones would get their letters.

517

518 **RES 5:** Well one it's the systems that I think can be followed and can always be  
519 evaluated and improved from time to time it must just be a matter of compliance  
520 because once you look at complying every time you don't do a thing every time  
521 because you love it you love doing it but you do it because you are supposed to do it  
522 so that's why we are not we are not changing we are always doing things the same  
523 way yah we are working hard but not smart yah.

524 **PQ:** And how do you intend on improving service delivery within the Municipality?

525 **RES 5:** Well on electricity uhm okay actually on all the services the financial status of  
526 the municipality has not improved in years to a point that when you look at your  
527 capital expenditures and operational expenditures what we are getting from the  
528 payment of services is not sustaining the system we are living with old infrastructure  
529 uhm we are living we are not improving on the infrastructure we have, there's more  
530 yesterday I was talking to another guy saying that in the last twenty years the  
531 population has grown by two hundred percent we were about hundred thousands,  
532 now we are about three thousand something and there's not a new electrical power  
533 station there's not a new water source so you are still sourcing water from where you  
534 used to source twenty years ago you are sourcing water from a dam and your  
535 obstruction license is one hundred and ten mega litres but your demand is one  
536 hundred and forty mega litres so with that and you are to serve a community which is  
537 increasing on a day to day basis we supposed to be creating networks if there  
538 people who are out there maybe at Zone 14 they can all be situated around the dam  
539 then it will be easier for you to feed them you just take a small line from the dam to  
540 here now you have to take from the dam to somewhere where you store it from  
541 where you store it to the next one the pipe that takes it from here to there it burst it  
542 rust it does whatever its pressured its cordate inside it lessens the amount of water  
543 that needs to go through by the time it supposed to reach there its its its either the  
544 water is not clean because of the corroding inside or either pressure is small inside  
545 because it went feeding the others on the way and even the electricity as well we've  
546 been waiting for the Doorentpoort to be upgraded it is not upgraded so people are  
547 now buying their own generators buying for backup buying or putting boreholes or  
548 ojo tanks for secondary water.

549 **PQ:** So would you say the community contributes in this by not paying their rates or  
550 is the situation beyond that?

551 **RES 5:** Yah it is also the community because if you are having enough resources in  
552 the municipality you can improve you can also draw out there people who are more  
553 skilled not to say we are not skilled but I mean as a technical person my desk is not  
554 supposed to be filled with papers doing management and administration I should  
555 atleast be doing analysis and designs and looking at embettering the system every  
556 day I have to manage papers.

557 **PQ:** In terms of skills would you say that people are mostly employed based on  
558 nepotism than on merits?

559 **RES 5:** Well yes there would be nepotism to a certain extent and also thee the  
560 municipality has become so much unionized to a point that a person would just grow  
561 in the system when I came here I had my national diploma which I went on to study  
562 in a Technicon civil engineering I came here as an engineering technician the first  
563 mistake that the municipality does is that it changes the titles uhm if you say PMU  
564 manager what does that mean if you could say an engineering manager somebody  
565 who is not an engineer would fear to getting in that terrain because you would ask  
566 yourself if its engineer but if you say project management even anybody who thinks  
567 of project management as not putting people down as doing tea it's a it's a project  
568 but it's not engineering project management you see if you say a person is going to  
569 be doing uhm municipal administration is different from somebody who has a BA a  
570 Bachelor of Arts yabona (you see) if a person is having a degree in public  
571 management its different I mean I also did a certificate in public management when I  
572 was here in the municipality and I also did a course with Wits on municipal finance  
573 management the modules that you go through there are not modules that you grow  
574 in the system and then tomorrow you are promoted because you are in a union or  
575 somebody likes you or loves you there then you end up getting to a higher position  
576 yabona (you see).

577 Well for me I would not discourage anyone from acquiring education because for me  
578 education is not about being employed its more about changing perspective about  
579 life. If I give R20 to a person who is educated this person would be able to apply his  
580 mind in spending that money unlike somebody who is not yah and also its about  
581 knowledge it's about acquiring skills it's about there are other things that a person  
582 would do even without earning for them so it's only unfortunate that where we are  
583 living in okay like for myself when I came here I was working for who and not yet I  
584 was fully qualified and for the rest of the 5 years that I've been with them it because  
585 they were working for them it was good they never looked at them upgrading  
586 themselves and making sure that they go back and finalized and I used to tell them  
587 that mina I was even telling my wife yesterday at one time I was questioning God  
588 that why only one course can really not make me get a deans exam and write and go  
589 to work but I had to come back after doing my experiential training 6 month more and  
590 I had to come back the next 6 months then I left my job and I said I will come back I  
591 went in and for that 6 months I was only doing one course staying in Pretoria  
592 travelling to wits Technicon thrice a week the other two days I'm just sitting in  
593 Pretoria going out in buses finding out whether I can get a better job going to  
594 consultancy getting a voluntary work there and there well I said to myself I want to  
595 complete that and I completed it yabon (you see) I completed it and from there and I  
596 went back and I fortunately I was being sponsored by the department of public works  
597 so I could get my job back and work yabona (you see) yah so to me I would not I  
598 would not really say it's a waste yah it could never be a waste because tomorrow  
599 well be although even in academia we don't actually now our government is getting a  
600 lot of things clouded I was talking to a professor friend of mine he's a writer of the  
601 University of North West and he used to be at locker heads with the premier supra  
602 wanting tenders in the government and he would say to him no I'm an academia

603 that's what I have been appointed for he left academic at one time prof and he went  
604 to work in human research science council and he says it's good to go there and be  
605 a CEO and drive these big cars but if it's not within you my passion is in the  
606 classroom if it's not in the classroom its managing a thing that is related to a class  
607 and he ended up going back to Vaal and ultimately he went back to the University of  
608 North West.

609  
610

## 611 INTERVIEW TRANSCRIPTS FOR THE EMALAHLENI RESIDENTS

612

### 613 QUESTION: 1

614

615 **INT:** How long have you been living in Emalahleni?

616

617 **RES 6:** Hmmm, I'm sure it's been 20 years.

618

619 **RES 7:** More than okay 65 years now.

620

621 **RES 8:** Uhm with the family since 1993.

622

623 **RES 9:** Uhm I think 17 years.

624

625 **RES 10:** Since 1977 about 38 years now.

626

### 627 QUESTION: 2

628

629 **INT:** Are you also challenged by the poor service delivery specifically the water and  
630 electricity issue?

631

632 **RES 6:** Yes.

633

634 **RES 7:** Yes

635

636 **RES 8:** Very much yes.

637

638 **RES 9:** Yes I am affected.

639

640 **RES 10:** Yes I am very much challenged by it.

641

### 642 QUESTION: 3

643

644 **INT:** What other challenges in terms of service delivery have you experienced so  
645 far?

646

647 **RES 6:** I think the sewage and uhm can't think of anything else right now because  
648 the water even smells bad you can't even drink the water from the taps because they  
649 smell bad.

650

651 **RES 7:** Cleanliness uhm removal of waste potholes in the street poor notification in  
652 connection with the water and the lights poor delivery for electricity bills.

653

654 **RES 8:** Okay mostly the biggest one is roads because I have a car and uhm they  
655 never take care of the roads especially potholes I know of potholes that have been  
656 there like I even crammed them for five years same potholes same area and its  
657 getting bigger and bigger by the day visitors are disadvantaged by these potholes  
658 because their cars get damaged as they not aware of them. We are also losing a lot  
659 of money with these potholes I mean last year I spend a lot of money I had to go buy  
660 a tyre it cost me R1700 you know so it's very sad.

661

662 **RES 9:** The rubbish collection like they are not collected on time.

663

664 **RES 10:**

- 665 • We are still experiencing regular outages of water and electricity.
- 666 • Frequent sewerage spills.
- 667 • Continued struggle with potholes.
- 668 • The level of quality of water is also a concern.
- 669 • Aging infrastructure creates many problems such as bursting pipes of water.
- 670 • Poor workmanship of RDP houses makes people unhappy especially during  
671 the heavy rainfalls e.g. roofs being blown away and cracks of the walls.

672

673 **Question: 4**

674

675 **INT:** How long have you been experiencing the water and electricity problem?

676

677 **RES 6:** Hooo it's been a while because the water usually we do have the water in  
678 the morning from 6 o clock and then it's off and then we and then its turned on again  
679 from 8 o clock yah and it's really unhygienic. The electricity is better than the water  
680 now.

681

682 **RES 7:** It's almost uhm for water I think its 2-3year okay electricity is now that bad.

683

684 **RES 8:** Shoo as far as I can remember the water problem it's been over 10 years to  
685 15 years and the electricity problem also around that time since I've known this place  
686 electricity and water has been a problem and it's not just the water that we are  
687 drinking hey this area where I stay at Extension 5 when we arrived actually that land  
688 was never we were never supposed to build in that land so when we first around  
689 there was a lot of water coming from underground. And my home we suffered a lot

690 because it used to flood a lot they didn't even put uhm the the the drains so they all  
691 put them after maybe 10 years we living there and they started to put drains there  
692 were like springs I don't know what you call them coming from underground and then  
693 when it rains the way its structured there's no drains from the streets so when it rains  
694 it actually floods after flooding the springs come out it was horrible.

695  
696 **RES 9:** I don't know as long as I can remember.

697  
698 **RES 10:** It has been about 26 years now.

699 **QUESTION: 5**

701

702 **INT:** What measures have you taken to make the municipality aware of the  
703 challenges faced?

704 **RES 6:** I haven't taken any steps.

705

706 **RES 7:** We are reporting to the municipality we attend their meetings and report to  
707 them verbally in the meetings we do phone the council.

708

709 **RES 8:** Well I used to be a youth leader actually at the ANC youth league and I was  
710 just involved in the community I was a community person I'm that kind of person  
711 even now to help other you know that's my passion so every time I see a problem I  
712 will raise it and raise it but no one listened even the people you tried to vote for this  
713 one thinking that this one is going to do that and it was difficult for me because we  
714 are in the same party you vote for people hoping that they will do something you  
715 know and you tell people that this one you know this person is gonna do something  
716 our problems so our problems keep on mounting and mounting and mounting  
717 nothing is happening even the guy now at Extension 5 is a municipal councillor that  
718 guy is my friend from long time ago and I used to complain with him we were in the  
719 youth league together he's worse people have beaten him he's running away the  
720 place looks terrible now it's worse I'm so embarrassed that that's my home. Actually  
721 it's sad for me the way it is I feel like someone must be held accountable someone  
722 must be arrested because at national level like I'm an ANC member card carry  
723 member not ANC and I know at national level ANC has got good policies they really  
724 want to do something for the country so for national level to provincial level to  
725 municipality level actually at municipality level that's where we are struggling at the  
726 most people are not doing anything the problem is actually at the bottom where a lot  
727 of work needs to be done. At national level the policies are done and at provincial  
728 level you must uhm ensure that those policies are implemented and at the municipal  
729 level that's where the people are that's where you must make a change you know  
730 yah that's where the physical work is and people are not working so yah.

731 **PQ:** would you then say that most of the people at the municipality are employed  
732 based on nepotism and not on merits?

733 **RES 8:** Yes that is a definite yes I know it because for someone who is actually in  
734 the ANC I am privileged to know certain information well I'm not happy with, if you  
735 look at my life I've tried many things myself I've gone through what you've gone  
736 through I've suffered in such a way that now you have to go to places like Cape  
737 Town to get a job and for someone who is passionate about the community but now  
738 you have to think of yourself and go outside but if it was for me I would have loved to  
739 be here and actually give back I have soo much to give back actually to this  
740 community so I've been through it all we were building schools they give us they  
741 promised us jobs now you build schools and you get nothing and they say just open  
742 companies and you get a tender for the for the roads and then they give the families  
743 their tenders they don't train us well so those things they come from national level  
744 that you know take the people and do this so yah I've been there done that  
745 yes you know it's really actually you know it breaks my heart as a black nation  
746 actually that we used to struggle uhm okay I'm young I never actually there in the  
747 struggle but like when I was born it's when I grew up and realized how things were  
748 Its like I realize why people they how much they struggled now for where I am now  
749 what I can do today the struggle now and people the power in their heads they have  
750 time money and actually they can make the change but the same people now they  
751 advance themselves and their families and you will find that the certain people are  
752 not qualified for certain jobs for instance like a municipal manager needs a very  
753 qualified person to fill that position because for me if it looks like this the first thing I  
754 do is I fire the CEO.

755  
756 **RES 9:** My mom always complain in writing but nothing ever changes.

757  
758 **RES 10:** I've raised the issues faced during community meeting but it seems like we  
759 are continuously being ignored by our municipality.

760  
761 **QUESTION: 6**

762  
763 **INT:** What has the municipality done regarding this problem?

764  
765 **RES 6:** They just given us strategies on how to save water because there is water  
766 shortage and electricity ah nothing.

767  
768 **PQ:** Do you think the municipality is aware of the problems faced?

769  
770 **RES 6:** Yes they are aware because on the news they tell us that there is a water  
771 shortage and loads adding as well but nothing has been done.

772

773 **RES 7:** They are always promising to address the problems but the problem is never  
774 addressed.

775  
776 **RES 8:** Nothing has been really done.  
777

778 **RES 9:** Okay they post when they gonna come but they never come like about 2  
779 weeks we have rubbish piling up and then we get people whom we need to pay to go  
780 throw the rubbish somewhere. And this is not right because now you ruining the  
781 environment because now it becomes dirty and unhealthy so we creating problems  
782 on top of problems.

783

784 **RES 10:** Nothing at all. Instead we receive empty promises. The municipality always  
785 fix a few things when the elections are near. As soon as the local elections are over  
786 we are yet experiencing the same problems with no solutions at hand

787

788 **QUESTION: 7**

789

790 **INT:** Would you say your municipality is effective and efficient in delivering services  
791 to its citizens? Please motivate your response?

792

793 **RES 6:** In the previous years I'd say yes but this year ah no. I think that in the  
794 previous years we had water, even though we had water shortage in some days but  
795 it wasn't like this year and the electricity also but this year even in winter we didn't  
796 have electricity but they didn't tell us at least if they told us ukuthi (that) at this time  
797 the electricity will be off and water but they didn't for days we didn't have anything  
798 and we couldn't go anywhere to go get water because there was also not water  
799 there.

800

801 **RES 7:** Our municipality is inefficient service delivery is poor even if let me say even  
802 if they are correcting the potholes there are no supervisions or monitoring on the  
803 person who's doing the job so the person doing the job is not doing things correctly.  
804 So you find that after two or three weeks the very same problem rises. It's not fixed  
805 properly the material is not up to standard. People who are doing the job themselves  
806 we are doubting them because they not doing them correctly.

807

808 **RES 8:** I'm saying no definite no they are the worst municipality as far as I'm  
809 concerned I know I don't know other municipalities up close and personal for me in  
810 my life I'm embarrassed to say this is worst municipality in South Africa that I know of  
811 and the reason being whatever they don't follow any policies they don't follow any  
812 policies and procedures they don't do anything right so they don't pay their bills they

813 don't employ people for the job and actually people who are there they not doing  
814 their jobs you know there is sewage that is running on the streets and the water is  
815 bad there is constant load shading I don't even call it load shading blackouts.

816  
817 **RES 9:** No I don't think they are I feel like they do things just to make us happy, to  
818 cover up for their mistakes.

819  
820 **RES 10:** No because everything is not up to date.

821  
822 **QUESTION: 8**

823  
824 **INT:** What do you think of the leaders, and employees of the Emalahleni  
825 Municipality?

826  
827 **RES 6:** Eish I'm not sure especially in this generation it's all about connections so  
828 eish I'm not really sure. They actually give us empty promises. We think of a plan for  
829 the unemployment for the youth and stuff but they never deliver those services. I'd  
830 like to think so but the employees are not really professional.

831  
832 **RES 7:** There is no professionalism, even if you go and report, they will take you  
833 from one pillar to post rather than pillar you find yourself frustrated number one  
834 number two I don't say that some are trained for the job.

835 **PQ:** Would you then say most employees are employed on nepotism and not on  
836 merits?

837 **RES 7:** No people are not employed according to merits nepotism is there but  
838 people are employed according to their political status and nepotism too

839 **PQ:** Do you think the municipality if transparent in everything that is happening?

840 **RES 7:** Well they do call in meetings but the meetings are never fruitful the very  
841 same problems are being tackled in the meetings but there is no progress they will  
842 talk about electricity they will talk about water I think is almost more than forty  
843 something months talking about the very same problem but it's never addressed  
844 even two weeks ago we had a meeting talking about scarcity of water in our area we  
845 were promised that jojo tanks will be delivered in the area, until now we are seeing  
846 nothing yah we are still waiting for them but fortunately in the taps the water is there  
847 because at times you find that they don't even have taps.

848 **PQ:** Is the water clean and safe to drink?

849 **RES 7:** The water is not clean and safe to drink, the water is stinking You have to  
850 buy clean drinking water most of the time we use municipality water for washing and  
851 cleaning you have to buy clean water for drinking and cooking.

852  
853 **RES 8:** Shoo my dear its bad and I'm not like saying I'm generalizing I'm looking at  
854 like the majority of the people they have bad attitudes the service is slow you actually  
855 most of the time don't get the results I'll make you an example I sold a house few

856 years ago and I did go to the municipality to go and change my account to the new  
857 owner and as I'm speak now in December I received a bill of R2700 still in my name.

858

859 **RES 9:** I think most of them are not doing their jobs because sometimes when you  
860 get to the municipality you are not given attention as the customer.

861 **PQ:** As a learner has this water and electricity problem affected you in anyway?

862 **RES 9:** Yes because I sometimes have to study in the dark and I'm not used to that  
863 lifestyle. Also the water issue affects me as a learner because I'm supposed to wake  
864 up and bath when I go to school so sometimes I end up not going to school because  
865 there is no water to bath.

866

867 **RES 10:** They lack professionalism and ethics still need more training to improve.  
868 Also employing the right people with the right qualifications will improve the system I  
869 think.

870

871 **QUESTION: 9**

872

873 **INT:** What changes would you like to see happening in the Emalahleni Municipality?

874

875 **RES 6:** I'd say maybe the unemployment. And uhm maybe if Zuma can create more  
876 jobs as he promised and uhm maybe the loads adding also if they can employ more  
877 people I think and qualified people. There are a lot of people who are doing electrical  
878 engineering these days but without jobs.

879

880 **RES 7:** You know I forgot to say something concerning service delivery if you can go  
881 to the graveyards you will be shocked. The graveyards are so dirty. At times when  
882 you are burying somebody you are looking down to check if there is no snake around  
883 you it's so bad the state is so bad would like to see people employing people on  
884 merits number one stop their internal bittering because as citizens you overhear that  
885 they are fighting internally so if you are in position and your subordinates are not in  
886 favour of you how are you going to deliver the services because they need to work  
887 as a team first of all they must be employed on merits and they must work as a team.  
888 Police must intervene crime is also too high. There is this man called copper head.  
889 Copper head comes into people's houses and rape people. He already raped about  
890 fifty six victims in the area.

891

892 **RES 8:** The first thing you must employ a good municipal manager it's very important  
893 because that manager is going to employ people who are capable then those  
894 capable people must be held accountable for. You must have measures in place that  
895 is gonna monitor their progress even if it includes like performance management  
896 kind of thing that they are monitored and motivated actually to service the people  
897 because what I've seen with South Africans the spirit of Ubuntu is dead and actually  
898 people don't want to service other people even with their jobs they don't want to do  
899 their jobs

900

901 **RES 9:** They should fix the potholes that's like the main thing. Like by the outline  
902 they fixed it but not like the entire road. Yah and its like dangers for drivers because  
903 you have to swerve to avoid that everyone is swerving you might cause accidents  
904 and there is kids running around so it's not good for cars for everyone I think they  
905 should just fix it.

906

907 **RES 10:** The municipality should send the employees to training to improve  
908 efficiency, effectiveness, professionalism, and ethics within the workplace. And I  
909 think the leadership style should improve because it seems like it is not democratic  
910 but autocratic because our opinions are not considered.

911